CALVIP COHORT 3 LOCAL EVALUATION REPORT

GRANTEE
City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD)

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A. PROJECT AND EVALUATION BACKGROUND

The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) was founded in 2007 and coordinates and oversees the City's gang prevention, gang intervention, juvenile re-entry, youth diversion and youth development efforts in alignment with the GRYD Comprehensive Strategy. An overview of the approaches included in the GRYD Comprehensive Strategy are provided in the illustration on the following page. Core goals of the GRYD Comprehensive Strategy mission statement are: 1) facilitating effective and coordinated responses to both prevent gang violence and respond when it does occur; 2) working with youth and their families in order to strengthen resiliency and reduce gang-joining/gang-embeddedness; and, 3) providing training opportunities and technical assistance support to integrate best-practice approaches and improve service delivery by GRYD service providers.[1]

To meet these goals, the GRYD Office partners with community-based organizations (CBOs) to provide GRYD services to young people and emerging adults and their families in 23 areas throughout the city, known as GRYD Zones; a map of GRYD Zones is available in Appendix A. In addition, the GRYD Office coordinates peacekeeping efforts that include the GRYD Office, GRYD providers, LAPD, and the community. When the first GRYD Zones were established in 2008, those neighborhoods were home to a 40% higher level of gang crime than other parts of the city. Although gang-related crime has decreased since GRYD's inception, gang-related violence and crime continues to have a detrimental impact on Los Angeles neighborhoods and GRYD zones.

Year-end numbers in 2019 showed citywide reductions in gang related violence; however, some areas, including Newton 2, Rampart 2, 77th 3, Southeast 2, Northeast, and Foothill GRYD Zones, experienced higher rates of violent crime compared to 2018.[2] Thus, the residents of these GRYD Zones continued to experience the impact of community violence. With the COVID-19 pandemic altering the homeostasis for all Angelinos, GRYD Zone communities experienced higher levels of stress and vulnerability. Violence in communities throughout the City of Los Angeles has an adverse impact on residents. Violence affects residents' perceptions of safety, community economic development, and overall quality of life. By all measures, GRYD Zone residents were among those most likely to experience the disparate health and economic consequences during the pandemic.

The intersectionality of violence (both gang and community) and other important social issues (such as a pandemic) created the need for a specific plan to build the resiliency of a community. The GRYD Office recognized both the need to respond to the uptick in crime in the specific areas of Newton 2, Rampart 2, 77th 3, Southeast 2, Northeast, and Foothill GRYD Zones and the growing need for trauma stabilization and support in mist of the pandemic, the Mayor's Office used CalVIP funding and its local match to increase the GRYD Office's COVID-19 recovery and response plan.

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[1] Tremblay, A., Herz, D.C., Zachery, R., & Kraus, M. (2020). *The Los Angeles Mayor's Office of Gang Reduction and Youth Development Comprehensive Strategy* (GRYD Research Brief No. 1). Los Angeles, CA: California State University, Los Angeles.
[2] GRYD Violent Crime Statistics: Week Ending 12/31/2019

THE GRYD COMPREHENSIVE STRATEGY OVERVIEW

GRYD'S VISION IS TO CREATE COMMUNITIES THAT ARE HEALTHY, PEACEFUL, AND THRIVING.

GRYD's mission is to improve the overall health and well-being of families and communities through engagement and by preventing violence and promoting prosocial decisions and behaviors among young people and emerging adults. GRYD is also committed to supporting the overall health and well-being of GRYD provider staff and their capacity to deliver effective services.

Community Engagement

ACTIVITIES HELD TO EDUCATE THE COMMUNITY

- Community Education Campaigns
- Gun Buy Back Program
- Pop-up events
- Public/private partnerships

Prevention

POSITIVE YOUTH DEVELOPMENT AND FAMILY SUPPORT TO HELP YOUNG PEOPLE THRIVE

- Gang Prevention services for young people and their families
- Diversion services for young people who come in contact with law enforcement

Intervention

POSITIVE YOUTH DEVELOPMENT AND PROSOCIAL CONNECTIONS TO HELP GANG-INVOLVED YOUNG PEOPLE AND EMERGING ADULTS THRIVE

- Gang Intervention Family Case Management (FCM) services for gang-involved young people and emerging adults and their families
- GRYD/Probation Reentry services for young people in probation camps who are returning to their communities

Violence Interruption

BUILDING COMMUNICATION AND COLLABORATION ACROSS COMMUNITIES TO REDUCE VIOLENCE

- Proactive Peacemaking activities to prevent violence before it occurs
- The GRYD Incident Response Program prevents retaliation to violence by fostering collaboration between communities, Community Intervention Workers, the GRYD Office, and the Los Angeles Police Department

Summer Night Lights & Fall Friday Nights

GRYD RESEARCH & EVALUATION TEAM

GRYD FOUNDATION

TRAINING

LAGRYD.ORG

Figure 1. The GRYD Comprehensive Strategy

ACCORDING TO GRYD'S LOCAL EVALUATION PLAN, THE GOALS AND OBJECTIVES OF THE PROJECT WERE TO:

Goal 1: Provide access to training that supports GRYD service providers in understanding and implementing best practices related to violence interruption and service delivery in a changing environment.

Objective 1: Provide training through the Los Angeles Violence Intervention Training Academy (LAVITA) to Community Liaisons (CLs) and Community Intervention Workers (CIWs).

Objective 2: Train all GRYD Prevention service providers on the process of how to develop and deliver intentional youth development activities using the Activating Intentional Youth Development Approach (AIYDA™) and all GRYD Intervention service providers on the Activating Intentional Interaction (A2I™) approach, designed to assist providers in the delivery of programming that intentionally increases the likelihood for successful program outcomes.[3]

Objective 3: GRYD Prevention service providers to start the process of bringing youth development activities into alignment with the AIYDA framework and delivering these activities to GRYD Prevention services participants.

Goal 2: Decrease problem behaviors (e.g., delinquency and violence) by increasing youth and family resiliency and reducing risk through the provision of GRYD Prevention and Intervention FCM services.

Objective 1: GRYD Prevention and Intervention FCM service providers deliver services to reduce risk and increase resiliency.

Objective 2: A reduction in risk and an increase in resiliency among GRYD Prevention and Intervention FCM participants leads to a reduction in problem behaviors.

Goal 3: Slow the increase of violent crime rates in each of the identified GRYD Zones.

Objective 1: GRYD Intervention service providers participate in proactive peacekeeping efforts to the specific areas that have experienced increases in crime.

Objective 2: GRYD service providers provides 24/7 response to incidents of violence following the protocol outlined in the GRYD Incident Response Program.

Objective 3: Maintain the level GRYD services throughout the pandemic as Essential Workers to address and reduce violence whenever possible.

NOTE: Objective 3 was changed due to the unexpected impact of the pandemic. Future reports can return to addressing the original objective: By responding to violent incidents, the GRYD IR Triangle Partnership reduces the likelihood of retaliatory violence.

CalVIP funded services for GRYD providers were targeted in areas that experienced an uptick in crime in 2019, which included the following GRYD Zones: Newton 2, Rampart 2, 77th 3, Southeast 2, Northeast and Foothill. GRYD took the comprehensive approach to provide ongoing training, gang prevention and intervention service delivery, and violence interruption. Throughout the contracting period, seven CBOs were contracted to provide gang prevention, gang intervention, and violence interruption services in alignment with the GRYD Comprehensive Strategy in the identified GRYD Zones. These CBOs, along with their areas of coverage and the program components provided are listed in Table 1 below.

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[3] Larson, A., Herz, D.C. (2020). *Achieving Intentional Youth Development* (GRYD Research Brief No. 6). Los Angeles, CA: California State University, Los Angeles.

Table 1: GRYD Zones and Contracted Service Providers

GRYD ZONE	GRYD PREVENTION SERVICES PROVIDERS	GRYD INTERVENTION SERVICES AND VIOLENCE INTERRUPTION PROVIDERS
77th 3	Asian American Drug Abuse Program	Soledad Enrichment Action/ Volunteers of America*
Foothill	El Nido Family Centers	Champions in Service
Newton 2	Soledad Enrichment Action	Volunteers of America
Northeast	El Centro Del Pueblo	**
Rampart 2	El Centro Del Pueblo	Volunteers of America/ Latino Coalition for a Community Leadership*
Southeast 2	**	Soledad Enrichment Action

*Service provider changed after the FY 22-23 Request for Proposal for GRYD Contractors.
** No service provider was funded for these areas.

This report summarizes the evaluation results for CalVIP funds used between October 1, 2020 to June 30, 2023. This timeframe is important to highlight because the implementation of proposed services was impacted by the pandemic. A detailed description of the impact of the pandemic and how the delivery of services was altered is provided below.

IMPACT OF THE COVID-19 PANDEMIC ON GRYD SERVICES

In 2020, the pandemic altered the fabric of the communities GRYD serves. In order to respond to the unprecedented challenges posed by the pandemic, aspects of the work conducted as part of the GRYD Incident Response, Prevention, and FCM Programs also changed. Notably, approaches to violence reduction shifted as public spaces emptied, schools closed, and hospitals restricted access. The pandemic also altered service delivery, necessitating adjustments to expectations around both the approach used (in-person versus online) and the dosage received by young people and their families.

The GRYD Office released a directive in September of 2020, that outlined temporary modifications to ease service delivery due to barriers caused by the pandemic. Service modifications included (1) encouraging the use of technology and social media for program outreach, (2) allowing for the assessment and eligibility tools to be completed remotely instead of in person, (3) adjusting the total number of required meeting and meeting length for program dosage for both GRYD Intervention and Prevention services. GRYD services had to be altered to allow for more flexible service delivery to minimize obstacle related to young people receiving necessary programming.

Furthermore, to support the COVID-19 recovery efforts, the GRYD Office increased the amount of participant support. The types of supportive and auxiliary services provided shifted as unemployment, food insecurity, and housing instability rose during the pandemic as young people and their families struggled with covering basic needs. (i.e., food, bills, rent), gained the need for personal protective equipment items (i.e., masks, gloves, cleaning supplies), and their accessibility to resources decreased significantly during the shut-down period of the pandemic.

PROGRAM DESCRIPTIONS

The services aligned with the GRYD Comprehensive Strategy and funded by CalVIP include training for providers, prevention services, intervention services, and violence interruption services. Each type of service is described below.

TRAINING FOR GRYD SERVICE PROVIDERS

The GRYD Office provided ongoing technical assistance and training on GRYD service components for all GRYD provider staff. It provided training and certification for GRYD Community Intervention Workers (CIWs) on the GRYD Incident Response Program and additional skills necessary for professional development. Descriptions of training provided are included below.

The Los Angeles Violence Interruption Training Academy: Training and certification component for GRYD Community Intervention Workers (CIWs) on gang intervention and incident response protocols was provided through the Los Angeles Violence Interruption Training Academy (LAVITA) in the Spring of 2022. The purpose of LAVITA was to ensure the professional development of intervention workers and establish a baseline/uniform training program to enhance the City's gang intervention strategy by developing professional standards, curriculum, and oversight. The LAVITA curriculum also helped to further the practice in the philosophy of proactive and culturally specific relationship building, community engagement, and professional collaboration with city agencies. LAVITA allowed GRYD to accomplish the following goals: 1) Create an academy that encourages life-long learning for Community Intervention Workers (CIWs) in five identified areas of competency, and 2) Develop a certification process that directs the professional development of CIWs.

LAVITA offered a standardized curriculum and advanced training courses to guide the professional development of Community Intervention Workers in the City of Los Angeles. The curriculum consists of: 1) The Basic 101 Community Intervention Course (100-150 hours of instruction) covered a variety of violence intervention strategies designed around five areas of competency (Direct Practice, Personal Development, Applied Theory, Broader Policy and Concrete Tasks); and 2) The Six Continuing Education Modules (20-25 hours of instruction) includes such topics as conflict resolution, cease fire maintenance, professional supervision, gangs and intervention dynamics.

Activating Intentional Youth Development: The Activating Intentional Youth Development Approach (AIYDA) combines the principles of Positive Youth Development (PYD), Social and Emotional Learning (SEL), and the SAFE (Sequenced, Active, Focused, Explicit) approach into a framework that supports the development and delivery of intentional youth development activities. GRYD adopted AIYDA as a mechanism to ensure intentionality in the delivery of youth development activities to support social, emotional, and cognitive growth among GRYD Prevention participants. This shift re-focuses how GRYD Prevention providers approach building resiliency on the development of skills connected to life-long learning and personal success. Training for all GRYD Prevention providers on AIYDA was formalized in FY 2020-2021 with the intention to convert all youth development activities to being AIYDA compliant and multiple training cohorts took place throughout the duration of the contract period. GRYD Prevention case managers and other staff involved in service delivery completed an eight-week AIYDA training course to earn their AIYDA certification. Once certified, GRYD Prevention provider staff began to create youth development activities that align with the AIYDA framework for delivery in GRYD Prevention services.

Activating Intentional Interactions: GRYD Intervention case managers and CIWs began receiving training on Activating Intentional Interactions (A2I) during FY 2021-2022 and multiple training cohorts took place throughout the duration of the contract period. The A2I approach is built upon best practices to support young people and emerging adults in building strengths and increasing quality of life. This approach can be applied to all interactions between GRYD Intervention provider case managers, CIWs, and other staff who engage in service delivery and/or violence interruption. Training for all GRYD Intervention providers on A2I was specifically designed to assist providers in the delivery of programming that intentionally increases the likelihood for successful program outcomes.

GRYD PREVENTION

Services provided through the GRYD Prevention Program were available to young people (ages 10-15) and their families who have a significant presence (i.e., live or attend school) in a GRYD Zone. In order to be eligible for GRYD Prevention services, a youth scored above a predetermined risk threshold on the Youth Services Eligibility Tool (YSET) intake assessment. Young people in this category were loosely involved in gang-related behaviors, but they were not members of a gang. GRYD Prevention services aimed to reduce the risk of joining a gang by addressing the young person as an individual, and at the family and peer level while strengthening problem-solving skills, familial structure, and cohesion, and modifying behaviors. Young people who enrolled in GRYD Prevention services completed a YSET-Retest every six months throughout the duration of their participation in programming to assess change in risk over time.

GRYD Prevention services were delivered through the entire contracting period to young people and their families on a six-month cycle, and participants continued services for up to two cycles, if needed. Services included monthly case management team meetings, individual meetings with the young person, family meetings, the delivery of intentional youth development activities; and, when appropriate, referrals to other services to augment programming (e.g., mental health services) and additional supportive services. Throughout the cycle, GRYD Prevention services used both the vertical strategy (e.g., multigenerational coaching using strength-based genograms) and horizontal strategy (e.g., use of problem-solving techniques) to address participant and family needs. While all participants received a standardized minimum service dosage, an individualized service plan was developed for each young person based on areas of concern identified in the YSET at intake, associated problem behaviors, and identified needs.

GRYD INTERVENTION FAMILY CASE MANAGEMENT

GRYD Intervention Family Case Management (FCM) services were directed at young people and emerging adults involved in gangs who are between 14-25 years old who showed a significant presence (e.g., live or attend school) in a GRYD Zone and services were provided through the entire contracting period. To be eligible for services, individuals were also identified as a tagger, member, or affiliate or a gang or crew based on the determination of the GRYD providers. GRYD FCM services sought to reduce gang embeddedness by transference of attachments from gangs to positive, prosocial activities. Young people and emerging adults who enrolled in GRYD FCM services completed the Social Embeddedness Tool (SET) shortly after intake and every six months while engaged in programming in order to measure changes in embeddedness and other factors over time.

GRYD FCM services were delivered to young people and emerging adults and their families on a six-month cycle; participants continued for up to two consecutive cycles, if necessary. Services included monthly case management team meetings involving the case manager and CIW assigned to the participant's case, individual participant meetings, and family meetings. GRYD Intervention staff also provided referrals to needed services (e.g., mentoring, counseling, etc.), as well as additional supportive services as needed. Throughout the cycle, GRYD FCM services used both the vertical strategy (e.g., multigenerational coaching using strength-based genograms) and horizontal strategy (e.g., use of problem-solving techniques) to address participant and family needs. While all participants received a standardized minimum service dosage, an individualized service plan was developed for each young person based on areas of concern identified in the SET, associated problem behaviors, and identified needs.

GRYD INCIDENT RESPONSE & PROACTIVE PEACEMAKING

GRYD approached violence interruption through two distinct components: proactively working towards peace via Proactive Peacemaking activities and utilizing the GRYD Incident Response (IR) Program, which fosters collaboration between communities, CIWs, the GRYD Office and the LAPD. The GRYD Incident Response Protocol, implemented within the GRYD IR Program, ensured an immediate response to gang-related violent incidents as they occurred (i.e., incident response). The goal is to intervene in the cycle of violence that one incident can kindle and reduce the potential for further violence. In tandem with these efforts, Proactive Peacemaking activities and events were planned and implemented with the goal of establishing and/or maintaining peace in the communities served by GRYD. Proactive Peacemaking events promoted peaceful, healthy lifestyles and better connections with community resources.

EVALUATION COMPONENTS

The key components of the evaluation, such as the timeline for both specific evaluation measures and the overall evaluation, the general research questions the evaluation aimed to address, primary outcomes of interest for both the program and the evaluation, and a comparison of how some outcomes differ from the original information listed in the Local Evaluation Plan is included in section C/D. Process Evaluation Method And Design & Outcome (And Impact) Evaluation Method And Design in the report.

B. PROJECT LOGIC MODELS

GRYD Gang Prevention Services

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)

REFERRAL

YOUTH SERVICES ELIGIBILITY TOOL (YSET)

Youth must reach a threshold of risk for gang membership on the Youth Services Eligibility Tool (YSET).

AT-RISK YOUTH + PARENTS/ GUARDIAN

PARTICIPANTS SERVED BY GRYD PREVENTION CONTRACTOR STAFF

GRYD CASE MANAGER KEY STAKEHOLDER (E.G., THERAPIST)

WHAT DO PREVENTION CONTRACTORS DO FOR PARTICIPANTS?

- MAKE REFERRALS TO SERVICES (E.G., MENTAL HEALTH, SUBSTANCE ABUSE, ETC.)
- DEVELOP STRENGTH-BASED GENOGRAMS
- PROVIDE INTENTIONAL YOUTH DEVELOPMENT ACTIVITIES
- USE PROBLEM-SOLVING STRATEGIES TO ADDRESS CHALLENGES AND STRENGTHEN THE FAMILY AND EXECUTIVE SUBSYSTEM

WHAT DOES GRYD HOPE TO ACHIEVE?

OUTCOMES

- INCREASE CONNECTIONS TO GENERATIONS/ PERSONAL HISTORY
- INCREASE PARENTING
- INCREASE POSITIVE PEERS AND USE OF TIME
- DECREASE YSET RISK FACTORS
  - Antisocial Tendencies
  - Weak Parental Supervision
  - Critical Life Events
  - Impulsive Risk Taking
  - Neutralization
  - Negative Peer Influence
  - Peer Delinquency
  - Family Gang Influence
  - Self-Reported Delinquency and Substance Use

IMPACT

- ↓ GANG MEMBERSHIP
- ↓ ALCOHOL & DRUG USE
- ↓ INVOLVEMENT IN CRIME

Figure 2: GRYD Gang Prevention Service 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 CONTRACTOR)

REFERRAL
CIW OUTREACH & ENGAGEMENT

GANG-INVOLVED YOUNG PERSON

+

FAMILY (AS DEFINED BY YOUNG PERSON)

*Social Embeddedness Tool (SET) to identify level of involvement in a gang.

