

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: June 8, 2023

CAO File No. 0220-06113-0000

Council File No. 23-0600

Council District: Citywide

To: The Mayor
The Council

From: *Yolanda Chavez*
for Matthew W. Szabo, City Administrative Officer

Reference: Final Budget Recap Fiscal Year 2023-24 dated May 18, 2023; Additional information received from the Mayor's Office through June 8, 2023

Subject: **REPORT BACK ON THE GANG REDUCTION AND YOUTH DEVELOPMENT PROGRAM AND PROPOSED \$12.9 MILLION INCREASE FOR 2023-24**

RECOMMENDATIONS

That Council, subject to approval of the Mayor:

1. Approve a total budget of \$41,373,869 for the 2023-24 Gang Reduction and Youth Development program, which is inclusive of a \$12,920,869 funding increase;
2. Instruct the City Clerk to place on the agenda of the first regular Council meeting on July 1, 2023 or shortly thereafter, the following instruction:

Authorize the Controller to transfer appropriations in the amount of \$12,920,869 from the Unappropriated Balance Fund No. 100/58, Account No. 580363, Gang Reduction and Youth, to the General City Purposes Fund No. 100/56, Account No. 000880, Gang Reduction and Youth Development Office, and transfer therefrom to the Mayor's Office Fund 100/46 as follows:

Account No.	Account Name	Amount
001010	Salaries, General	\$121,870
003040	Contractual Services	\$12,798,999
	Total	\$12,920,869

3. Authorize the Mayor's Office to prepare Controller instructions or technical corrections as necessary to the transactions included in this report to implement Mayor and Council intentions, subject to approval of the City Administrative Officer.

SUMMARY

As part of the 2023-24 Budget deliberations (C.F. 23-0600), Council transferred to the Unappropriated Balance a \$12,920,869 proposed increase for the Office of Gang Reduction and Youth Development (GRYD), pending a report to the Public Safety Committee prior to July 1, 2023, with details on the increase, to include the following line items: Contractual Services (\$4,650,064), Seasonal Community Intervention Worker (\$2,860,187), Summer Night Lights Expansion (\$2,400,000), Cal State LA – Research and Evaluation Services (\$170,366), Social Solutions (\$359,279), Gun Buyback Program (\$100,000), TURN Program Sustainment (\$926,103), Re-Imagine / SURGE Sustainment (\$500,000), Juvenile Diversion (\$333,000), Violence Intervention Training (\$500,000) and GRYD Staff Salaries (\$121,870).

This report is responsive to Council actions taken on May 18, 2023, (C.F. 23-0600), and provides additional supplemental information requested by staff of the Public Safety Committee Chair. The Mayor's Office of Community Safety (MOCS) reports that they are committed to working collaboratively with City Council, City departments and other vested stakeholders to strengthen the GRYD program and increase program outcomes with a focus on accountability and transparency.

GRYD 2023-24 Budget Request

The 2023-24 Mayor's Proposed Budget allocated a total of \$41,373,869 for the GRYD program, which includes a proposed increase of \$12,920,869 above the current-year funding level of \$28,453,000. The \$12.9 million funding increase for the GRYD program would be utilized to support critical program activities, with a full description and breakdown provided in report Attachment 1.

Approximately 85 percent of the GRYD budget is allocated to contractual services provided by non-profit organizations. In accordance with City policies, sufficient funding must be identified up front in order to proceed with full contract execution. As such, delays in accessing the funds transferred to the Unappropriated Balance could adversely impact the program's ability to proceed with timely contract execution.

PROPOSED GRYD BUDGET	
Fiscal Year 2023-24	
Category	Amount
1010 Salaries, General	\$ 2,235,130.00
2120 Printing and Binding	5,000.00
2130 Travel	20,000.00
6010 Office and Administrative	20,000.00
3040 Contractual Services	35,143,739.00
Summer Night Lights (SNL)	3,850,000.00
Gun Buy Back (GBB)	100,000.00
TOTAL:	\$ 41,373,869.00