PARTICIPANTS SERVED BY GRYD INTERVENTION TEAM
CASE MANAGER
COMMUNITY INTERVENTION WORKER (CIW)
KEY STAKEHOLDERS (E.G., THERAPIST)

WHAT DO THE INTERVENTION TEAMS DO FOR PARTICIPANTS?

- ASSIST WITH BASIC NEEDS
- COACH/MENTOR
- DEVELOP STRENGTH-BASED GENOGRAMS
- CONNECT PARTICIPANTS TO PROSOCIAL ACTIVITIES
- REFER AND/OR PROVIDE SERVICES
- BUILD/CONNECT POSITIVE SOCIAL NETWORKS

OUTCOMES

INCREASE PROSOCIAL EMBEDDEDNESS
- SELF (E.g., Impulsive risk taking, Accumulation of critical life events)
- FAMILY (E.g., Time spent with family, Family organization)
- GROUP (E.g., Position in group, Identification with group)
- OTHER (E.g., Identification with other group, Emotional commitment to other group)

REDUCE GANG EMBEDDEDNESS

WHAT DOES GRYD HOPE TO ACHIEVE?

IMPACT

TRANSFER ATTACHMENTS FROM GANGS TO POSITIVE ACTIVITIES RESULTS IN:

GANG IDENTITY

INVOLVEMENT IN VIOLENCE

GRYD Gang Intervention Incident Response & Proactive Peacemaking

INCIDENT
VIOLENT INCIDENTS OCCUR IN & AROUND GRYD ZONES

TRIANGLE PARTNERSHIP
GRYD OFFICE (RPC)
INTERVENTION
PROVIDERS (CIW)
LAW ENFORCEMENT (LAPD)

VICTIMS & THEIR FAMILIES
+
COMMUNITY
VICTIM/ PERPETRATOR AFFILIATED GROUPS
+
PERPETRATOR & THEIR FAMILIES

WHAT DO THE INCIDENT RESPONSE PARTNERS DO FOR THE COMMUNITY?

GATHER AND SHARE INFORMATION ABOUT THE INCIDENT (E.G., PHONE/EMAIL)

DEPLOY AND PROVIDE COMMUNITY RESPONSE (E.G., DIFFUSION OF RUMORS, CROWD CONTROL)

PROVIDE REFERRALS TO SERVICES (E.G., FCM, VICTIMS ASSISTANCE)

NEGOTIATE PEACE TREATY / CEASEFIRE AGREEMENTS

ENGAGE IN PROACTIVE PEACEMAKING ACTIVITIES & EVENTS (E.G., IMPACT SESSIONS, SAFE PASSAGES)

OCCURS AS INCIDENT RESPONSE AND ONGOING ACTION WITHIN THE COMMUNITY

WHAT DOES GRYD HOPE TO ACHIEVE?

OUTCOMES

INCREASE COMMUNICATION BETWEEN INCIDENT RESPONSE PARTNERS

INCREASE CONNECTIONS FOR SUPPORTIVE SERVICES

DECREASE POTENTIAL FOR RETALIATION AND NEIGHBORHOOD TENSION

INCREASE COMMUNITY ENGAGEMENT

IMPACT

COMMUNITY PERCEPTION OF SAFETY

CONTRIBUTE TO A REDUCTION IN GANG VIOLENCE

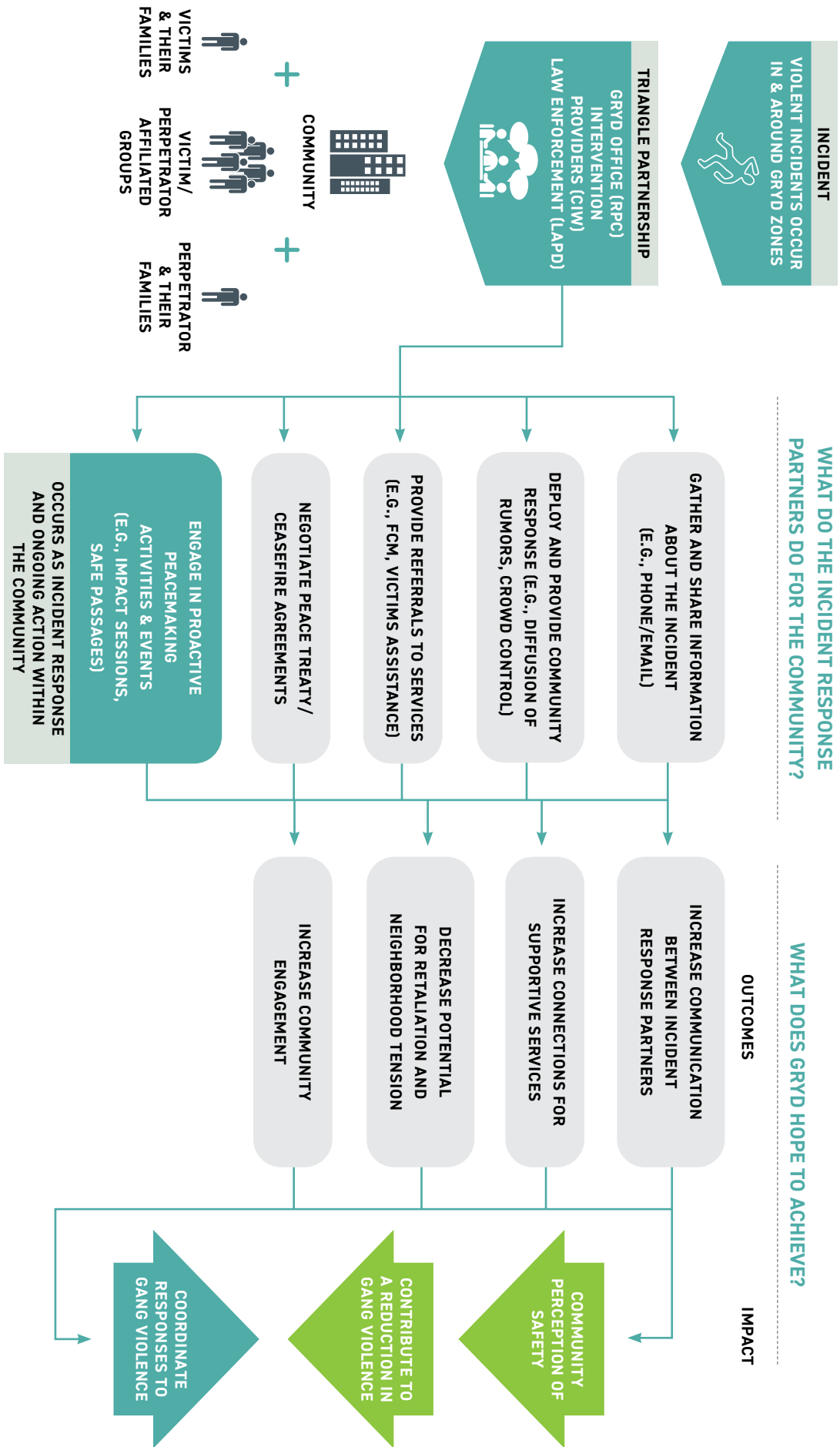COORDINATE RESPONSES TO GANG VIOLENCE

Figure 4: GRYD Gang Intervention Incident Response & Proactive Peacemaking Services Logic Model

C/D. PROCESS EVALUATION METHOD AND DESIGN & OUTCOME (AND IMPACT) EVALUATION METHOD AND DESIGN

AN OVERVIEW OF EVALUATION DESIGN, DATA, AND MEASURES BY GOAL

The results of the evaluation provided a valuable feedback loop to the GRYD Office that can be used to assess the success of interventions and to identify ways in which the models used in these areas can be improved over time. Additionally, this evaluation served as a window into a unique and challenging time for violence interruption and service delivery, documenting the efforts in these areas as we transition from the pandemic into recovery.

To support evaluation, data was collected on training participation (Goal 1) using web-based training rosters maintained by the GRYD Office and the GRYD Research & Evaluation Team, as well as a training database also maintained by the GRYD Research & Evaluation Team. These captured participant attendance at each training session of Activating Intentional Youth Development (AIYDA) and Activating Intentional Interaction (A2I), including the number of individuals certified in each area. The GRYD Office internally tracked training participation in, and certification earned for the Los Angeles Violence Intervention Training Academy (LAVITA).

Data for all prevention and intervention programs (Goal 2) was collected through the GRYD Database, built on Bonterra's Efforts to Outcomes (ETO) software. All referrals for GRYD Prevention and Intervention Family Case Management (FCM) services were entered and tracked throughout their time in programming. Pre/post measures were used to assess participants' progress throughout their time in services (Note: Participants can complete up to two cycles of services, which each cycle lasting six months). All meetings, referrals, and services were documented in the database. Additionally, all referrals completed a screening tool. In GRYD Prevention, the Youth Services Eligibility Tool (YSET) was utilized for this purpose, and in GRYD Intervention FCM, the Social Embeddedness Tool (SET) served as the screening too. Both tools were created through the University of Southern California's Center for Research on Crime to capture risk factors for gang membership (YSET) and key factors linked to levels of involvement in gang membership (SET). These tools were administered at the beginning and end of cycles for all participants to measure change over time.

In addition to the data collected on participants, the GRYD Database also captured extensive data on all incidents identified and responded to by the GRYD Incident Response Program (Goal 3). The data captured not only characteristics of the incidents but also what actions were taken for each incident. All Proactive Peacemaking activities were also recorded in the database. Evaluation details for each proposed goal are described below.

Goal 1: Providing access to training that supports GRYD service providers in understanding and implementing best practices related to violence interruption and service delivery in a changing environment.

Research Questions: Instead of specific research questions, the analysis for this goal focused on "how much training was provided" and to some degree the impact of the training on service delivery.

- At least 90% of GRYD CIWs and Community Liaisons who enroll in LAVITA will earn a certification.
- At least 75% of GRYD Prevention provider case managers and other staff who deliver youth development activities will earn their AIYDA certification.
- At least 75% of GRYD Intervention provider case manager, CIW, and other staff will earn their A2I certification.

Evaluation Design and Analytic Method: A process evaluation was used to measure Goal 1. In other words, descriptive statistics outlined below includes the number of trainings and participants (as described in Table 2).

Measures and Data: Table 2 provides the measures and the data used to document work in this area. The data used to measure this goal for AIYDA and A2I were collected by the GRYD Office using web-based rosters managed by the GRYD Research & Evaluation Team, along with an AIYDA activities library, a database maintained for GRYD Prevention providers. The data used to measure LAVITA training was tracked by the GRYD Office internally.

Table 2: Objective, Measure, Data, and Unit of Analysis for Goal 1

OBJECTIVE	MEASURE	DATA USED	UNIT OF ANALYSIS
Implement LAVITA training to Community Liaisons and Community Intervention Workers.	• # of LAVITA certifications earned • # of participants in LAVITA training sessions	• Internally tracked by the GRYD Office	• Participants
Train all GRYD Prevention service providers on the process of how to develop and deliver intentional youth development activities using AIYDA.	• # of trainings held • # of participants trained • # of AIYDA certifications earned • % of all providers trained • # of approved AIYDA activities	• Web-based AIYDA training rosters maintained by GRYD Research & Evaluation Team • AIYDA training database maintained by GRYD Research & Evaluation Team	• Training sessions • Participants
Train all GRYD Intervention service providers on the A2I approach.	• # of trainings held • # of participants trained • #of A2I certifications earned • % of all providers trained	• Web-based A2I training rosters maintained by GRYD Research & Evaluation Team • A2I training database maintained by GRYD Research & Evaluation Team	• Training sessions • Participants
GRYD Prevention service providers will bring their youth development activities into alignment with the AIYDA framework.	• # of activities submitted for approval • # of activities that were AIYDA approved • % of activities that were AIYDA approved	• AIYDA activity library (i.e., database maintained by GRYD Research & Evaluation Team	• AIYDA Activities

Reporting: A report on AIYDA activities was produced every month and included a breakdown by GRYD Zone of the numbers of AIYDA activities submitted for approval, the number of those that have been approved, and tracked the numbers of staff attending training and receiving certification each month. Attendance at and certifications earned for A2I was reported at the close of each session, and as certifications were earned based upon completion of the final session. Reporting on both AIYDA and A2I certification were shared with GRYD service providers and distributed via GRYD's intranet, the GRYD Member Action Resource Center (MARC). The reporting mechanisms for LAVITA training was done by the GRYD Office when the course was concluded.

Both a process and outcome evaluation were conducted for this goal. Details for each are provided below for GRYD Prevention and GRYD Intervention FCM separately.

GRYD PREVENTION

Process Evaluation: To assess how many participants were served, how they were served, and whether service delivery adhered to contractual agreements (i.e., fidelity to the model), several key benchmarks were measured.

- At least 75% of youth who are eligible for GRYD Prevention services will enroll.
- At least 90% of enrolled participants will receive all the contractually required meetings and activities.
- At least 75% of youth who participate in GRYD Prevention services will successfully complete the program.

Outcome Evaluation: The outcome evaluation examined the impact of programming on risk factors in the short-term and behavior in the long-term. The following research questions drove the analysis.

- After six months of GRYD services, did risk factors decrease?
- After six months of GRYD services, did family protective factors increase?
- After one year of GRYD services, did a reduction in risk factors and an increase in protective factors lead to a reduction in alcohol and drug use and delinquency for participants?

The corresponding hypotheses to these questions were (1) GRYD services will reduce risk factors and increase protective factors among participants, and (2) a reduction in risk/increase in protective factors will lead to a reduction in alcohol and drug use and delinquency.

Evaluation Design and Analytic Method: A pre/post non-experimental evaluation design was used to assess these hypotheses. Unfortunately, random assignment was not possible under GRYD policies and procedures; therefore, analyses are confined to a pre/post comparison. Participants completed the YSET at intake, at 6 months after intake, and 1 year after intake, creating the opportunity for pre/post comparisons. Under current funding, data collection ended when participants completed or left the program; thus, long-term outcomes such as gang membership were not measurable. Due to the pre/post design, the study was susceptible to threats to validity. Inferential statistics were used to determine if pre/post changes are statistically significant. Additionally, OLS regression was used to assess the impact of risk factors on subsequent alcohol and drug use and delinquency at the YSET Retest.

Measures and Data: As mentioned earlier, the GRYD maintained a case management system to capture all program participation from intake until participants end program services. It captured all YSET data separately; however, all data are assigned a unique, GRYD ID that allowed all data to be matched for analysis. Table 3 lists the measures used for this study, the source for the data analyzed, and the unit of analysis.

Table 3: GRYD Prevention Measures, Data Source, and Unit of Analysis for Goal 2

MEASURES	ADDITIONAL BREAKDOWN CATEGORIES	DATA SOURCE	UNIT OF ANALYSIS
PROCESS EVALUATION			
Number of youth referred	Gender, race, age, area	GRYD Database	Individual Participants
Number/% of youth enrolled/ served	Gender, race, age, area	GRYD Database	Individual Participants
Number of individual meetings received	Agency compliance with dosage and participation rates of youth	GRYD Database	Individual Participants
Number of family meetings received	Agency compliance with dosage and participation rates of youth and family	GRYD Database	Individual Participants
Number of youth development activities received	Agency compliance with dosage and participation rates of youth	GRYD Database	Individual Participants
Number of other activities received	Agency compliance with dosage and participation rates of youth	GRYD Database	Individual Participants
Attendance at meetings and activities	Attendance by participant type (youth, family, both, not attended)	GRYD Database	Individual Participants
Number/% of successful completions	Successful completion of program requirements at reassessment	GRYD Database	Individual Participants
OUTCOME EVALUATION			
Change in risk factor scales	By each risk factor (see list in logic model)	Pre/post YSET-Intake, 6-Month Retest, & 1-Year Retest	Individual Participants
Change in family protective factor scales	Family connection and family supervision	Pre/post YSET-Intake, 6-Month Retest, & 1-Year Retest	Individual Participants
Change in educational enrollment	Education enrollment, educational completion/performance, arrests, etc.	GRYD Database (Intake & Reassessment Forms)	Individual Participants
Change in alcohol and drug use	Alcohol and drug use scale	Pre/post YSET-Intake, 6-Month Retest, & 1-Year Retest	Individual Participants
Change in involvement in delinquency	Delinquency scale	Pre/post YSET-Intake, 6-Month Retest, & 1-Year Retest	Individual Participants

GRYD INTERVENTION FCM

Process Evaluation: To assess how many participants were served, how they were served and whether service delivery adhered to contractual agreements (i.e., fidelity to the model), several key benchmarks were measured.

- At least 75% of young people referred to GRYD FCM services will enroll.
- At least 90% of enrolled participants will receive all the contractually required meetings and activities.
- At least 75% of youth who participate in GRYD FCM services will successfully complete the program.

Outcome Evaluation: The outcome evaluation examined the impact of programming on risk factors in the short-term and behavior in the long-term. The following research questions drove the analysis.

- After six months of GRYD services, did gang embeddedness decrease?
- After six months of GRYD services, did prosocial embeddedness increase (i.e., self-differentiation and family connections) increase?
- After one year of GRYD services, did a reduction in gang embeddedness and an increase in prosocial embeddedness contribute to a reduction in gang involvement and involvement in violence?

The corresponding hypotheses to these questions were (1) GRYD services will reduce gang embeddedness and increase prosocial embeddedness, and (2) a reduction in gang embeddedness/increase in prosocial embeddedness will lead to a reduction in gang involvement and violence.

Evaluation Design and Analytic Method: A pre/post non-experimental evaluation design was used to assess these hypotheses. Unfortunately, random assignment was not possible under GRYD policies and procedures; therefore, analyses were confined to a pre/post comparison. Participants completed the SET at intake, at 6 months after intake, and 1 year after intake, creating the opportunity for pre/post comparisons. Under current funding, data collection ended when participants completed or left the program; thus, long-term outcomes after program participation were not possible. Due to the pre/post design, the study was susceptible to threats to validity. Inferential statistics was used to determine if pre/post changes were statistically significant. Additionally, OLS regression was used to assess the impact of gang embeddedness and prosocial embeddedness on subsequent gang involvement and violence at the SET Retest.

Measures and Data: As mentioned earlier, the GRYD maintained a case management system to capture all program participation from intake until participants end program services. It captured all SET data separately; however, all data were assigned a unique, GRYD ID that allows all data to be matched for analysis. Table 4 lists the measures used for this study, the source for the data analyzed and the unit of analysis.