Proposed 2023-24 \$12.9M Increase

Expense Category	Justification / Description of Services	Amount
Contractual Services	Funds salary increases for contracted services provided by Gang Reduction and Youth Development (GRYD) staff, including community intervention workers, case managers and supervisory staff who provide vital violence intervention and prevention services across the City.	\$4,650,064
Seasonal Community Intervention Workers (CIW)	Current staff salaries for the GRYD program are not consistent with similar City employee standards. This funding will support salary increases for seasonal CIW's that play an essential role in the success of SNL, which is intended as a base budget adjustment for the program to be sustained going forward.	2,860,187
TURN Sustainment	The FY 23-24 funding level of \$926,103 provided in the Mayor's Proposed Budget will provide continuation funding for the following services: ○ Reverence Project – Trauma informed healing training and on-call clinician support for CIWs ○ Maximum Force – Conflict resolution training for CIWs ○ Crossroads – Victim services support training for CIWs ○ ETO Apricot – Efforts-to-outcome (ETO) database system and 360 program integration	926,103
Re-Imagine/ SURGE Sustainment	The additional funding of \$500,000 provided in the Mayor's Proposed Budget is needed to support services in the upcoming year to facilitate the rapid mobilization of surge ambassadors to respond to incidents of violence within the City's designated GRYD zones.	500,000
Training	GRYD must provide specialized violence intervention training for CIWs. A delay in training compromises the impact of services that GRYD is able to provide to enhance public safety and support youth and families.	500,000

Juvenile Diversion	GRYD was the recipient of two (2) Juvenile Diversion grants, which terminates at the close of FY 22-23; California Board of State and Community Corrections (BSCC) Title II & Youth Reinvestment Grant (YRG) Programs. The Mayor's Proposed Budget includes \$333,000 in funding to continue Juvenile Diversion services in FY 23-24.	333,000
Summer Night Lights Expansion	Provides \$2.4 million in General Fund monies to continue funding for 11 Summer Night Light sites that were added in FY 22-23 using grant funds that will not be available for FY 23-24.	2,400,000
Cal State LA	For the upcoming year, this additional funding would be used to restore the continuing funding to its original level and to partially offset the loss of funding source used to offset current year expenses.	170,366
Social Solutions	GRYD utilizes Apricot, managed by Social Solutions, to house/record all GRYD interactions with clients and their families, incidents of crime, gang related responses, and hours of staff towards service delivery outcomes. GRYD utilizes this platform to assess program metrics and GRYD contract competencies.	359,279
Gun Buy Back	Funding to purchase gift cards as program incentives to encourage voluntary participation.	100,000
GRYD Staff Salaries	Current staff salaries for the GRYD program are not consistent with similar City employee standards. This funding provides the appropriate adjustments to meet said standards as a way of compensating the workers for the critical work performed as part of a 24-7 response model.	121,870
	Total:	\$12,920,869

GRYD Comprehensive Strategy and Evaluation Metrics

The City of Los Angeles Gang Reduction and Youth Development (GRYD) was established in July of 2007 to reduce serious crime and gun violence by addressing gang violence in targeted communities. To achieve this goal, GRYD utilizes a Comprehensive Strategy, which includes four

major components: a) Gang Prevention; b) Gang Intervention; c) Violence Interruption; and d) Community Engagement.

A description of GRYD's Comprehensive Strategy is provided in Attachment 2. An outline of the evaluation metrics for GRYD is provided in Attachment 3, with the findings for GRYD's Comprehensive Strategy provided in Attachment 4 and the 2022 GRYD Annual Report provided in Attachment 7.

I. Contractual Services

The Mayor's Office contracts with 25 community-based service providers for the delivery of GRYD services. Prevention and Intervention contracts specify the number of participants to be served and the types of activities to be completed by the GRYD contractor. A list of GRYD service providers and GRYD zones is provided in Attachment 5, with a description of the contractual services categories provided below:

Service Category	Description
Intervention	Provide intervention case management services; violence interruption activities, including proactive peacemaking and incident response; participation in community engagement efforts; and support of GRYD initiatives as requested by the GRYD Office.
Prevention	Provide prevention services including case management, monthly meetings, and linkage to other services, family meetings, individual meetings, strategy team meetings, and youth development activities.

II. Data Collection

In each category of services, GRYD service providers are required to regularly report all GRYD related interactions with clients and their families, incidents of crime, gang related responses, and staff hours of staff directed towards various forms of service delivery. GRYD compiles this data using the Efforts to Outcome platform to measure GRYD contract competencies. The system is overseen by a research and evaluation team through Cal State Los Angeles to ensure the implementation of best practices, monitor the effectiveness of GRYD programs and provide support services for our contracted agencies. GRYD agencies are assessed twice annually using an evaluation tool and meeting with providers.