Table 4: GRYD FCM Services Measures, Data Source, and Unit of Analysis for Goal 2

MEASURES	ADDITIONAL BREAKDOWN CATEGORIES	DATA SOURCE	UNIT OF ANALYSIS
PROCESS EVALUATION			
Number of young people referred	Gender, race, age, area	GRYD Database	Individual Participants
Number/% of young people enrolled/served	Gender, race, age, area	GRYD Database	Individual Participants
Number of individual meetings received	Agency compliance with dosage and participation rates of youth	GRYD Database	Individual Participants
Number of family meetings received	Agency compliance with dosage and participation rates of youth and family	GRYD Database	Individual Participants
Number of other activities received	Agency compliance with dosage and participation rates of youth	GRYD Database	Individual Participants
Attendance at meetings and activities	Attendance by participant type (youth, family, both, not attended)	GRYD Database	Individual Participants
Number/% of successful completions	Successful completion of program requirements at reassessment	GRYD Database	Individual Participants
OUTCOME EVALUATION			
Change in gang embeddedness	Gang embeddedness scale	Pre/post SET -Intake, 6-Month Retest, & 1-Year Retest	Individual Participants
Change in prosocial embeddedness	Self-differentiation scale and family connection/ support scale	Pre/post SET -Intake, 6-Month Retest, & 1-Year Retest	Individual Participants
Change in gang involvement	Level of gang involvement- self-reported	Pre/post SET -Intake, 6-Month Retest, & 1-Year Retest	Individual Participants
Change in involvement in violence	Violent activity scale	Pre/post SET -Intake, 6-Month Retest, & 1-Year Retest	Individual Participants

Reporting: Aggregate monthly dashboard reports for GRYD Prevention and GRYD FCM were produced that highlighted the total number of referrals, enrollments, activities attended, etc. both monthly and year-to-date. Additionally, monthly reports produced provided the number of young people and emerging adults that were enrolled in programming at the time of the report and the numbers of YSETs and SETs completed for each GRYD Zone. All monthly reports were distributed via GRYD's intranet—the GRYD Member Action Resource Center (MARC). Finally, real-time reporting was available to the GRYD Office and GRYD providers using the GRYD Database, providing insight into data collection status, gaps in services, and program progression for participants at both the aggregate and individual level.

Goal 3: Slow the increase of violent crime rates in each of the identified GRYD Zones.

A process and outcome evaluation were conducted to measure the objectives for this goal.

Process Evaluation: The following research questions guided an assessment of the number of peacekeeping efforts and document the number of violent incidents reported and their characteristics.
- How many and what type of proactive peacemaking activities did GRYD Intervention agencies participate in?
- How many violent incidents occurred and were reported to the GRYD Incident Response Triangle Partnership?
- What were the characteristics of the incidents reported to the GRYD Incident Response Triangle Partnership?

Outcome Evaluation: The outcome evaluation that examined the impact of the GRYD Incident Response Program was updated from what was originally included in the Local Evaluation Report (LER). In the LER, the primary research question was: Did GRYD IR responses lead to a decrease in retaliatory violence following a violent incident? The corresponding hypothesis posited that retaliatory violence will be lower when the GRYD IR Triangle Partnership is notified and responds to violent incidents. However, due to the community disruption caused by the COVID-19 pandemic, the new outcome evaluation primarily focused on the analysis of the impact of COVID-19 in Proactive Peacemaking activities and Incident Response. The updated question included: How were the two prongs of the GRYD Incident Response affected by the pandemic? The corresponding hypothesis posited that GRYD IR effort levels stayed the same after the COVID-19 pandemic when compared to pre-pandemic efforts.

Evaluation Design and Analytic Method: To examine how the COVID-19 pandemic impacted GRYD's violence interruption activities in the community, GRYD Proactive Peacemaking and GRYD IR Program data were analyzed 50 weeks prior to the date of March 16, 2020 (i.e., the date many schools and businesses in the Los Angeles County were ordered closed) and compared to the number and types of activities conducted during the 50 weeks following this date.

Measures and Data: As mentioned earlier, GRYD maintained a database system where GRYD service providers entered all Proactive Peacemaking activities completed by GRYD Community Intervention Workers (CIWs) and incident response efforts conducted by CIWs and GRYD Regional Program Coordinators (RPCs). Table 5 lists the measures used for this study, the source for the data analyzed, and the unit of analysis.

Table 5: Measures, Data Source, and Unit of Analysis for Goal 3

MEASURES	ADDITIONAL BREAKDOWN CATEGORIES	DATA SOURCE	UNIT OF ANALYSIS
PROCESS EVALUATION			
Number of Proactive Peacemaking activities	Overall number and by type of activity	GRYD IR Database	Activities
Number of Proactive Peacemaking activity hours spent	Overall and by type of activity	GRYD IR Database	Activities
Number of violent incidents reported to the IR Triangle Partnership	Type of crime, location, victims	GRYD IR Database	Incidents
Number of incidents responded to by IR Triangle Partnership Team	Type of crime, location, victims	GRYD IR Database	Incidents
OUTCOME EVALUATION			
Percent change in Proactive Peacemaking activity and CIW actions in response to incidents between pre- and post-lockdown.	n/a	GRYD IR Database	Activities and Incidents

Reporting: Each month, a dashboard report was generated to analyze the incidents to which GRYD responded. This report delved into the characteristics of these incidents, detailing the quantity and types of Proactive Peacemaking activities conducted within each month and calendar year. The monthly dashboard report was distributed through MARC. Additionally, the GRYD Office and GRYD service providers had access to real-time reporting through the GRYD Database that allowed these entities to dig into the details of this work as necessary to look at individual instances or logs.

MONITORING PLAN AND DISSEMINATION OF FINDINGS

Throughout the duration of the project, the GRYD Research & Evaluation Team collaborated closely with the GRYD Office and GRYD service providers to deliver program support, monitor project implementation, and ensure transparency in the evaluation process. This involved dissemination of findings combined with a robust monitoring plan to support program implementation and fidelity. The components included in these activities are outlined below.

MONITORING PLAN

Monthly technical assistance meetings were held by the GRYD Office Regional Program Coordinator (RPC) assigned to each GRYD providers. These meetings were used to discuss program implementation and fidelity, identify issue areas, and develop corrective action plans. One of the intended goals of technical assistance meetings with providers was to keep service delivery and evaluation on track by keeping everyone informed about the process. Specifically, during these meetings, the GRYD RPC and GRYD providers utilized the monthly reports described under the reporting section for each goal to review program status. Representatives from the GRYD Research & Evaluation Team also joined technical assistance meetings as needed to complete a deeper review of the data or provide additional training and support.

Further, the GRYD Office conducted a bi-annual review and produced a GRYD Agency Feedback report which provided information about service delivery and model fidelity of each GRYD provider. Progress towards training certification of GRYD provider staff were available to GRYD service staff in GRYD's intranet—the GRYD Member Action Resource Center (MARC).

DISSEMINATION OF FINDINGS

As previously noted, all internal monthly reports produced by the GRYD Research & Evaluation Team were shared with the GRYD Office and GRYD providers using GRYD's intranet—MARC. All GRYD Office and GRYD provider staff had access to MARC and the monthly reports for the components for which they were contracted.

However, findings were also disseminated using two other key approaches: as part of GRYD Data Feedback Loop Training and through the GRYD Research Brief Series, both of which are described in further detail below.

Data Feedback Loop Training: GRYD developed GRYD Data Feedback Loop Training for GRYD Prevention and Intervention service providers to establish an action-oriented process to inform program improvement. The GRYD Data Feedback Loop training uses some of the principles of Community-Based Participatory Action Research (CBPAR), with the goal of incorporating GRYD providers throughout the process. The GRYD Data Feedback Loop is grounded in the needs, issues, and strategies of community-based organizations that serve them.

The goal of the GRYD Data Feedback Loop was to promote on-going improvement in GRYD Prevention and Intervention Family Case Management (FCM) service delivery by empowering GRYD providers to build innovative programming solutions based on program data and their experiences.[4] The GRYD Data Feedback Loop approach was incorporated throughout different GRYD trainings that took place during the contract period and this method was used to discuss the implementation of the Activating Intentional Youth Development Approach (AIYDA) and the Activation Intentional Interactions (A2I) approach.

GRYD Research Brief Series: The findings from the analysis of GRYD Prevention, GRYD Intervention Family Case Management (FCM) and GRYD Incident Response Programs are summarized and published in the GRYD Research Briefs. Please see http://www.juvenilejusticeresearch.com/projects/gryd for examples of briefs currently published and available for dissemination.

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[4] Kraus, M., Brown, A.L., De Santiago, C., & Herz, D.C. (2020). *GRYD Data Feedback Loop Training: Using a community-based, participatory, action research approach to building data-informed practice* (GRYD Research Brief No. 7). Los Angeles, CA: California State University, Los Angeles

E. TIMELINE AND REPORTING

EVALUATION OVERSIGHT

Evaluation of CalVIP was overseen by the GRYD Research & Evaluation Team, co-lead by Research Director Dr. Denise Herz and Director Molly Kraus in the School of Criminal Justice & Criminalistics at California State University, Los Angeles. GRYD Research & Evaluation Team partners include Jeff Brantingham, Ph.D. at University of California, Los Angeles, The Center for Research on Crime at University of Southern California, and Harder+Company Community Research.

EVALUATION TIMELINE

Data collection and evaluation for GRYD services was ongoing throughout the duration of the project. Evaluation of GRYD services was established prior to the CalVIP Cohort 3 funding period; hence, IRB approval and the GRYD Database were already in place. The timeline provided in Table 6 includes all relevant evaluation activities, expected timelines, and the responsible party for each task.

Table 6: Evaluation Timeline

PROJECT GOAL	TASK	COMPLETION TIMELINE	RESPONSIBLE PARTY
All	IRB submission and approval	Completed prior to start of grant period	GRYD Research & Evaluation
All	Build data collection infrastructure	Completed prior to start of grant period	GRYD Research & Evaluation
All	Manage GRYD Database	Completed throughout duration of performance period	GRYD Research & Evaluation
Goal 1	Collect LAVITA training and certification data	Completed as training was scheduled	GRYD Office/Trainer
Goal 1	Collect AIYDA training and certification data	Completed as training was scheduled	GRYD Office/Trainer/GRYD Research & Evaluation
Goal 1	Collect A2I training and certification data	Completed as training was scheduled	GRYD Office/Trainer/GRYD Research & Evaluation
Goal 1	Collect activity alignment with AIYDA framework data	Completed as activities were submitted	GRYD Research & Evaluation
Goal 2	Collect GRYD Prevention participant service and pre/post assessment data	Completed throughout duration of performance period	GRYD Prevention providers
Goal 2	Collect GRYD FCM participant service and pre/post assessment data	Completed throughout duration of performance period	GRYD Intervention providers
Goal 3	Collect GRYD IR incident characteristics data	Completed throughout duration of performance period	GRYD Intervention providers
Goal 3	Collect GRYD IR Proactive Peacemaking activity data	Completed throughout duration of performance period	GRYD Intervention providers
Monitoring Plan	Production of monthly internal reports	Completed monthly throughout duration of performance period	GRYD Research & Evaluation
Monitoring Plan	Monthly technical assistance meetings	Completed monthly throughout duration of performance period	GRYD Office/GRYD Research & Evaluation
Monitoring Plan	Bi-annual GRYD Agency Feedback report card	Completed bi-annually through duration of performance period	GRYD Office

PROJECT GOAL	TASK	COMPLETION TIMELINE	RESPONSIBLE PARTY
Dissemination of Findings	Posting of monthly internal reports to MARC	Completed monthly throughout duration of performance period	GRYD Research & Evaluation
Dissemination of Findings	Integration of findings into GRYD Data Feedback Loop training	Post final local evaluation report	GRYD Research & Evaluation/ GRYD Office
Dissemination of Findings	Summation of CalVIP Cohort 3 Final Report as GRYD Research Brief	Post final local evaluation report	GRYD Research & Evaluation
CalVIP Quarterly Reports	Produce quarterly CalVIP Cohort 3 report	Completed quarterly through duration of performance period	GRYD Research & Evaluation/ GRYD Office
Final Report	Analyze data	Completed through Fall 2023	GRYD Research & Evaluation
Final Report	Report writing	Completed through Fall 2023	GRYD Research & Evaluation/ GRYD Office
Final Report	Final report due	Completed December 2023	GRYD Research & Evaluation/ GRYD Office

F. EVALUATION RESULTS

Information about the evaluation and the description of the project outcomes and impact for each goal is included below.

Goal 1: | Providing access to training that supports GRYD service providers in understanding and implementing best practices related to violence interruption and service delivery in a changing environment.

Training Participants: During the contracting period, GRYD held at least one, and in some cases, multiple cohorts of the training for each training type. Information about training sessions, participation, and certification were tracked are included below for each training type.

The Los Angeles Violence Interruption Training Academy: GRYD successfully implemented LAVITA training to Community Liaisons and Community Intervention Workers (CIWs) in the Spring of 2022. The course ran for a total of 12 weeks and 100% (N=8) of the training participants earned their LAVITA certification, as shown in Table 7.

Table 7: Number LAVITA Training Participants and Certifications (N=8)

TOTAL PARTICIPANTS IN LAVITA TRAINING SESSIONS	TOTAL LAVITA CERTIFICATIONS EARNED	PERCENTAGE OF LAVITA CERTIFICATIONS EARNED
8	8	100%

Activating Intentional Youth Development Approach: GRYD held six AIYDA training cohorts during the contracting period in order to provide enough opportunities to train all GRYD Prevention providers on the process of how to develop and deliver intentional youth development activities using AIYDA. In total 49 individuals participated in the trainings and 86% (N=42) earned their AIYDA certification, as shown in Table 8.

Table 8: Number AIYDA Training Participants and Certifications (N=49)

TOTAL PARTICIPANTS IN AIYDA TRAINING SESSIONS	TOTAL AIYDA CERTIFICATIONS EARNED	PERCENTAGE OF AIYDA CERTIFICATIONS EARNED
49	42	86%

Activating Intentional Interactions: GRYD held five A2I training cohorts during the contracting period in order to ensure continuous opportunities to train all GRYD Intervention providers on the A2I approach. In total 54 individuals participated in the trainings and 46% (N=25) earned their A2I certification, as shown in Table 9.

Table 9: Number A2I Training Participants and Certifications

TOTAL PARTICIPANTS IN A2I TRAINING SESSIONS	TOTAL A2I CERTIFICATIONS EARNED	PERCENTAGE OF A2I CERTIFICATIONS EARNED
54	25	46%

Alignment with AIYDA Activities: After earning their AIYDA certifications, GRYD provider staff started to implement the learned approach by bringing their youth development activities into alignment with the AIYDA framework. GRYD service provider used an activity planner template and submitted the activity for review. Submitted activities were reviewed by a committee that verified if the activity followed the intentionality foundation. In total 50 activities were submitted for approval and 80% (N=40) were AIYDA approved, as shown in Table 10.

Table 10: Number AIYDA Activities Submitted and Approved (N=50)

TOTAL ACTIVITIES SUBMITTED FOR APPROVAL	TOTAL ACTIVITIES THAT WERE AIYDA APPROVED	PERCENTAGE OF ACTIVITIES THAT WERE AIYDA APPROVED
50	40	80%

Progress of Goals & Objectives: Overall, GRYD successfully met the grant's first goal and its objectives, as shown in Table 11 below. GRYD provided access to multiple training opportunities that supported the GRYD providers in understanding and implementing best practices related to violence interruption and service delivery in a changing environment. The factors that aided to the successful achievement of this goal include GRYD's office continued offering of the different training types, allowing for multiple opportunities for GRYD provider staff to attend and earn their training certifications. Additionally, GRYD providers' active participation and ongoing interest continued to further their personal and professional development.

Table 11: Goal 1 Objectives Outcome

Goal 1 Objectives Met

OBJECTIVE 1 ✅

Provide training through the Los Angeles Violence Intervention Training Academy (LAVITA) to Community Liaisons (CLs) and Community Intervention Workers (CIWs).

OBJECTIVE 2 ✅

Train all GRYD Prevention service providers on the process of how to develop and deliver intentional youth development activities using the Activating Intentional Youth Development Approach (AIYDA) and all GRYD Intervention service providers on the Activating Intentional Interaction (A2I) approach, designed to assist providers in the delivery of programming that intentionally increases the likelihood for successful program outcomes.

OBJECTIVE 3 ✅

GRYD Prevention service providers to start the process of bringing youth development activities into alignment with the AIYDA framework and delivering these activities to GRYD Prevention services participants.

Outcome Goal & Impact Evaluation: With CalVIP funding, GRYD was able to expand its training efforts and broaden the certification topics offered to support staff's professional development and enhance service delivery. This is evidenced by meeting most of the benchmarks set by GRYD for training.

First GRYD wanted to ensure that at least 90% of GRYD CIWs and Community Liaisons who enroll in LAVITA would earn a certification. GRYD surpassed the set goal when 100% of the staff, who participated in the training, earned their LAVITA certification. By completing the LAVITA training, the overall effects of this certification allowed CIWs and Community Liaisons to gain further knowledge on the philosophy of proactive and culturally specific relationship building, community engagement, and professional collaboration with city agencies.

The second training measure included that at least 75% of GRYD Prevention provider case managers and other staff who deliver youth development activities would earn their AIYDA certification. Once again, the objective was surpassed as 86% of GRYD Prevention staff participated and earned their AIYDA certification. The overall impact of this certification led staff to create intentional youth development activities that combined the principles of Positive Youth Development (PYD), Social and Emotional Learning (SEL), and the SAFE (Sequenced, Active, Focused, Explicit). These activities were then delivered to the participants in GRYD Prevention services.

The final analysis for this goal included that at least 75% of GRYD Intervention provider case managers, CIW, and other staff would earn their A2I certification. This measure was not successfully met as only 46% of training attendees earned their A2I certification. GRYD provider staff were not able to earn their certification because they could not meet the course requirements, such as minimum attendance or completion of pre- or post-survey. Despite not all staff earning their certifications, all were still able to apply their learned skills to their GRYD Intervention work. The overall outcome of this certification was evident in how staff used these skills in their interactions with the young person/emerging adult, partners, and community members. This integration aimed to contribute to the reduction of gang-embeddedness by intentionally building skills that foster thriving.

Discussion of Results: The intention for expanding GRYD's training catalogue was to support and further GRYD service providers' understanding, and implementation of best practices related to violence interruption. Additionally, the expansion aimed to incorporate intentionality in service delivery during challenging times due to the COVID-19 pandemic. The pandemic created some challenges for training delivery, such as gathering large number of people in closed spaces; however, GRYD was successful in meeting its grant goal to offer different opportunities for professional development to GRYD service provider staff by utilizing different strategies and finding innovative ways to provide the intended training certifications.

The first strategy implemented for training delivery during the pandemic was to provide the training sessions via a webinar. Providing the training remotely was effective because it (1) allowed people the flexibility to attend sessions regardless of their physical location and (2) did not break pandemic protocols related to gathering of people.

The second strategy that led to successful training delivery was the multiple offerings of one type of training. By providing multiple opportunities of each training certification, GRYD service providers had multiple chances to earn their certification in case they were not successful at first. Also, multiple training opportunities allowed for new staff that were recently hired by GRYD service providers to be included and have the most up to date information.

Finally, GRYD's extensive efforts related to training expanded to all three GRYD service types, GRYD Prevention, GRYD Intervention and GRYD Incident Response, which was critical to ensure continuous service enhancements and discussions around best practices for service delivery as well as the incorporation of intentionality. GRYD and other municipalities should continue to expand its training efforts and dedication to staff development that supports innovation of service delivery.

Goal 2: Increasing youth and family resiliency and reducing risk through the provision of GRYD services.

GRYD PREVENTION

Service Participants: GRYD Prevention services were provided continuously during the CalVIP funding period by contracted GRYD service providers. During the contracting period, a total of 1,245 young people were referred to GRYD Prevention services and completed the Youth Services Eligibility Tool (YSET). The three most common source of referrals were parents and caregivers (50%), school counselors (16%), and youth walk-ins (13%), as shown in Table 12.

Table 12: GRYD Prevention Services Referral Sources (N=1,245)

REFERRAL SOURCE	n	%
Parent/caregiver walk-in	626	50%
School counselor	196	16%
Youth walk-in	137	11%
Other community-based organization	66	5%
Other school source	61	5%
Law enforcement	38	3%
Other[5]	121	10%

The young people who were referred to GRYD Prevention services during the contracting period were mostly male (54%). The majority of participants identified as Latino/a (90%) or Black (9%). Ages ranged from 9 to 16 with an average age of 12 years old. Table 13 provides information about the referral's demographics.

Table 13: GRYD Prevention Referral Demographics (N=1,245)

REFERRAL DEMOGRAPHICS	n	%
IDENTIFIED GENDER		
Male	667	54%
Female	571	46%
Other[6]	7	>1%
IDENTIFIED RACE/ETHNICITY		
Hispanic/Latino (a)	1,116	90%
Black/African American	111	9%
Other ethnic origin, ethnicity, or race[7]	18	2%
AGE	**RANGE**	**MEAN**
Age Range and Average	9-16	12

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[5] Other referral sources included internal agency referral, Summer Night Lights, community resident/family friend, faith-based community organization/church, GRYD intervention agency
[6] Other gender selection included non-binary/third gender, prefer not to state, and prefer to self-define/other
[7] Other ethnic origin, ethnicity, or race included Asian, White, multiacre, and unknown race

The young people referred to GRYD were assessed for eligibility and interest in GRYD Prevention services by GRYD provider staff (typically case managers or intake specialists). Program eligibility was determined using the YSET and out of the 1,245 referrals, 732 (59%) were eligible for GRYD Prevention services. The demographics for the participants who were eligible in GRYD Prevention services during the contracting period mirrored the demographics for the young people referred. Most participants were male (54%). The majority of participants identified as Latino/a (88%) or Black (10%). Ages ranged from 9 to 16 with an average age of 12 years old. Table 14 provides information about the eligible participants demographics.

Table 14: GRYD Prevention Eligible Referrals Demographics (N=732)

ELIGIBLE REFERRAL DEMOGRAPHICS	n	%
IDENTIFIED GENDER		
Male	398	54%
Female	330	45%
Other[8]	4	>1%
IDENTIFIED RACE/ETHNICITY		
Hispanic/Latino (a)	646	88%
Black/African American	74	10%
Other ethnic origin, ethnicity, or race[9]	12	2%
AGE	**RANGE**	**MEAN**
Age Range and Average	9-16	12

Of those eligible for services, 695 young people and their families (95%) enrolled in and received GRYD Prevention services. On average, enrollment into GRYD Prevention services occurred within 22 days of the date of referral to the program. The demographics for the participants who enrolled in GRYD Prevention services during the contracting period also mirrored the demographics for the young people referred and for eligible participants. Most participants were male (54%). The majority of participants identified as Latino/a (88%) or Black (10%). Ages ranged from 9 to 16 with an average age of 12 years old. Table 15 provides information about the enrolled participants demographics.

Table 15: GRYD Prevention Enrolled Participants Demographics (N=695)

ENROLLED PARTICIPANT DEMOGRAPHICS	n	%
IDENTIFIED GENDER		
Male	377	54%
Female	314	45%
Other[10]	4	1%
IDENTIFIED RACE/ETHNICITY		
Hispanic/Latino (a)	615	88%
Black/African American	69	10%
Other ethnic origin, ethnicity, or race[11]	11	2%
AGE	**RANGE**	**MEAN**
Age Range and Average	9-16	12

[8] Other gender selection included non-binary/third gender, prefer not to state, and prefer to self-define/other
[9] Other ethnic origin, ethnicity, or race included Asian, White, multiacre, and unknown race
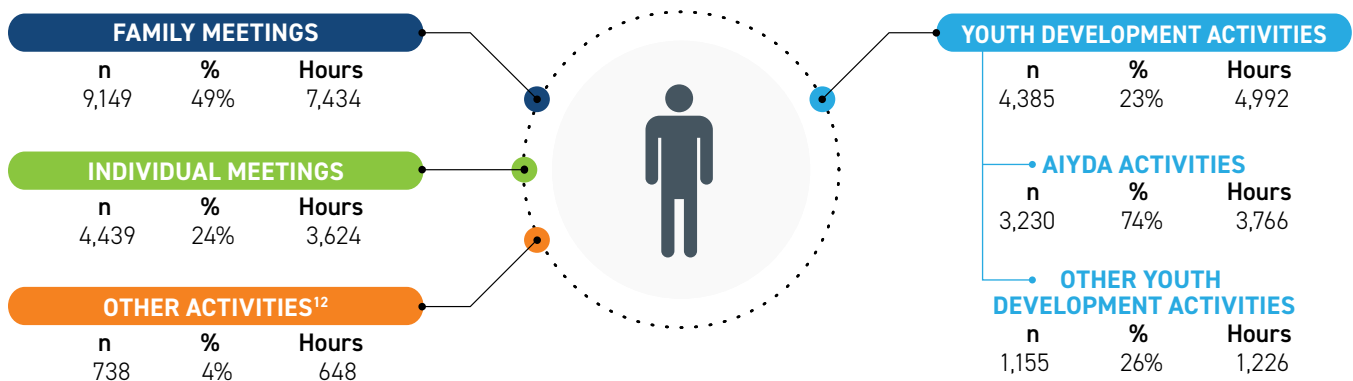[10] Other gender selection included non-binary/third gender and prefer not to state
[11] Other ethnic origin, ethnicity, or race included Asian, White, multirace, and unknown race

GRYD Prevention is comprised of a programming cycle with seven phases. After Phase 1, which is used for the referral and eligibility, participants received serviced during phases 2-7. Phases 2-7 are defined as two family meetings, one individual meeting, and one to two youth development activities (an overview of GRYD Prevention services in available in Appendix B). Youth development activities included both intentional youth development activities that were developed and delivered by GRYD Prevention providers using the Activating Intentional Youth Development Approach (AIYDA) and other youth group activities.

PROGRAM ACTIVITIES

During the funding period, the 695 enrolled participants attended a total of 18,711 activities while enrolled in GRYD Prevention services, which translated to 16,698 hours of programming. Participants attended 9,149 (49%) family meetings, 4,439 (24%) individual meetings, 4,385 (23%) youth development activities, and 738 (4%) other activities, as shown in Table 16. The provision of intentional youth development activities was incorporated to support successful program completion, and 74% of the youth development activities were delivered using the AIYDA approach.

Table 16: Activities Attended by GRYD Prevention Participants (N=18,711)

FAMILY MEETINGS		
n	%	Hours
9,149	49%	7,434

INDIVIDUAL MEETINGS		
n	%	Hours
4,439	24%	3,624

OTHER ACTIVITIES[12]		
n	%	Hours
738	4%	648

YOUTH DEVELOPMENT ACTIVITIES		
n	%	Hours
4,385	23%	4,992

AIYDA ACTIVITIES		
n	%	Hours
3,230	74%	3,766

OTHER YOUTH DEVELOPMENT ACTIVITIES		
n	%	Hours
1,155	26%	1,226

PROGRAM STATUS

Participant's progression from one phase to another was contingent upon their attendance in all required meetings and intentional youth development activities during a 30-day period. Of the 675 participants who received services during the contract period, 66% (N=460) attended at least one individual meeting, two family meetings per phase and five youth development activities per cycle, meeting the required program dosage.[13]

Furthermore, 48% (N=337) of the participants that enrolled during the funding period, exited GRYD Prevention program, while 52% (N=358) remained in services. Of the participants who exited the program 63% (N=212) completed the program successfully and 37% (N=125) formally dropped out/refused services, needed a different type/level of service, or were removed due to long term non-attendance, as shown in Table 17. Overall, the average length of time for all participants who exited services, regardless of completion status, was 9.1 months.

Table 17: Participant Service Status (N=695)

SERVICE STATUS	n	%
Services in progress	358	52%
Exited Services	337	48%
Completed program	212	63%
Did not complete program	125	37%
Long-term non-attendance	71	57%
Formally dropped out/refused services	39	31%
Needed a different type/level of service	15	12%

[12] Other activities included other family activities and collateral meetings

[13] The required total number of Youth Development Activities was reduced from ten to five during the pandemic due to challenges and barrier for gather participants for service delivery.

Progress of Goals & Objectives: Overall, GRYD successfully met the grant's second goal and its objectives related to GRYD Prevention, as shown in Table 18 below. GRYD service providers delivered the GRYD Prevention model to enrolled participants and the program's impact in the reduction in risk and increase in resiliency is further explored in the outcome section below. The factors that aided to the successful achievement of this goal included the use of the YSET assessment tool, which successfully identifies which young people should be enrolled in GRYD Prevention and GRYD service providers fidelity and successful implementation of the GRYD Prevention model.

Table 18: Goal 2 Objectives Outcome for GRYD Prevention Services

Goal 2 Objectives Met

OBJECTIVE 1 ✅

GRYD Prevention to deliver services to reduce risk and increase resiliency.

OBJECTIVE 2 ✅

A reduction in risk and an increase in resiliency among GRYD Prevention participants leads to a reduction in problem behaviors.

Outcome Goal & Impact Evaluation: The outcome evaluation examined the impact of programming on risk factors in the short-term and behavior in the long-term. This was accomplished by analyzing the changes in risk factors, family protective services, the impact in reducing alcohol and drug use, and delinquency participation.

The YSET was not only used to assess participant's program eligibility but also to measure risk factors related to gang joining. The YSET risk factors include antisocial tendencies, weak parental supervision, critical life events, impulsive risk taking, guilt neutralization, negative peer influences, peer delinquency, family gang influence, and self-reported delinquency. To assess the impact of programming, relevant YSET questions were recoded to orient measures toward resilience rather than risk and compared between YSET-Intake and YSET-Retest, as shown in Table 19.

Table 19: Descriptions and Items Used for Study Measures

MEASURE	GRYD PREVENTION
Internal Resilience Measures	A combined measure of prosocial tendencies, self-control, and willingness to take responsibility for antisocial or delinquent acts, all of which are treated as within-individual strengths (i.e., internal)
External Resilience Measures	A combined measure of strong parental supervision, positive peer influences and peer avoidance of delinquency, all of which are treated as sources of risk arising from the social environment (i.e., external)
Strength of Family Norms	A combined measure of the importance placed on family rules, history, and pride.
Gang Social Activity	A combined measure of self-reported "hanging out" and participation in "activities" with gangs (short of gang joining)
Peer Gang Involvement	Self-reported perception of peer involvement in gangs

In total, 458 (66%) GRYD Prevention participants completed both the YSET-Intake and YSET-Retest and the changes are highlighted in Table 20. The results show that internal resilience significantly increased by 24%, external resilience significantly increased by 8%, and strength of family norms significantly increased by 10%, following a first cycle of GRYD Prevention. Peer Gang Activity decreased significantly by 5% and Gang social activity did not change significantly between intake and retest.[14, 15]

Table 20: Change in YSET Measures

	INTAKE MEAN	RETEST MEAN	PERCENT CHANGE[16]
Internal Resilience	25.0	31.0	24%
External Resilience	35.2	38.1	8%
Family Norms	22.5	24.8	10%
Gang Social Activity	0.05	0.04	-20%
Peer Gang Activity	1.2	1.1	-5%

BENCHMARK ASSESSMENT

In order to measure if whether service delivery adhered to contractual agreements, GRYD set specific benchmarks related to model fidelity for GRYD Prevention providers. First, GRYD stated that at least 75% of young people who are eligible for GRYD Prevention services would enroll and GRYD Prevention providers exceeded this target measure as 95% of the young people that were referred and deemed eligible, enrolled in GRYD Prevention services.

The second criterion for GRYD Prevention providers was that at least 90% of enrolled participants would receive all the contractually required meetings and activities. This benchmark was not fully met as 66% of the participants who received services during the contract period met the required program dosage. The shortcoming for this goal could be attributed to the challenges created by the COVID-19 pandemic since participants and their families were more focused on stabilizing their lives and less focused on attending service meetings.

The third measure for GRYD service provider adherence to contractual service delivery included that at least 75% of youth who participate in GRYD Prevention services would successfully complete the program. This objective also fell a little short as 63% of the participants who exited the program completed it successfully. The primary reason for the incompletion of services was long-term non-attendance possibly caused by the pandemic. Service had to be delivered virtually for a period of time which may have caused a disconnect between service providers and participants.

Although not all of the benchmarks set to measure model fidelity were met, GRYD service providers service delivery showed to be impactful in both on risk factors short-term and behavior in the long-term. The YSET-Intake and YSET-Retest comparison provided evidence of success for GRYD Prevention programming. After six months in services, participants were able to build resilience against internal and external risk factors and reduce gang-related activities, decreasing their chances of gang joining.

Discussion of Results: GRYD successfully increased youth and family resiliency and reducing risk through the provision of GRYD Prevention services. The program's success can be attributed to different strategies, such as GRYD service providers continuous efforts in maintaining a presence in communities that are most vulnerable to gang-violence, using the YSET assessment and eligibility tool to identify high-risk young people for services, and successfully implementing the GRYD Prevention service model.

Having service providers that are well embedded in their community and respective GRYD Zones is critical for successful outreaching and connecting with referral sources for program recruitment. During the grant period, a total of 1,239 young people were referred to GRYD Prevention service providers, who in turn connected to the young person and family to assess program interest and eligibility.

Eligibility for GRYD Prevention services was determined using the YSET, measure risk factors related to gang joining. Having a standardized eligibility tool is another important strategy to successfully implement GRYD Prevention services because it helped

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[14] Statistical significance is measured using linear regression comparing the difference between intake and retest YSET scores controlling for age-at-test, race-ethnicity, and gender of the participants.
[15] The percent change in gang social activity is a misleadingly large number because the numbers upon which the measure is based are so small to begin with.
[16] (p < 0.001)

GRYD service provides identify young people with elevated risk levels, aligning with the program's purpose. Of the 1,245 referrals, 732 (59%) were eligible for GRYD Prevention services. Of those eligible for services, 695 young people and their families (95%) enrolled in and received GRYD Prevention services, following the GRYD Prevention service model during the funding period.

The third strategy that led to a positive program effect was the GRYD Prevention model. This program had a prescribed service delivery method that followed a six-month cycle, which includes six (30-day) phases of services. During these phases, participants attended individual meetings, family meetings, and intentional youth development activities. Having a service model not only allowed for uniform service delivery despite service being provided by different community-based organizations, but it also provided a baseline where model fidelity and service implementation can be measured and evaluated. During the funding period, 66% of the enrolled participants met the required program dosage. Meeting program dosage is not only important for contractual compliance, but it also supports the evidence that the more involved a young person is in GRYD Prevention services, the higher chance they will have of successfully completing the program.[17] Of the participants that exited the program, 63% completed the program successfully.

The successful implementation and delivery of GRYD Prevention services can be strongly attributed to GRYD partnership with GRYD service providers, and agencies' ability to implement the contracted service model. GRYD and other municipalities must continue to identify service providers with strong community presence who are able to maintain service delivery model fidelity and continue to foster a strong grantor-grantee relationship.

GRYD INTERVENTION

Service Participants: GRYD Intervention services were provided continuously during the CalVIP funding period by contracted GRYD service providers During the contracting period a total of 1,378 young people and emerging adults were referred to GRYD Intervention services.[18] The top three referral sources were self/walk-in (23%), GRYD staff (21%), and internal from Community Intervention Workers (CIWs) (14%), as shown in Table 21.

Table 21: GRYD Intervention Services Referral Sources (N=1,378)

REFERRAL SOURCE	n	%
Self/walk-in	314	23%
GRYD Staff	294	21%
Internal from CIW	188	14%
Law Enforcement	170	12%
Parent/caregiver	83	6%
Alternative School	77	6%
Community resident	67	5%
Other[19]	185	13%

The majority of the young people and emerging adults who were referred to GRYD Intervention services during the contracting period were males (67%), Latino/a (57%), and Black (39%). Ages ranged from 11 to 51 with an average age of 19 years old. Table 22 provides information about the referral's demographics.

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[17] Vera, L., & Diep, J. (2022). *GRYD Prevention services: A summary of participants and services* (GRYD Research Brief No. 11). Los Angeles, CA: California State University, Los Angeles.
[18] Only referrals, where GRYD service provider was able to make contact, were included.
[19] Other referral sources included probation, public school, internal transfer- TCS to fcm, GRYD prevention agency, other type of school, other community based-organization, California department of corrections, faith-based community agency, and internal from CIW as IR follow up.

Table 22: GRYD Intervention Referral Demographics (N=1,378)

REFERRAL DEMOGRAPHICS	n	%
IDENTIFIED GENDER		
Male	919	67%
Female	453	33%
Other[20]	6	>1%
IDENTIFIED RACE/ETHNICITY		
Hispanic/Latino (a)	791	57%
Black/African American	533	39%
Other ethnic origin, ethnicity, or race[21]	54	4%
AGE	**RANGE**	**MEAN**
Age Range and Average	11-51	19

GRYD service provider staff contacted the referred young people and emerging adults in order to schedule an intake meeting to review GRYD Intervention services and assess for program eligibility, also known as Phase 1 of services. Young people and emerging adults that were eligible and agreed to participate in GRYD Intervention services attended the initial meeting. This meeting, which includes the participant and sometimes family members, marked the beginning program enrollment and Phase 2 of services. The Social Embeddedness Tool (SET) was also administered at this time.

A total of 675 young people and emerging adults (49% of 1,378 referrals) and their families enrolled in and received GRYD Intervention services. On average, enrollment into GRYD FCM services occurred within two days of the date of referral to the program.

The demographics for the participants who enrolled in GRYD Intervention services during the funding period were similar to the demographics for the young people and emerging adults referred. Most participants were male (57%). The majority of participants were Latino/a (57%) and 40% were Black. Ages ranged from 12 to 51 with an average age of 19 years old. Table 23 provides information about the enrolled participants demographics.

Table 23: GRYD Intervention Enrolled Participants Demographics (N=675)

ENROLLED PARTICIPANT DEMOGRAPHICS	n	%
IDENTIFIED GENDER		
Male	388	57%
Female	284	42%
Other[22]	3	>1%
IDENTIFIED RACE/ETHNICITY		
Hispanic/Latino (a)	385	57%
Black/African American	267	40%
Other ethnic origin, ethnicity, or race[23]	23	3%
AGE	**RANGE**	**MEAN**
Age Range and Average	12-51	19

[20] Other gender selection included non-binary/third gender, prefer not to state, and prefer to self-define/other
[21] Other ethnic origin, ethnicity, or race included Asian, White, multiacre, and unknown race
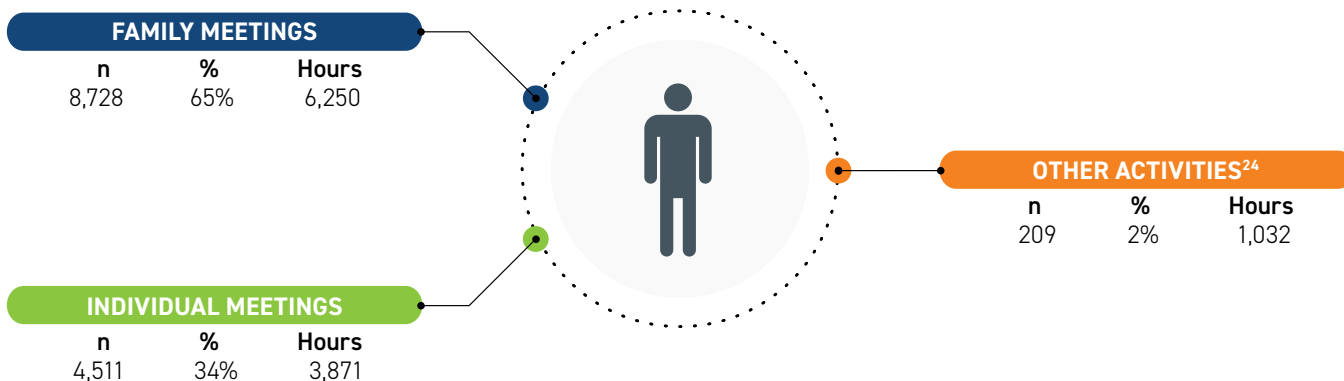[22] Other gender selection included non-binary/third gender and prefer not to state
[23] Other ethnic origin, ethnicity, or race included Asian, White, multirace, and unknown race

PROGRAM ACTIVITIES

GRYD Intervention services are comprised of a programming cycle with seven phases. After Phase 1, used for referral and eligibility, participants received serviced during phases 2-7. Phases 2-7 are defined as two individual meetings and one family meeting (an overview of GRYD Intervention services is available in Appendix C). During the funding period, the 675 enrolled participants attended a total of 13,448 activities while enrolled in GRYD Intervention services, translating to 11,153 hours of programming. Participants attended 8,728 (65%) individual meetings, 4,511 (34%) family meetings, and 209 (2%) other activities, as shown in Table 24.

Table 24: Activities Attended by GRYD Intervention Participants (N=13,448)

FAMILY MEETINGS

n	%	Hours
8,728	65%	6,250

OTHER ACTIVITIES[24]

n	%	Hours
209	2%	1,032

INDIVIDUAL MEETINGS

n	%	Hours
4,511	34%	3,871

PROGRAM STATUS

Participant's progression from one phase to another was contingent upon their attendance in all required meetings during a 30-day period. Of the 675 participants who received services during the contract period, 79% (N=532) attended at least two individual meeting, and one family meetings per phase, fulfilling the required program dosage.

During the contracting period, 68% (N=458) of the enrolled participants exited the GRYD Intervention program, while 32% (N=217) remained in services. Of the participants that exited the program, 66% (N=300) completed the program successfully and 34% (N=34) formally dropped out/refused services, needed a different type/level of service, or were removed due to long term non-attendance, as shown in Table 25. Overall, the average length of time for all participants who exited services was 8.6 months.

Table 25: Participant Service Status (N=675)

SERVICE STATUS	n	%
Services in progress	217	32%
Exited Services	458	68%
Completed program	300	66%
Did not complete program	158	34%
Formally dropped out/refused services	65	41%
Long-term non-attendance	53	34%
Needed a different type/level of service	2	1%
Other[25]	38	24%

[24] Other activities included event/activity/field trip, internal life skills classes, celebration activity, tattoo services, internal substance abuse support groups.
[25] Other reasons for did not complete program status included moved out of service area, passed away, and incarcerated

Progress of Goals & Objectives: Overall, GRYD successfully met the grant's second goal and its objectives related to GRYD Intervention, as shown in Table 26 below. GRYD service providers delivered the GRYD Intervention model to enrolled participants. The reduction in risk and an increase in resiliency among GRYD Intervention participants is further explored in the outcome section below. The factors that aided to the successful achievement of this goal included the use of the SET assessment tool, which measured the participant's gang-embeddedness pre and post service delivery, and GRYD service providers fidelity and successful implementation of the GRYD Intervention model.

Table 26: Goal 2 Objectives Outcome for GRYD Prevention Services

Goal 2 Objectives Met

OBJECTIVE 1 ✅

GRYD Intervention to deliver services to reduce risk and increase resiliency.

OBJECTIVE 2 ✅

A reduction in risk and an increase in resiliency among GRYD Intervention participants leads to a reduction in problem behaviors.

Outcome Goal & Impact Evaluation: The outcome evaluation examined the impact of programming on risk factors in the short-term and behavior in the long-term by analyzing the changes in gang embeddedness and prosocial embeddedness and their impact in a reduction in gang involvement and involvement in violence.

The SET was used to measure the participants gang embeddedness, attitudinal risks and strengths, and self-reported involvement in crime at the time of intake into the program when the first enrolled in GRYD FCM services. The same measurements were then taken again after six months of services.

In total, 563 SET-Intakes and 371 SET-Retests were completed for the participants enrolled and the changes are highlighted in Table 27. The results show that on average, decision-making independence increased by 1%, impulsive risk-taking decreased by 15, gang embeddedness decreased by 19%, and involvement in crime decreased by 54%.[26]

Table 27: Change in SET Measures

	INTAKE		RETEST		CHANGE	
	N	**MEAN**	**N**	**MEAN**	**PERCENT CHANGE**	**P-VALUE**
Decision-making independence	426	13.54	294	13.66	1%	0.52
Impulsive risk-taking	563	11.83	371	10.09	-15%	0.0001
Gang embeddedness	428	15.13	295	12.20	-19%	0.0001
Involvement in crime	562	3.42	371	1.58	-54%	0.0001

[26] While there is not significant change in the mean decision-making independence for the analysis population overall, there is significant decreases in measures of impulsive risk-taking, gang embeddedness and involvement in crime

BENCHMARK ASSESSMENT

In order to measure if whether service delivery adhered to contractual agreements, GRYD set also specific benchmarks related to model fidelity for GRYD Intervention providers. First, GRYD stated that at least 75% of young people and emerging adults referred would enroll in GRYD Intervention services. GRYD service providers did not meet this measure as around half of the referrals (49%) enrolled in GRYD Intervention services. The reasons for not enrolling into GRYD Intervention services included young person refused services as well as that some young people who were not ready to commit to the full GRYD Intervention services were offered placement in GRYD Transitional Client Services (TCS). This alternative offered a less intensive service model that seeks to build relationships and prepare the participant for future engagement in programming though GRYD Intervention services. Participants in GRYD TCS services are not included in this report.

The second criterion for GRYD Intervention providers was to ensure that a minimum of 90% of enrolled participants would attend all the contractually mandated meetings and activities. This objective was almost met as 79% of the participants who received services during the contract period met the required program dosage. Similar to GRYD Prevention services, the shortcoming for this goal could be attributed to the challenges created by the COVID-19 pandemic.

The third benchmark for GRYD service provider adherence to contractual service delivery included that at least 75% of youth who participate in GRYD Intervention services would successfully complete the program. This measure also was not met as 66% of the participants who exited the program completed it successfully. The primary reason that participants formally dropped out or refused services was because it is voluntary. This is a challenge that many voluntary programs, like GRYD Intervention, face. Young people are not required to participate in GRYD Intervention services and can refuse services if no longer interested in the program.

Although none of the proposed benchmarks set to measure model fidelity were met by GRYD service providers, the pre and post analysis using the SET tool demonstrated that service delivery showed to be impactful in both on risk factors short-term and behavior in the long-term. After six months in services, participants reported a decrease in gang embeddedness and an increase in prosocial embeddedness, which led for an overall decrease in their involvement in violence.

Discussion of Results: GRYD also successfully increased youth and family resiliency and reduced risk through the provision of GRYD Intervention services. The program's success can be linked to multiple strategies, such as using the SET as an assessment tool and successfully delivering the GRYD Intervention service model to enrolled participants.

The first implemented strategy was GRYD service provider's successful incorporation of the SET with enrolled participants. During the contracting period, GRYD service providers administered 563 SET-Intakes and 371 SET-Retests. The SET provided a pre-service benchmark that allowed for the measurement the impact of GRYD service in a young person's live after received six months of GRYD Intervention service model.

GRYD's second strategy included having a prescribed service delivery method that followed a six-month cycle, which includes six (30-day) phases of services. During these phases, participants attended individual meetings and family meetings. Having a service model allowed for uniformity of service delivery even though services were provided by different community-based organizations, and it also set a baseline where model fidelity and service implementation can be measured and evaluated. During the funding period, 79% of the enrolled participants met the required program dosage. Meeting program dosage is not only important for contractual compliance, but it also shows that participants who engaged in more programming activities were more likely to complete GRYD Intervention services successfully.[27] Of the participants that exited the program, 66% completed the program successfully.

The successful implementation and delivery of GRYD Intervention services can also be strongly attributed to GRYD's partnership with GRYD service providers and agencies' ability to implement the contracted service model and administer assessment tools. GRYD and other municipalities must maintain strong partnerships with its service delivery grantees in order to provide the necessary oversight, support, and resources to ensure proper model fidelity in service delivery.

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[27] Diep, J., Vera, L. (2022). *GRYD Intervention Family Case Management (FCM) Services: A Summary of Participants and Services* (GRYD Research Brief No. 9). Los Angeles, CA: California State University, Los Angeles.
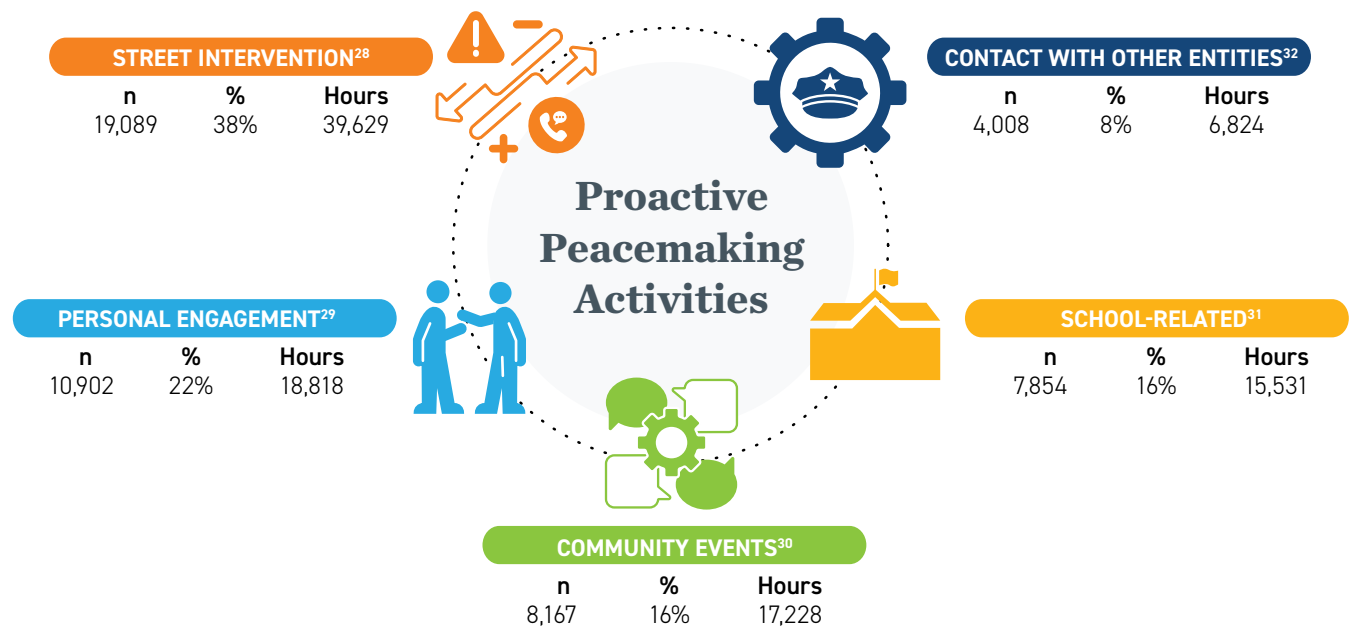
During the contracting period, GRYD Intervention providers engaged in violence interruption activities by conducting Proactive Peacemaking activities and responding to incidents in the community using the GRYD Triangle Partnership as part of the Incident Response protocol. The extent of these efforts is discussed in the sections below.

PROACTIVE PEACEMAKING

Proactive Peacemaking activities and events were planned and implemented with the goal of establishing and/or maintaining peace in the communities that GRYD serves. Proactive Peacemaking events promoted peaceful, healthy lifestyles, and better connections with community resources. In total 50,020 Proactive Peacemaking activities were delivered throughout the contract period to the five GRYD Zones where GRYD Intervention services where CalVIP funding was provided, adding to a total of 98,030 hours of GRYD services. Over one-third of the Proactive Peacemaking activities were related to Street Intervention (38%) for a sum of almost 40,000 hours. The second most common activity type was around Personal Engagement (22%), accounting for almost 19,000 hours. Followed by Community Events (16%; 17,228 hours), then by School Related efforts (16%, 15,531 hours), and finally Contact with Other Entities (8%; 6,824 hours), as shown in Table 28.

Table 28: Proactive Peacemaking Activities Information (N=50,020)

STREET INTERVENTION[28]

n	%	Hours
19,089	38%	39,629

CONTACT WITH OTHER ENTITIES[32]

n	%	Hours
4,008	8%	6,824

PERSONAL ENGAGEMENT[29]

n	%	Hours
10,902	22%	18,818

SCHOOL-RELATED[31]

n	%	Hours
7,854	16%	15,531

COMMUNITY EVENTS[30]

n	%	Hours
8,167	16%	17,228

[28] Street Intervention includes rumor control, street mediation, peace maintenance, street outreach, and monitored hot-spot.
[29] Personal Engagement includes mentoring, impact sessions, potential participant contact, and family engagement.
[30] Community Events includes community engagement, community meeting, event/activity, and workshop.
[31] School Related includes safe passage and contact with school.
[32] Contact with Other Entities includes law enforcement contact and collaboration, GRYD collaboration, and community-based organizations contact.

INCIDENT RESPONSE

The GRYD Incident Response Protocol employed under the GRYD IR Program ensures an immediate response to gang-related violent incidents when they occur to intervene in the cycle of violence that one incident can kindle and reduce the potential for further violence. Throughout the contracting period, GRYD was notified of 765 incidents in the five GRYD Intervention GRYD Zones.

Out of those incidents, 481 (63%) incidents were responded to by the GRYD Triangle Partnership Team, which includes Community Intervention Workers (CIWs), GRYD Regional Program Coordinators (RPCs), and the Los Angeles Police Department (LAPD). The majority (60%) of the 481 incidents that included the GRYD Triangle Partnership were single victim shooting, followed by homicides (26%), then multiple victim shooting (12%), and other types (3%), as shown in Table 29.

Table 29: Type of Incident where GRYD Triangle Partnership was Deployed (N=481)

TYPE OF INCIDENT	n	%
Single Victim Shooting	288	60%
Homicide	125	26%
Multiple Victim Shooting	56	12%
Other[33]	12	3%

As part of the Incident Response process, GRYD RPCs also noted the characteristics related to the incident to further identify if an incident is or is not gang-related based on information provided at the time. These characteristics included:
- The incident occurred in a gang area.
- The incident had potential for retaliation.
- The incident was gang-motivated (e.g., any actions taken to benefit the gang).
- The victim or suspect and/or family member are gang-affiliated.
- Recent activity occurred between the victim's or suspect's affiliated gang.

The more characteristics an incident has, the higher the chance of the incident being classified as gang-related.[34] According to the results in Table 30, only 5% of the incidents did not have any of these characteristics whereas over one-third of the incidents (36%) had 3 or more characteristics (3 characteristics – 18%, 4 characteristics – 16%; and 5 characteristics – 5%).

Table 30: Number of Incident Characteristics where GRYD Triangle Partnership was Deployed (N=481)

NUMBER OF INCIDENT CHARACTERISTICS	n	%
0 Characteristics	26	5%
1 Characteristic	135	28%
2 Characteristics	147	31%
3 Characteristics	85	18%
4 Characteristics	79	16%
5 Characteristics	9	2%

[33] Other includes assaults, stabbings, kidnappings, officer-involved shootings, shots fired, etc.
[34] Brantingham, P. J., et al. (2017). *GRYD Intervention Incident Response & Gang Crime 2017 Evaluation Report*. Los Angeles, CA: California State University, Los Angeles.

Table 31 shows that the most common incident characteristic was it occurred in a gang area (77%). Over half (57%) of the incidents were noted as having potential for retaliation, and 43% were marked as being gang-motivated. In over one-third of the incidents (37%), the victim or suspect and/or family member were gang-affiliated, and in only 4% of the cases, the incident was characterized as happening due to recent activity occurred between the victim's or suspect's affiliated gang.

Table 31: Incident Characteristics where GRYD Triangle Partnership was Deployed (N=481)

NUMBER OF INCIDENT CHARACTERISTICS	n	%[35]
Incident occurred in a gang area	372	77%
Potential for retaliation	273	57%
Gang-motivated	207	43%
Victim or Suspect and/or Family member are gang-affiliated	176	37%
Recent activity occurred between the Victim's or Suspect's affiliated gang	17	4%
None of these characteristics	26	5%

Progress of Goals & Objectives: The last goal for this grant was to slow the increase of violent crime rates in each identified GRYD Zone; however, the pandemic caused a unique disruption in the communities where crime rates increased, and efforts had to be adjusted due to changes in accessibility to the community and its resources.[36] As mentioned above, GRYD shifted Objective 3 under this goal to ensure that the pandemic had minimal disruption on Proactive Peacemaking activities and the GRYD Incident Response program.

To examine how the COVID-19 pandemic impacted GRYD's violence interruption activities in the community, GRYD Proactive Peacemaking and GRYD Incident Response (IR) Program data were analyzed 50 weeks prior to the date of March 16, 2020 (i.e., the date many schools and businesses in the Los Angeles County were ordered to close) and compared to the number and types of activities conducted during the 50 weeks following this date. This analysis was conducted as part of the *GRYD'S Violence Interruption: Incident Response and Proactive Peacemaking Before and After The COVID-19 Pandemic* research brief, published in January of 2023 (please see Appendix D).

For GRYD Proactive Peacemaking, the results from the brief showed that there was an 11% increase in the total number of activities, as well as an increase of 7% in the total numbers of hours when comparing the pre- and post-lockdown efforts by CIWs. One important note from the brief is that there was a shift in the types of activity conducted pre- versus post-locked down as this reflects the necessary adjustment that took place due to the closure of schools and businesses and the changing demand of the community. The two biggest changes in activity type were the school-related activities decreased by 65%, while contact with community-based organization and law enforcement increased by 67% when comparing the two periods.

For GRYD Incident Response, the results from the brief shows that the GRYD Triangle Partnership were notified of 64% more incidents post-lockdown when compared to the pre-lockdown period. Additionally, there was an overall 54% increase in actions taken by CIWs in response to violent incidents. Violence intervention saw a shift after the lockdown due to strict policies in hospitals and gatherings between groups of people, such as a decrease in peace renegotiation (-250%), responding to the hospital (-191%), connecting victims/ families to services (-62%), and other activities (-100%). However, there was an increase in CIWs' efforts to responding to the scene of the crime (13%) and engaging in crowd control (33%).

Even though the COVID-19 pandemic caused a unique disruption in the communities, GRYD successfully met all the objectives for the grant's final goal as shown in Table 32. GRYD Intervention providers continued participating in proactive peacekeeping efforts to the specific areas that have experienced increases in crime during the pandemic. During the funding period, GRYD Intervention service providers conducted over 50,000 Proactive Peacemaking activities, accounting for almost 100,000 hours of efforts and services to the communities during its most challenging times. Furthermore, GRYD Intervention providers provided 24/7 response to incidents of violence following the protocol outlined in the GRYD Incident Response Program and answered to 481 incidents even though CIWs were faced with restrictions due to the lock-down. Finally, GRYD was able to maintain the level GRYD services throughout the pandemic as Essential Workers to address and reduce violence whenever possible as activities during the pandemic increases overall when compared to numbers pre-lockdown.

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[35] Percentage is greater than 100% due to multiple selection option available

[36] Diep, J., Vera, L., Brantingham, P.J. (2023). *GRYD's Violence Interruption: Incident Response and Proactive Peacemaking before and after the COVID-19 Pandemic* (GRYD Research Brief No. 13). Los Angeles, CA: California State University, Los Angeles.

Goal 3 Objectives Met

OBJECTIVE 1 ✅

GRYD Intervention service providers participate in proactive peacekeeping efforts to the specific areas that have experienced increases in crime.

OBJECTIVE 2 ✅

GRYD service providers provides 24/7 response to incidents of violence following the protocol outlined in the GRYD Incident Response Program.

OBJECTIVE 3 ✅

Maintain the level GRYD services throughout the pandemic as Essential Workers to address and reduce violence whenever possible.

Outcome Goal & Impact Evaluation: Due to the community disruption caused by the COVID-19 pandemic, outcome evaluation shifted to primarily focused on analyzing the impact of the pandemic in GRYD's Proactive Peacemaking activities and Incident Response. The focus was to measure how were the two prongs of the GRYD Incident Response affected by the pandemic.

The analysis from the brief revealed that CIWs did not allow the challenges of the pandemic decrease their efforts towards the community; instead, CIWs increased their community engagement activities relative to pre-pandemic levels. CIWs continued to show their resilience and by maintaining their level of response and community presence throughout this period even with an increase in incidents during the pandemic.

Discussion of Results: GRYD's goal for this grant period was to ensure that GRYD Intervention Proactive Peacemaking and Incident Response were minimally impacted by the COVID-19 pandemic in order to support its larger impact effort to slow the increase of violent crime rates in each of the identified GRYD Zones. The brief analysis showed that GRYD's IR efforts did not slow down during the pandemic. This success can be attributed to GRYD's ability to pivot and adjust service when faced with barriers and GRYD service providers embeddedness in the communities.

GRYD service providers were effective in delivering GRYD IR services during the pandemic because they were able to quickly adjust how, where, and what services were provided during the lockdown period. The brief showed that the number of GRYD Proactive Peacemaking activities increased by 11% and hours increased by 7%, in the post-lockdown period when compared to pre-lockdown. Also, there was a 54% increase in actions taken by CIWs in response to violent incidents in the community.

The second strategy used to meet the grant's goal can be linked to having GRYD service providers who are knowledgeable and well-connected with their designated communities. Having community-based organizations that are invested in delivering services was critical to the program's success. During the grant period, CIWs provided a total of 50,020 Proactive Peacemaking activities for total of 98,029 hours of GRYD services. Also, community-based organizations that have a deep knowledge of gang activity, allowed for better violence intervention efforts. For Incident Response, GRYD was notified of 765 incidents in the five GRYD Intervention GRYD Zones part of this grant and 481 (63%) incidents were responded by the GRYD Triangle Partnership Team.

Both the successful implementation and delivery of GRYD IR services during the grant period, and GRYD's relentless service delivery during the pandemic showed GRYD's effort to slow the increase of violent crime rates in each of the identified GRYD Zones. Violence interruption providers must continue to be present and provide services to the communities during challenging times and adjust service delivery to meet the new needs of the communities.

G. GRANTEE HIGHLIGHTS

Voices of GRYD service providers

Below are success stories about program participants or service implementation shared by GRYD Prevention and Intervention providers throughout the duration of the grant period:

> *Community events, such as Community Peace Effort and community pop-ups allow for fostering connections within the community while [...] promoting peace and well-being in our community and connecting and enlisting individuals for* **meaningful participation and collaboration.**

> *The last two years of* **CalVIP funding allowed for additional client programming,** *AIYDA, and family events/fieldtrips that we host throughout the year. Trips were offered to clients that exposed them outside their surrounding and allowed them to explore outside the city and implemented AIYDA activities in their outings. The outings consisted of hiking trips, beach trips, movies, college tours, amusement parks, museums, and other educational trips.*
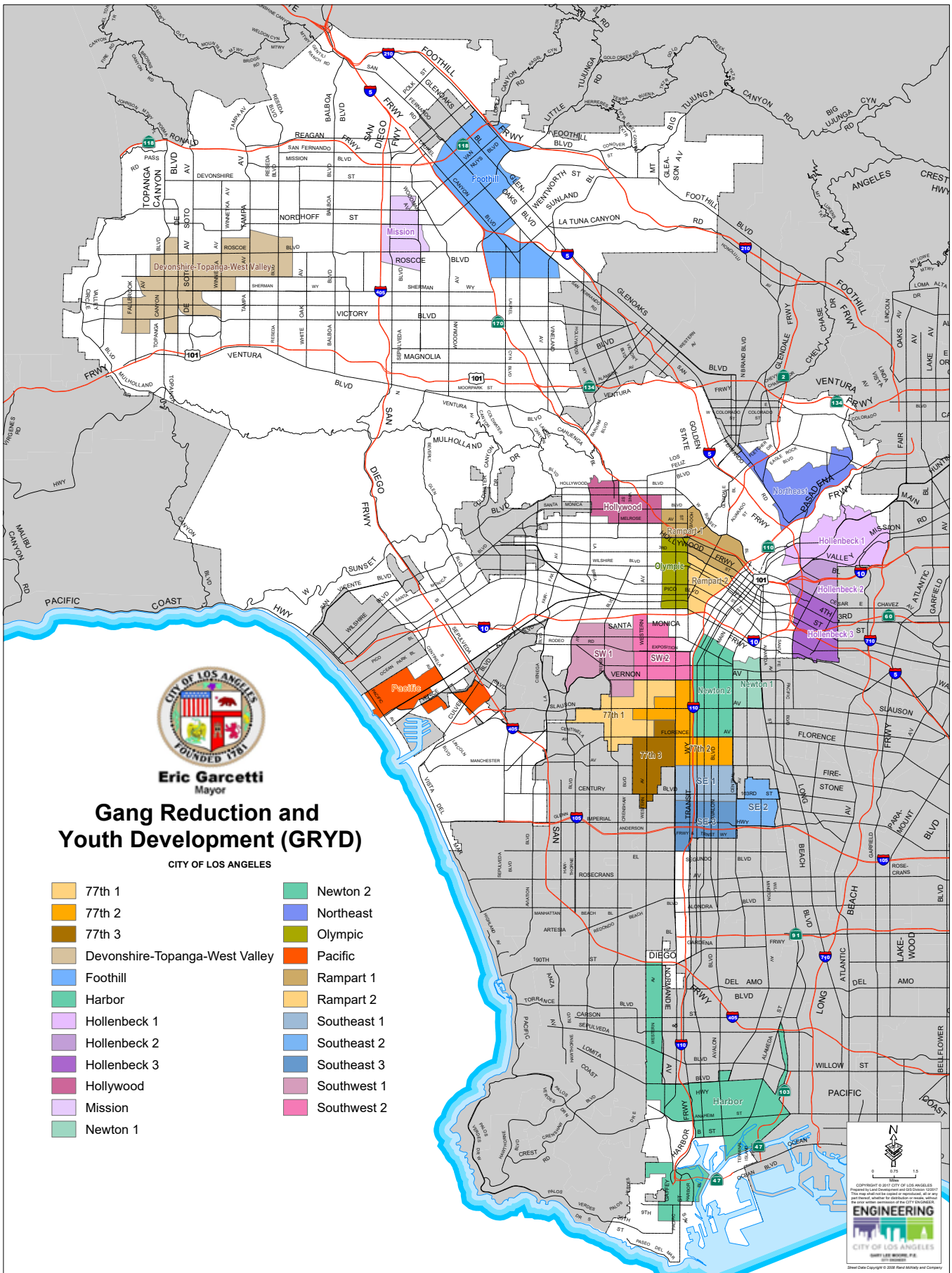
> *Over the [grant period], our program has orchestrated a diverse array of enriching field trips,* **affording our participants unique experiences that would have otherwise remained beyond their reach.** *Some notable highlights from these outings include community beautification efforts, offerings of intentional youth development activities using AIYDA, and parental bonding events.*

> *With the support of CalVIP funds, [GRYD service agency] provided the community with weekly pop-ups and monthly community and family events.* **These events have improved public health and safety in the GRYD Zone** *by engaging community members in prosocial activities and increasing community engagement. The events that have been facilitated included a backpack distribution for back to school, mental health workshops, anger management workshops, substance abuse workshops, and support clients in obtaining [vocational] certificates.*

> *While enrolled in GRYD services, individuals were supplied with links to internships that resulted in employment. For example, [participant] was assisted with an 8-week internship experience that helped build their resume. [Participant] was also assisted in obtaining their Guard card, which is how a security company hired them. One of the greatest feeling and highlight [is] when you [are] able to take the youth out of their comfort zone and they realized how much fun life is in other areas –* **it opens their eyes to want to leave the gang life-style.**

GRYD RESEARCH & EVALUATION TEAM
GRYD
GANG REDUCTION & YOUTH DEVELOPMENT
CAL STATE LA
AT CAL STATE LA

Gang Reduction and
Youth Development (GRYD)

CITY OF LOS ANGELES

Eric Garcetti
Mayor

Legend	
77th 1	Newton 2
77th 2	Northeast
77th 3	Olympic
Devonshire-Topanga-West Valley	Pacific
Foothill	Rampart 1
Harbor	Rampart 2
Hollenbeck 1	Southeast 1
Hollenbeck 2	Southeast 2
Hollenbeck 3	Southeast 3
Hollywood	Southwest 1
Mission	Southwest 2
Newton 1	

GRYD SECONDARY PREVENTION SERVICES OVERVIEW

Referrals must meet the following eligibility criteria:

›› AGE 10-15 YEARS AND 3 MONTHS

›› PRESENCE IN THE GRYD ZONE

›› GRYD SECONDARY PREVENTION SERVICES: YSET Intake Feedback Report must reflect that the referral is YSET-I eligible (i.e., exhibits a minimum of four [4] elevated risk factors).
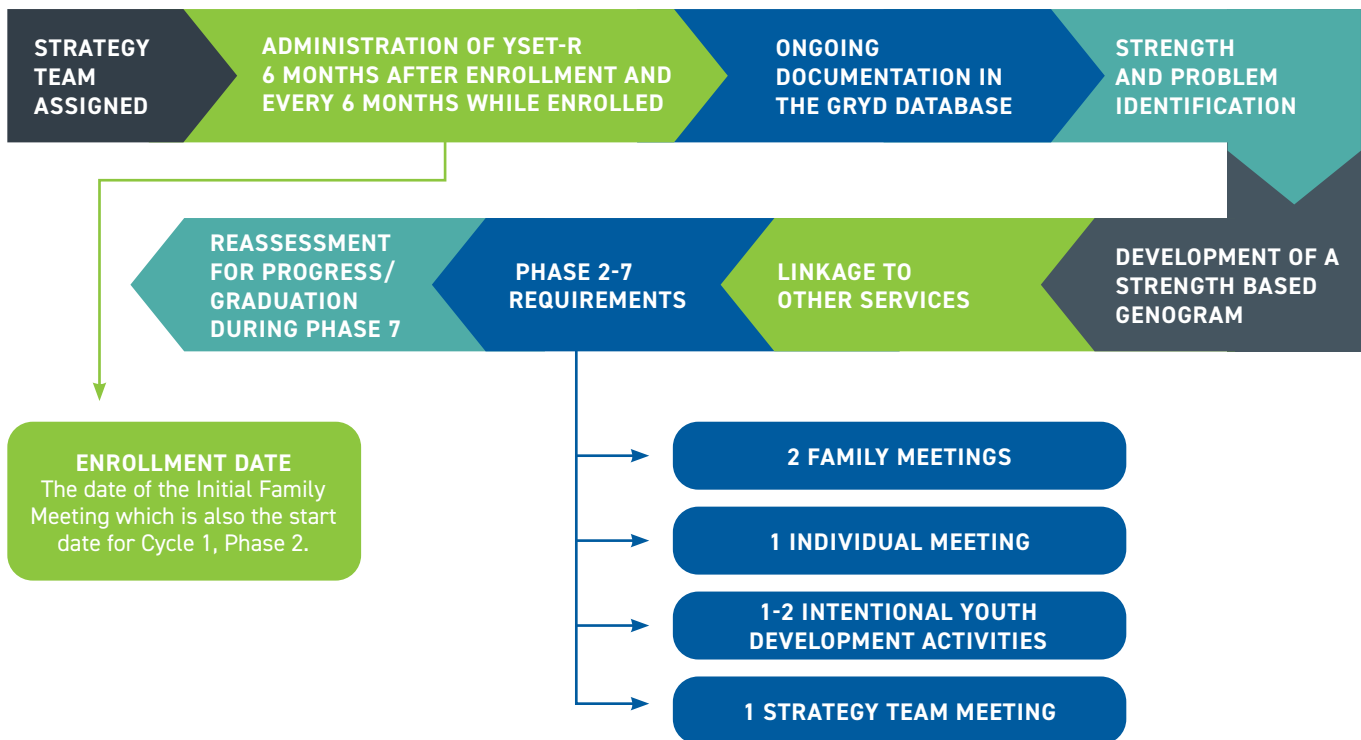
SECONDARY PREVENTION SERVICES ARE DELIVERED OVER
6 MONTHS

GRYD Secondary Prevention is comprised of a **PROGRAMMING CYCLE WITH 7 PHASES Phase 1** is used for the referral and eligibility. **Phases 2-7** services are delivered over (6) months.

Each Phase uses the **VERTICAL STRATEGY** (multigenerational coaching through the use of strength-based genograms) and the **HORIZONTAL STRATEGY** (use of problem-solving techniques) to address participant and family needs.

Structure of Services:

| STRATEGY TEAM ASSIGNED | ADMINISTRATION OF YSET-R 6 MONTHS AFTER ENROLLMENT AND EVERY 6 MONTHS WHILE ENROLLED | ONGOING DOCUMENTATION IN THE GRYD DATABASE | STRENGTH AND PROBLEM IDENTIFICATION |

| REASSESSMENT FOR PROGRESS/ GRADUATION DURING PHASE 7 | PHASE 2-7 REQUIREMENTS | LINKAGE TO OTHER SERVICES | DEVELOPMENT OF A STRENGTH BASED GENOGRAM |

ENROLLMENT DATE
The date of the Initial Family Meeting which is also the start date for Cycle 1, Phase 2.

→ **2 FAMILY MEETINGS**

→ **1 INDIVIDUAL MEETING**

→ **1-2 INTENTIONAL YOUTH DEVELOPMENT ACTIVITIES**

→ **1 STRATEGY TEAM MEETING**

Program progression is based on the completion of **REQUIRED MEETINGS FOR EACH PHASE**

GRYD INTERVENTION FAMILY CASE MANAGEMENT SERVICES (GRYD FCM) OVERVIEW

Referrals must meet the following eligibility criteria:

▸▸ **AGE 14-25 YEARS** May submit a petition to the GRYD office if outside of age range

▸▸ **PRESENCE IN THE GRYD ZONE**

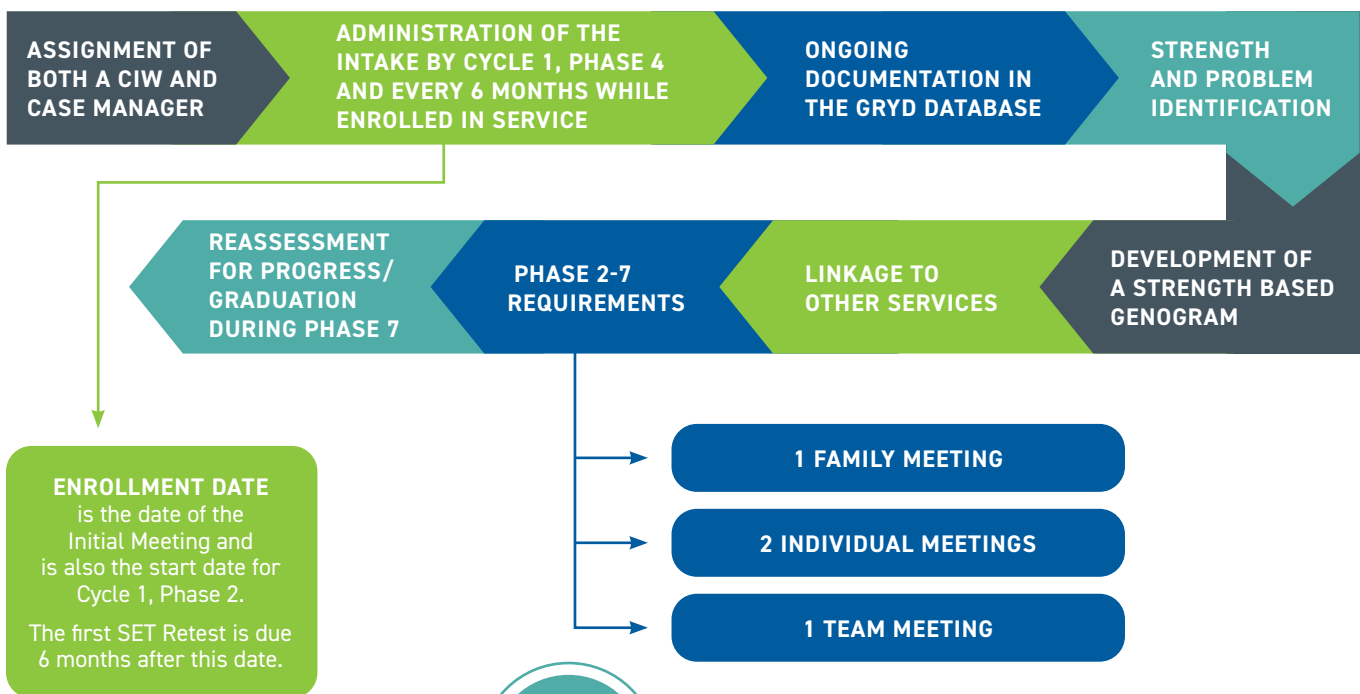▸▸ **TAGGER OR MEMBER/AFFILIATE OF A GANG** As determined by contractor

GRYD FCM is comprised of a **PROGRAMMING CYCLE WITH 7 PHASES**
Phase 1 is used for the referral and eligibility.
Phases 2-7 services are delivered over 6 months.

GRYD FCM SERVICES **6 MONTHS** ARE DELIVERED OVER

Each Phase uses the **VERTICAL STRATEGY** (multigenerational coaching using strength-based genograms) and the **HORIZONTAL STRATEGY** (use of problem-solving techniques) to address participant and family/support system needs.

Structure of Services:

ASSIGNMENT OF BOTH A CIW AND CASE MANAGER	**ADMINISTRATION OF THE INTAKE BY CYCLE 1, PHASE 4 AND EVERY 6 MONTHS WHILE ENROLLED IN SERVICE**	**ONGOING DOCUMENTATION IN THE GRYD DATABASE**	**STRENGTH AND PROBLEM IDENTIFICATION**
REASSESSMENT FOR PROGRESS/ GRADUATION DURING PHASE 7	**PHASE 2-7 REQUIREMENTS**	**LINKAGE TO OTHER SERVICES**	**DEVELOPMENT OF A STRENGTH BASED GENOGRAM**

ENROLLMENT DATE is the date of the Initial Meeting and is also the start date for Cycle 1, Phase 2.

The first SET Retest is due 6 months after this date.

- **1 FAMILY MEETING**
- **2 INDIVIDUAL MEETINGS**
- **1 TEAM MEETING**

Program progression is based on the completion of **REQUIRED MEETINGS FOR EACH MONTH**

Minimum outcomes for participants who complete GRYD FCM:

DOCUMENTS Participant must obtain all documents described in the Work Ready Document section

Enrollment or completion of **TIER 1 OR TIER 2 SERVICES**

Completion of **GENOGRAM** that captures at least 3 generations of the participant's family

GRYD'S VIOLENCE INTERRUPTION: INCIDENT RESPONSE AND PROACTIVE PEACEMAKING BEFORE AND AFTER THE COVID-19 PANDEMIC

Between January 1, 2016 and March 7, 2021, GRYD Community Intervention Workers (CIWs) conducted a total of 221,992 Proactive Peacemaking activities and took action after 3,305 violent incidents occurred. CIWs engagement in Proactive Peacemaking activities increased by 11% during the COVID-19 pandemic. Incidents increased during the pandemic, and CIWs maintained their level of response throughout this period of time.

Jessica Diep, M.S., Program Manager, GRYD Research & Evaluation Team, California State University Los Angeles
Lorella Vera, MPA, Program Manager, GRYD Research & Evaluation Team, California State University Los Angeles
P. Jeffrey Brantingham, Ph.D., Department of Anthropology, University of California, Los Angeles

MESSAGE FROM THE DIRECTOR

The GRYD Research Brief Series highlights the accomplishments of the GRYD Office and its community partners as they implement the GRYD Comprehensive Strategy.[1] A core component of the GRYD Comprehensive Strategy is to reduce violence by facilitating communication and responses to gang violence. GRYD's Incident Response Program and Proactive Peacemaking efforts play a central role in accomplishing these goals.

The current research brief summarizes GRYD's violence interruption efforts between January 1, 2016 and March 7, 2021. Results describe how often and how GRYD Community Intervention Workers (CIWs) take action to prevent violence. Additionally, this study looks closely at the impact of COVID-19 pandemic on CIW actions. The City of Los Angeles was unique in classifying CIWs as emergency workers during the pandemic, thereby allowing critical connections and services to continue despite the widescale shutdown of services and resources that help meet community needs.

GRYD's extensive data infrastructure offers the opportunity to explore the impact of this decision on outreach and support for the community. The findings presented in this brief are a testament to the commitment of GRYD providers as well as the dedication of CIWs to serve their communities and prevent violence.

REGINALD ZACHERY
GRYD DIRECTOR

The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development's (GRYD) Comprehensive Strategy strives to create communities that are healthy, peaceful, and thriving. GRYD invests in this vision by hosting community engagement events; contracting with community-based agencies to deliver gang prevention and gang intervention; and partnering with the community and the Los Angeles Police Department (LAPD) to reduce violence.[2] These activities and programs provide a pathway for improving the overall health and well-being for young people and emerging adults, families, and their communities.

One pillar of GRYD's Comprehensive Strategy is the use of violence interruption activities to prevent violence in the 23 communities it serves. Both Proactive Peacemaking activities and the GRYD Incident Response Program are essential elements in GRYD's violence interruption efforts. The purpose of this brief is to summarize these programs and their related activities between January 1, 2016 and March 7, 2021 and to explore whether the COVID-19 pandemic impacted the level of GRYD's violence interruption engagement.

PROACTIVE PEACEMAKING

GRYD Community Intervention Workers (CIWs), credible messengers with a "license to operate" in the communities they serve, engage in Proactive Peacemaking activities at the community level on an on-going basis to prevent violence from occurring across 23 GRYD Zones throughout the City of Los Angeles. CIWs are hired by community-based organizations

contracted through the GRYD Office (See Appendix A for a list of agencies contracted during this period). The goal of Proactive Peacemaking is to prevent violence before it occurs by facilitating and supporting community cohesion. Proactive Peacemaking activities fall into five categories: street intervention, personal engagement, school-related activities, community events, and coordination with community-based organizations (CBOs). Proactive Peacemaking activities are typically led by CIWs. For

example, CIWs monitor community hotspots; conduct street mediation; provide safe passage for young people to and from school; conduct impact sessions with gang-affiliated young people and emerging adults; hold outreach events in spaces impacted by gang-violence; engage with young people and families in the community on an ongoing basis; and establish or renegotiate peace treaties and/or agreements among rival groups to defuse community tension.

COMMUNITY EVENTS
Community engagement, workshops, community meetings

PERSONAL ENGAGEMENT
Mentoring, potential participant contact, impact sessions, family engagement

Proactive Peacemaking Activities

COORDINATION WITH OTHER ENTITIES
Contact with CBOs, GRYD collaboration, contact with law enforcement

STREET INTERVENTION
Monitoring hot spots, street outreach, peace maintenance, street mediation, rumor control

SCHOOL-RELATED ACTIVITIES
Safe passage, contact with school

Figure 1: Summary of Proactive Peacemaking Activities

GRYD INCIDENT RESPONSE (IR) PROGRAM

In addition to Proactive Peacemaking activities, the GRYD Incident Response (IR) Program supports a coordinated response to violent incidents when they occur to prevent subsequent violence.[3,4] A key component of this program is the GRYD Triangle Partnership, which includes CIWs, GRYD Regional Program Coordinators (RPCs), and the LAPD. The GRYD Triangle Partnership establishes effective lines of communication and forges relationships between CIWs, GRYD RPCs, and the LAPD as they work collectively to reduce gang violence (see Figure 2).

Following an incident, the LAPD notifies the parties involved in the GRYD Triangle Partnership, and GRYD RPCs and CIWs take the appropriate actions, which include deploying to the community to provide crisis intervention and rumor control. To help guide this process, the GRYD Incident Response Protocol outlines the actions GRYD RPCs and CIWs should take following a violent incident in the short-term (e.g., responding to the scene, disseminating accurate information to control the diffusion of rumors post-incident, etc.) and the long-term (e.g., assisting with funerals, treatment services for the victim's family, etc.).

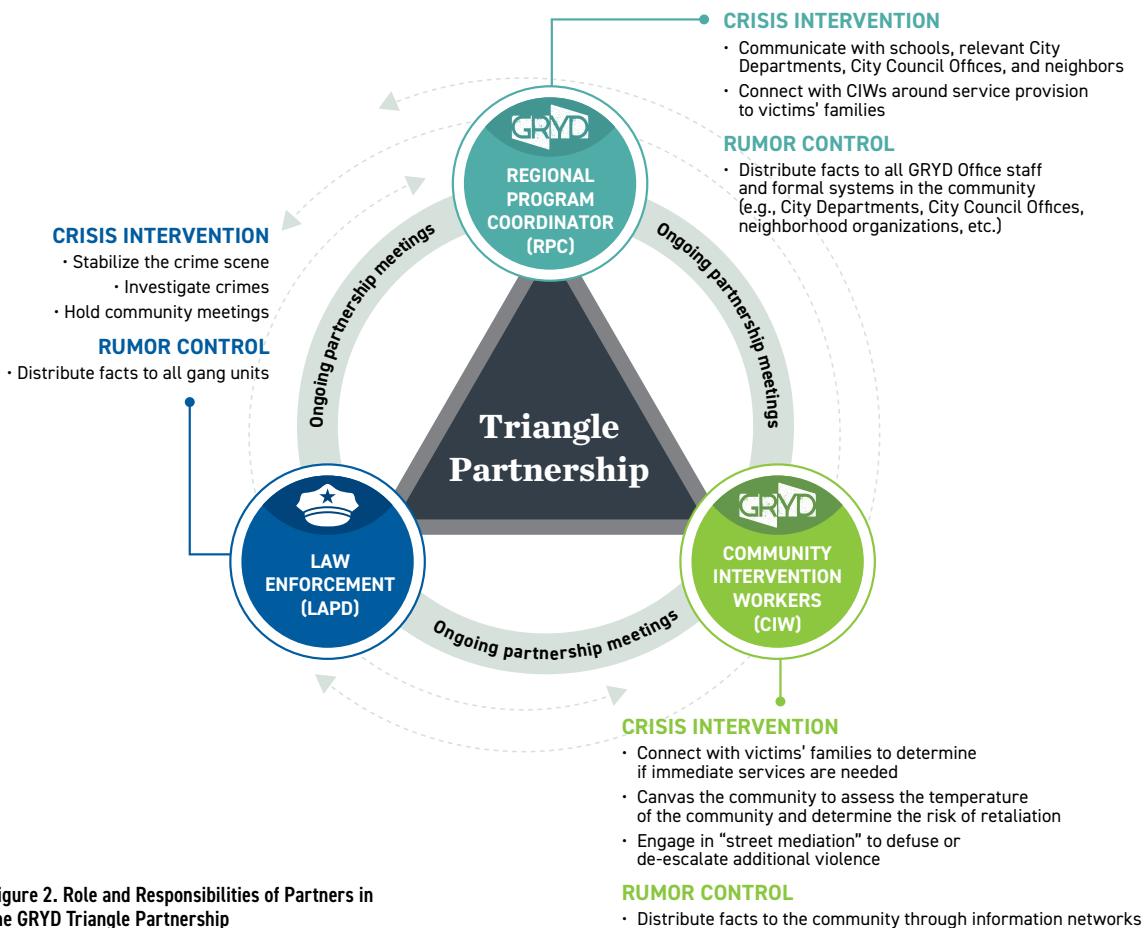## THE CITY OF LOS ANGELES MAYOR'S OFFICE OF GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD)

CRISIS INTERVENTION
· Communicate with schools, relevant City Departments, City Council Offices, and neighbors
· Connect with CIWs around service provision to victims' families

RUMOR CONTROL
· Distribute facts to all GRYD Office staff and formal systems in the community (e.g., City Departments, City Council Offices, neighborhood organizations, etc.)

CRISIS INTERVENTION
· Stabilize the crime scene
· Investigate crimes
· Hold community meetings

RUMOR CONTROL
· Distribute facts to all gang units

CRISIS INTERVENTION
· Connect with victims' families to determine if immediate services are needed
· Canvas the community to assess the temperature of the community and determine the risk of retaliation
· Engage in "street mediation" to defuse or de-escalate additional violence

RUMOR CONTROL
· Distribute facts to the community through information networks

Figure 2. Role and Responsibilities of Partners in the GRYD Triangle Partnership

DATA AND METHODS

The data used for these analyses were drawn from the GRYD Database, a web-based case management system built on Bonterra's Efforts to Outcomes (ETO) software. The GRYD Database includes all Proactive Peacemaking activities completed by GRYD Community Intervention Workers (CIWs) and incident response efforts conducted by CIWs and GRYD Regional Program Coordinators (RPCs) between January 1, 2016 and March 7, 2021.

GRYD providers are contractually required to document all service provision activities in the GRYD Database. All ongoing Proactive Peacemaking activities completed by GRYD providers are entered into the GRYD Database. Data pertaining to the number and types of actions taken as part of the GRYD

Incident Response (IR) Program are also logged by GRYD Intervention providers and GRYD RPCs. This consists of incident characteristics and actions taken by GRYD providers and GRYD RPCs related to post-incident violence interruption.

GRYD providers must assign a designated staff person to oversee data entry and management, and all GRYD provider staff who use the GRYD Database are required to earn their GRYD Database Training certification prior to delivering any GRYD services. Over time, such protocols have enhanced the quality of the GRYD IR Program and Proactive Peacemaking data collection by reducing data entry errors and missing data and increasing accuracy.

THE CITY OF LOS ANGELES MAYOR'S OFFICE OF GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD)

The primary action taken by CIWs (in 69% of all incidents) was responding to the crime scene. This was followed by making phone calls or sending e-mails in 61% of all incidents, responding to a place in the community for 49% of all incidents, canvassing the community for 48% of all incidents, conducting rumor control in 44% of all incidents, and responding to the hospital in 30% of all incidents. Other community-based actions such as connecting the victim and families to services and crowd control (as seen in Table 3) were also taken.

Table 3. Incident Response Actions Taken by CIWs between January 1, 2016 and March 7, 2021

ACTIONS TAKEN	CIWs	
	N	%*
🟢 Responded to the Scene	2,267	69%
🔵 Phone Call/E-mail	2,013	61%
🔵 Responded to a Place in the Community	1,626	49%
🟢 Canvassed the Community	1,578	48%
🟢 Rumor Control	1,457	44%
🟠 Responded to the Hospital	986	30%
🟡 Connected Victim/Family to Services	767	23%
⬛ Crowd Control	192	6%
⬜ Peace Renegotiation	111	3%
⚫ Other	105	3%

*All actions that apply are reported for each incident so the total percentage is greater than 100.

How Did COVID-19 Impact Proactive Peacemaking Activities?

GRYD violence interruption efforts are dependent upon face-to-face interactions with members of the community. Proactive Peacemaking requires Community Intervention Workers (CIWs) to be in the community "taking the temperature" of conditions on the ground and providing pathways to reduce tension before it can trigger violence. When violent events do occur, CIWs regularly respond to the scene of the event to control rumors and disrupt the potential for violent retaliation.

The pandemic was accompanied by several changes to policy and behavior that may have both directly and indirectly impacted the ability of CIWs to perform their duties. First, direct effects may have operated through the disruption of CIW routines, reducing their activities. CIWs, like other front-line workers, may have been at a heightened risk of infection during the early stages of the pandemic due to their broad-based contact with community members. If they (or their family members) became ill, this would have had a direct and immediate impact on their ability to undertake violence interruption efforts in the field.

Even without illness, CIWs may have felt some apprehension about the risks of infection in interactions with members of the public. Such apprehension may have encouraged individuals to self-limit or alter those interactions, resulting in fewer recorded activities. Additionally, indirect effects may have operated through the disruption of routine activities within the public at large. Hypothetically, if gangs curtailed their activities on the street, resulting in a reduction in gang related shootings, then there would be less need for violence interruption.

On the other hand, the pandemic could increase the volume of CIW work. If gangs increased their activities in response to the pandemic, for example, the demand for CIWs involvement would increase. Another critical factor potentially increasing CIW activities is their classification as "essential workers," exempting them from an expansive "Safer at Home" order effective March 20, 2020 and placing them in the same category as firefighters, police, and Emergency Medical Technicians.

To examine how the COVID-19 pandemic impacted GRYD's violence interruption activities in the community, GRYD Proactive Peacemaking and GRYD Incident Response (IR) Program data were analyzed 50 weeks prior to the date of March 16, 2020 (i.e., the date many schools and businesses in the Los Angeles County were ordered closed) and compared to the number and types of activities conducted during the 50 weeks following this date.

PRE-LOCKDOWN AND POST-LOCKDOWN PROACTIVE PEACEMAKING ACTIVITIES

In the 50-week period prior to March 16, 2020, CIWs conducted a total of 52,639 Proactive Peacemaking activities, which translates to 97,422 hours of effort. As seen in Table 4, CIWs predominately engaged in street intervention (34%), driven primarily by monitoring of hot spots, followed by personal engagement (i.e., primarily mentoring; 25%), and school-related activities (i.e., safe passages to school; 18%). These are followed by community events (16%) and coordination with other entities (7%), driven primarily by community engagement activities and contact with community-based organizations (CBOs), respectively.

In the 50-week period following the COVID-19 lockdown, CIWs conducted a total of 58,578 Proactive Peacemaking activities, which translates to 104,358 hours of effort. As seen in Table 4, CIWs predominately engaged in street intervention (41%), driven primarily by monitoring of hot spots, followed by personal engagement (30%), driven primarily by mentoring, and community events (14%), driven primarily by community engagement. These are followed by coordination with other entities (10%) and school related activities (6%), driven primarily by contact with CBOs and safe passage, respectively.

Table 4. Incident Response Actions Taken by CIWs between April 1, 2019 through March 7, 2021

ACTIVITY TYPE	PRE-LOCKDOWN TOTAL		POST-LOCKDOWN TOTAL	
	N	HOURS	N	HOURS
ALL PROACTIVE PEACEMAKING ACTIVITIES	52,639	97,422	58,578	104,358
Street Intervention	17,687	153,439	23,793	44,354
Personal Engagement	12,994	91,480	17,493	26,149
School-Related Activities	9,704	75,254	8,205	19,461
Community Events	8,377	109,853	5,696	7,754
Coordination with Other Entities	3,877	36,197	3,391	6,640

*Percentage may not total 100 due to rounding
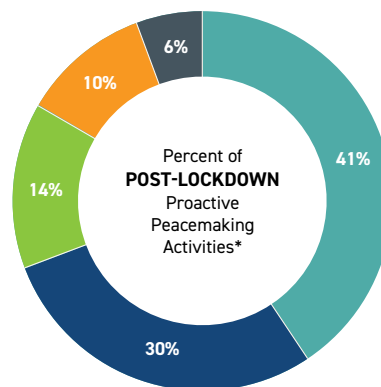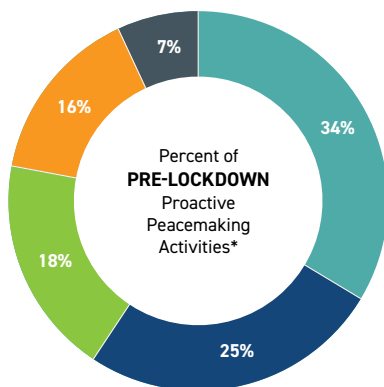
THE CITY OF LOS ANGELES MAYOR'S OFFICE OF GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD)

A comparison of pre and post-lockdown statistics indicates an 11% increase in the total number of activities and a 7% increase in the total number of hours CIWs spent conducting Proactive Peacemaking in the communities post-lockdown (see Figure 3). These increases were statistically significant even after controlling for seasonal temporal trends, the number of active CIWs, and the city-wide levels of violent crime (see Technical Appendix).

When comparing the types of Proactive Peacemaking activities carried out during the two time periods, street intervention activities remained the most frequent type of Proactive Peacemaking conducted by CIWs pre-lockdown and post-lockdown (34% and 41%, respectively). In fact, post-lockdown

numbers show that the number of activities increased for Personal Engagement (35%), Street Intervention (35%), and CBO/LAPD Contact (47%). Conversely, there was a decrease in the number of school related activities (-65%), which is expected because schools were closed during this period. Community events also decreased but only slightly (-2%).

The shift in activities conducted reflects a reallocation of efforts by CIWs as they responded and adjusted to the changing demands of their communities following the lockdown order, as shown in Figure 3. Overall, not only did CIWs maintain their Proactive Peacemaking activities in their communities post-lockdown, but they also expanded their activities relative to pre-pandemic levels.
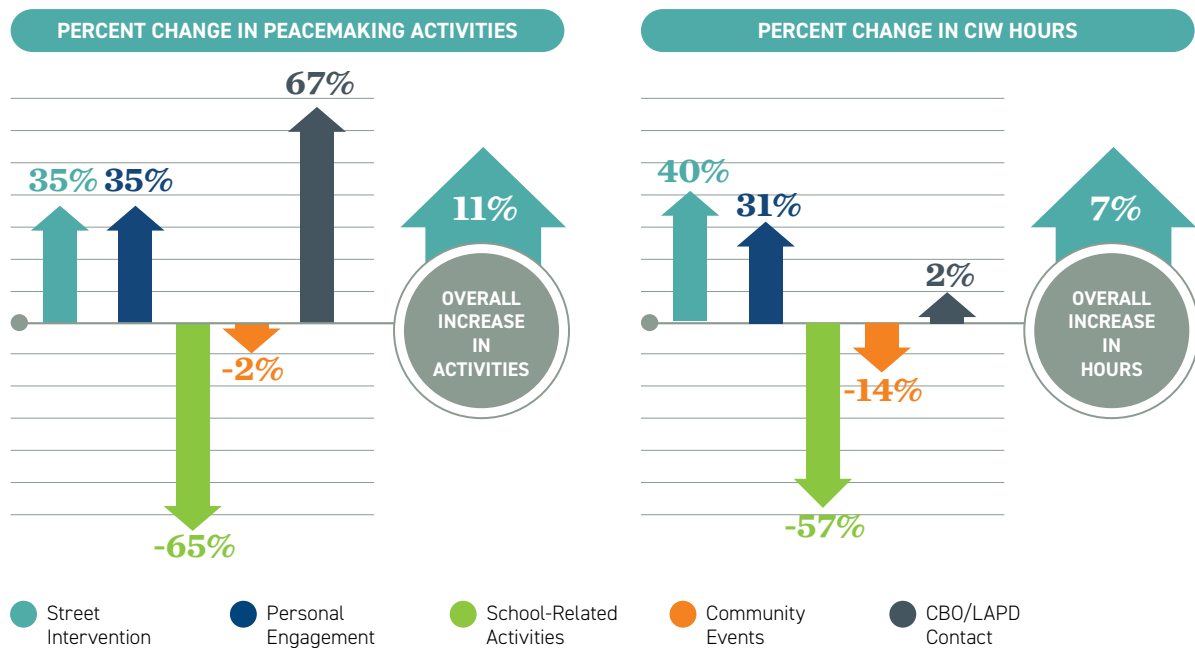

Figure 3. Proactive Peacemaking Activities and Hours Spent Pre-Lockdown and Post-Lockdown Comparison

THE CITY OF LOS ANGELES MAYOR'S OFFICE OF GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD)

How Did COVID-19 Impact the GRYD Incident Response Program?

In the 50-week period leading to March 16, 2020, between April 1, 2019 and March 15, 2020, the GRYD Triangle Partnership was notified of 511 incidents across the 23 GRYD Zones. In the 50-week period following March 16, 2020, between March 16, 2020 and March 7, 2021, the GRYD Triangle Partnership was notified of 839 incidents, an increase of 64% compared to the pre-lockdown period. The types of incidents that the GRYD Triangle Partnership was notified of during the pre-lockdown and post-lockdown periods were similar, with the majority of the incidents being single victim shootings (67% and 61% respectively) and homicides (23% and 24% respectively). This was followed by smaller percentages of multiple victim shootings (8% and 11% respectively), shots fired (1% and 4% respectively), and stabbings (1% and 1% respectively).

Responding to the crime scene and making phone calls/sending e-mails were the most likely actions taken by CIWs regardless of the time period examined. These actions were followed by responding to a place in the community, conducting rumor control, and canvassing the community. When post-lockdown actions were compared to those in the pre-lockdown period, there were notable decreases in how frequently CIWs connected the victim and families to services, responded to the hospital, and conducted peace renegotiation activities, as shown in Table 5.
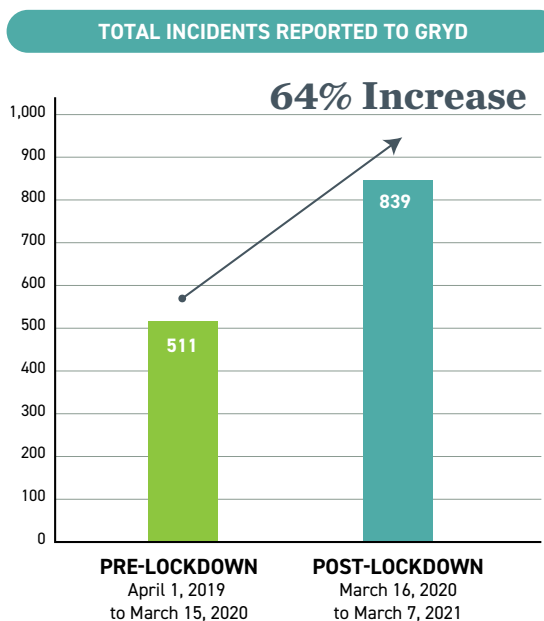
TOTAL INCIDENTS REPORTED TO GRYD

64% Increase

Figure 4: Incident Notification Pre-Lockdown and Post-Lockdown Comparison

Table 5. Incident Response Actions Taken by CIWs Pre-Lockdown and Post-Lockdown Comparison

ACTIONS TAKEN	PRE-LOCKDOWN		POST-LOCKDOWN	
	N	%*	N	%*
TOTAL ACTIONS	**1,484**	**--**	**2,293**	**--**
● Responded to the Scene	315	62	592	71
● Phone Call/Email	275	54	443	53
● Responded to a Location in the Community	221	43	351	42
● Rumor Control	199	39	275	33
● Canvassed the Community	198	39	353	42
● Responded to the Hospital	163	32	88	11
● Connected Victim/Family to Services	108	21	108	13
● Peace Renegotiation	33	7	13	2
● Crowd Control	22	4	54	6
● Other	20	4	16	2

*All actions that apply are reported for each incident so the total percentage is greater than 100.

THE CITY OF LOS ANGELES MAYOR'S OFFICE OF GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD)

Overall, the actions taken by CIWs in response to violent incidents increased by 54% during the post-lockdown period, highlighting the resiliency of CIWs and the robustness of the GRYD Incident Response Protocol. With regard to the types of activities, though, little change was found pre/post lockdown for making calls, responding to a location in the community, and canvasing the community. Moderate increases were found for responding to the scene of the crime (13%) and engaging in crowd control (33%), and rumor control activities decreased somewhat

(18%). The most significant changes in activities across the timeframes included a dramatic decrease in peace renegotiation (-250%), responding to the hospital (-191%), connecting victims/families to services (-62%), and other activities (-100%). Given the circumstances, these decreases are not surprising. During the lockdown, strict policies were in place to limit visitors in hospitals and to discourage close interactions between groups of people (i.e., gang members to negotiate peace) and very few services were available for victims and family members.
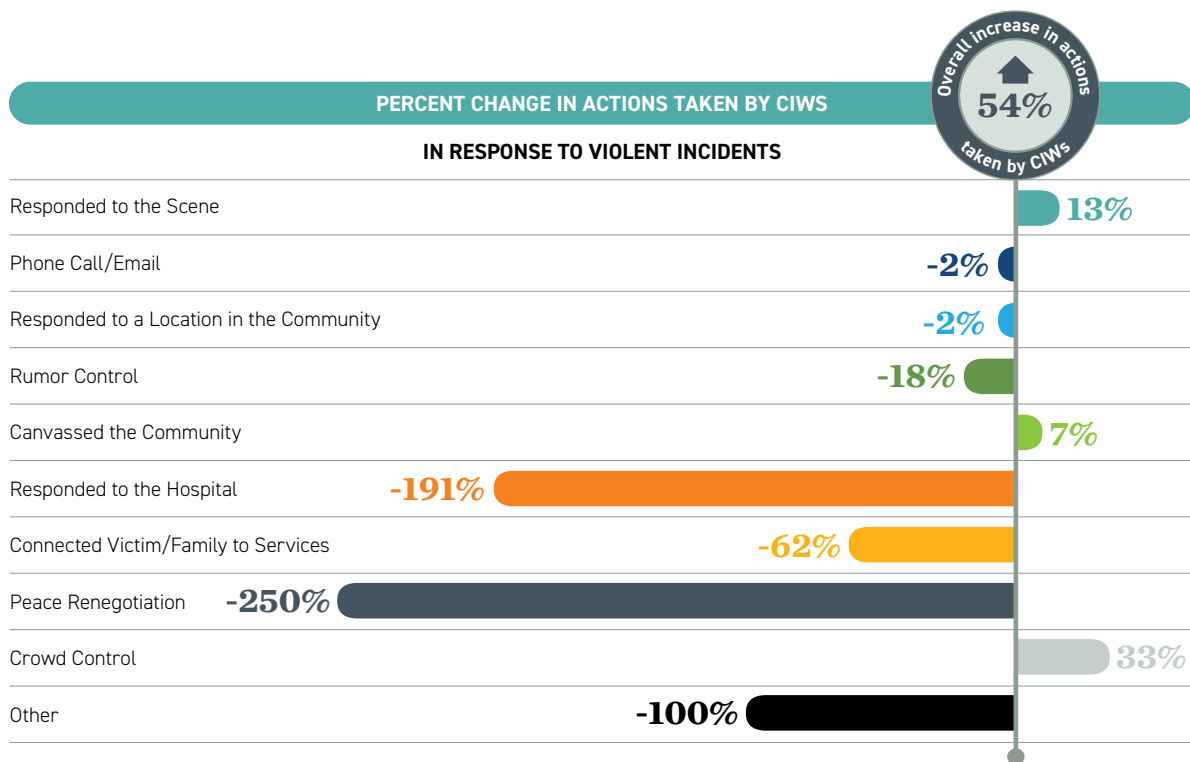
PERCENT CHANGE IN ACTIONS TAKEN BY CIWS

IN RESPONSE TO VIOLENT INCIDENTS

Overall increase in actions taken by CIWs **54%**

Responded to the Scene	13%
Phone Call/Email	-2%
Responded to a Location in the Community	-2%
Rumor Control	-18%
Canvassed the Community	7%
Responded to the Hospital	-191%
Connected Victim/Family to Services	-62%
Peace Renegotiation	-250%
Crowd Control	33%
Other	-100%

Figure 5. Incident Response Actions Taken by CIWs Pre-Lockdown and Post-Lockdown Comparison
*All actions that apply are reported for each incident so the total percentage is greater than 100.

To further test whether there was a significant difference between these pre-lockdown and post-lockdown changes, models were estimated to control for seasonal effects, the number of CIWs active, and the weekly volume of violent crime city-wide. Results confirmed that incident response activities overall remained the same throughout the lockdown period (see Technical Appendix). Thus, CIWs persisted in their violence interruption efforts and reallocated their efforts to areas of need in their communities even as the demands increased.

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SUMMARY

Between January 1, 2016 and March 7, 2021, Community Intervention Workers (CIWs) conducted a total of 221,992 Proactive Peacemaking activities, which translates to 466,223 hours of engagement in the community. The most common Proactive Peacemaking activity conducted by CIWs during this time was street intervention (35%), which was driven primarily by monitoring of hot spots. GRYD was also notified of 4,813 incidents across the 23 GRYD Zones during this time, and CIWs responded to 3,305 (69%) incidents.[b] The primary action taken by CIWs was responding to the crime scene (69%).

On March 20, 2020, the City of Los Angeles mandated the "Safer-at-Home" order as a response to the COVID-19 pandemic and designated CIWs as "essential workers" and exempted them from this mandate. This allowed CIWs to continue to carry out their role in GRYD Proactive Peacemaking and incident response efforts in their communities. When comparing the pre and post-lockdown statistics around Proactive Peacemaking activities conducted by CIWs, the numbers indicate that there was an 11% increase in the total number of activities and a 7% increase in the total number of hours CIWs spent conducting Proactive Peacemaking in the communities post-lockdown compared to pre-lockdown.

During the 50-week period post-lockdown, there was an increase of 64% in the number of incidents that the GRYD Triangle Partnership was notified of compared to the pre-lockdown period. The types of incidents that occurred during the pre-lockdown and post-lockdown periods were similar, with the majority of the incidents being single victim shootings. During this time, CIWs continued to respond to the crime scene and make phone calls/send e-mails in response to violent incidents. There were, however, decreases in how frequently CIWs connected victims and families to services, responded to the hospital, and conducted peace renegotiation activities. Such decreases are not surprising since hospitals and places of service were closed to the general public.

In sum, there was no latency in GRYD's efforts around violence interruption during the COVID-19 pandemic. Overall, the number of Proactive Peacemaking activities conducted by CIWs increased during the 50 weeks post-lockdown when compared to the 50 weeks pre-lockdown, and the types of actions taken by CIWs under the GRYD Incident Response Program were adjusted to meet the needs of their communities even as the demands increased. Thus, the collective findings of this study underscore the resiliency of CIWs and the robustness of Proactive Peacemaking and the GRYD Incident Response Program in the face of a pandemic: CIWs persisted in their violence interruption efforts and reallocated their efforts to areas of need.

MOVING FORWARD

The findings presented in the current brief lead to the following considerations for providers conducting violence interruption efforts such as proactive peacemaking and incident response in communities impacted by gang violence:

1. Tailor violence interruption efforts to the needs of the community: Collaboration among community members, services providers, law enforcement, and other stakeholders is critical to identifying the most effective approaches to the delivery of services in response to the current and changing needs of each community. The strategies and types of violence intervention efforts taken must align with the unique dynamics and characteristics of the community served.

2. Establish an infrastructure that supports sustainable practices around violence interruption: Having a well-defined infrastructure around programmatic roles and communication among partners and stakeholders helps in establishing a comprehensive and effective response protocol to incidents of violence. Clearly defined roles promote successful collaboration by leveraging each partner's individual skills and expertise while establishing boundaries.

3. In emergency situations, such as the COVID-19 pandemic, classify intervention workers as "essential workers" and provide clear protocols and guidance on how communication and efforts can be coordinated across all groups designated as emergency personnel.

4. Prioritize and value data feedback loops to guide service delivery: Integrating data and practice through the implementation of data feedback loops allow for the identification of best practices and gaps or challenges in violence interruptions efforts to be addressed. This requires a comprehensive and easy to use data infrastructure combined with the consistent provision of on-going training for staff and application of quality assurance measures for data.

5. Integrate evaluation into violence interruption strategies: Utilize data to assess the impact of violence interruption efforts in each community. Data collection is valuable for documenting what programs are doing, but it is also instrumental in testing whether programs are achieving their goals. Ensuring appropriate measures are collected within program data systems is instrumental to facilitating evaluation in a consistent way.

SUGGESTED CITATION
Diep, J., Vera, L., Brantingham, P.J. (2023). *GRYD's Violence Interruption: Incident Response and Proactive Peacemaking before and after the COVID-19 Pandemic* (GRYD Research Brief No. 13). Los Angeles, CA: California State University, Los Angeles.

[b] GRYD is not notified for all violent incidents by the LAPD, and for each incident received, action may or may not be taken depending on the timing of the notification and the circumstances of the incident.

APPENDIX A

List of Agencies Contracted between January 1, 2016 and March 7, 2021

ZONE CODE	INTERVENTION AGENCY
77th 1	Developing Options
77th 2	Chapter Two
77th 3	Soledad Enrichment Action
Devonshire-Topanga	Alliance for Community Empowerment
Foothill	Champions in Service
Harbor	Toberman Neighborhood Center
Hollenbeck 1	Soledad Enrichment Action
Hollenbeck 2	Soledad Enrichment Action
Hollenbeck 3	Soledad Enrichment Action
Hollywood	Heluna Health
Mission	Champions in Service
Newton 1	Going Beyond Boundaries (July 2015-July 2018); Volunteers of America (July 2018-present)
Newton 2	Volunteers of America
Northeast	Soledad Enrichment Action (July 2015-July 2018); Community Warriors 4 Peace (July 2018-present)
Olympic	Heluna Health (July 2015-July 2018); Community Warriors 4 Peace (July 2018-present)
Pacific	HELPER Foundation
Rampart 1	Heluna Health
Rampart 2	Heluna Health (July 2015-July 2018); Volunteers of America (July 2018-present)
Southeast 1	Vermont Village Community Development Corp. (July 2015-July 2018); APUU (July 2018-present)
Southeast 2	Soledad Enrichment Action
Southeast 3	Urban Peace Institute
Southwest 1	Community Build
Southwest 2	Volunteers of America

TECHNICAL APPENDIX

We used an event study design to compare the frequency of activities related to Proactive Peacemaking and the GRYD Incident Response (IR) Program each week before and after the onset of pandemic social distancing rules.[5] The 'Safer-at-Home' order of the City of Los Angeles Mayor's Office came into effect during the week of March 16, 2020. We examined the count of activities during the 50 weeks prior and 50 weeks after the onset. We used an ordinary least squares (OLS) regression model that isolates the effect of the pandemic on mean activity levels after controlling for both secular and seasonal trends in the data (e.g., CIW activity goes up in the summer and down in the winter), the number of active CIWs and the overall volume of serious violent crime (i.e., shootings and homicides) city-wide. Tables A1 and A2 present the results for all Proactive Peacemaking activities and Incident Response, respectively.

Proactive Peacemaking activities increased significantly following the onset of the pandemic after controls are taken into consideration (Table A1). Importantly, the weekly levels of violence do not explain Proactive Peacemaking activities, suggesting responsiveness to more general community safety and security needs. Activities related to the GRYD IR Program did not increase or decrease significantly with the onset of the pandemic (Table A2). Rather, weekly activities are predicted by weekly serious violence. Overall, Proactive Peacemaking and GRYD IR Program responded to the pandemic by either increasing or remaining stable in the face of serious challenges. Importantly, Proactive Peacemaking and the GRYD IR Program are complementary efforts; the former attentive to general community safety and security needs, the latter responsive to violence as it occurs on the ground.

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Table A1. Regression results for all Proactive Peacemaking activities

	Coefficient	Robust SE	t	P>t	95% CI	
β_1 **ATT**	97.61	46.73	2.09	0.04	4.84	190.38
γ_1 **week**	29.57	6.28	4.71	<0.001	17.09	42.04
γ_2 **week x week**	-0.09	0.02	-4.36	<0.001	-0.13	-0.05
γ_3 **number of CIWs**	10.98	3.97	2.77	0.01	3.11	18.86
γ_4 **victims shot**	-0.55	1.29	-0.42	0.67	-3.1	2.01
β_0 **Baseline**	-2581.84	690.1	-3.74	<0.001	-3951.86	-1211.82

Table A2. Regression results for all GRYD Incident Response Program

	Coefficient	Robust SE	t	P>t	95% CI	
β_1 **ATT**	1.33	3.9	0.35	0.73	-6.31	8.97
γ_1 **week**	-0.68	0.50	-1.35	0.18	-1.67	0.32
γ_2 **week x week**	0.002	0.002	1.31	0.20	-0.001	0.005
γ_3 **number of CIWs**	0.3	0.24	1.22	0.23	-0.19	0.78
γ_4 **victims shot**	1.18	0.18	6.73	<0.001	0.83	1.53
β_0 **Baseline**	34.2	50.36	0.68	0.50	-65.76	134.18

For additional analysis details and findings with regard to the impact of the COVID-19 pandemic on CIW efforts, please see: Ren, J., Santoso, K., Hyde, D., Bertozzi, A.L. & Brantingham, P.J. (2022), The pandemic did not interrupt LA's violence interrupters. *Journal of Aggression, Conflict and Peace Research*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JACPR-10-2022-0745

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