III. Procurement & Selection Process

The Mayor's Office of Community Safety (MOCS) procures all contract services on behalf of GRYD. All prevention and intervention contracts are procured through a Request for Proposals (RFP) from 501(c)(3) organizations for contract terms of up to three years (four

years during COVID-19). A panel of evaluators that have been deemed to have no conflicting interests are utilized to evaluate the proposals against pre-established metrics. A separate panel is convened to consider any appeals. After the panel completes the selection process, the final contract terms are negotiated prior to contract execution. The procurement and contracting procedures comply with City policies and are subject to review and approval by the City Attorney.

Summer Night Lights and Fall Friday Nights

In 2008, GRYD created Summer Night Lights (SNL) as a comprehensive response to recurring increases in crime during summer months. The SNL program is a key component of the GRYD Comprehensive Strategy, which includes gang prevention/intervention, violence interruption and community engagement. Delivery of SNL programming is reliant upon an ongoing partnership and collaboration between the Mayor's Office, City Council Officers, GRYD intervention agencies, and City departments that include Recreation and Parks (RAP) and the Los Angeles Police Department (LAPD).

The GRYD model, evaluation metrics, and key findings for Summer Night Lights and Fall Friday Nights (FFN) for FY 2021-22 are provided in Attachment 6. The intervention strategy continues to prevent violent crime in targeted communities by building the community's sense of ownership of public spaces in their neighborhood, positive youth development activities, intergenerational community activities and employment opportunities for youth and adults.

SNL and FFN are an important part of the GRYD Comprehensive Strategy. As part of the supplemental information requested by the Public Safety Chair, a detailed description of the various roles and services are provided below for the contractual service providers, RAP, and the Mayor's Office.

I. GRYD Prevention and Intervention Contractors

The roles and duties provided by GRYD's network of prevention and intervention contractors is described below:

- A. GRYD Intervention Contractors ensure that ceasefire agreements are established and maintained around SNL and FFN sites in their assigned GRYD Zone(s) and prepare young people and emerging adults in the community to take advantage of employment opportunities provided by these programs. Intervention Contractors also provide intervention teams at sites in their GRYD Zone(s), composed of full-time GRYD Community Intervention Workers and seasonal intervention staff. These GRYD Intervention teams are responsible for participating in program planning and publicizing, engaging gang affiliated members of the community in prosocial activities that include resource information for individuals seeking services, and maintaining a peaceful environment through community engagement and mediation, as well as collecting and inputting data using the GRYD Database on a regular basis during SNL programming.

- B. GRYD Prevention Contractors are responsible for assisting with planning and coordinating programming at each SNL site in order to engage young people, emerging adults, and families in prosocial activities. GRYD Prevention Contractors shall have a presence at the park while programming is in session and enroll eligible youth in GRYD prevention services. All activities that GRYD Prevention Contractors provide for SNL or FFN must be entered in the GRYD Database under the GRYD Prevention Contractor's Community Activity Log.

II. Recreation and Parks

The Mayor's Office partners with the RAP to centralize the hiring process for youth and seasonal employees for SNL and FFN. The SNL and FFN programs provide temporary and part-time employment opportunities for approximately 400 youth and young adults across the City. This includes hiring youth, and assisting with City's employment onboarding (i.e. fingerprinting and medical screening).

In addition to youth hiring, RAP provides supplies to support programming such as grills and refrigerators for meals. RAP also partners with City Council Offices to ensure park facilities support additional programming such as movie nights.

III. Seasonal Employees - Youth Squad, Site Coordinators, Cluster Coordinators

A description of the services provided by seasonal employees is provided below:

- **Cluster Coordinators** work independently and collaboratively with GRYD/SNL staff, program partners (LAPD, RAP, GRYD Prevention and Intervention agencies), and seasonal program staff to oversee all aspects of SNL program service delivery at two (2) identified sites. Specifically, the Cluster Coordinator is responsible for implementation of programming, management of site coordination team, implementation of an outreach plan and program calendar, while overseeing administrative tasks (i.e. timesheets, fiscal oversight, nightly reports, data collection, etc.).
- **Site Coordinators** are responsible for implementation of programming, management of site coordination team, implementation of an outreach plan and program calendar, while overseeing administrative tasks (i.e. timesheets, invoice submission, nightly reports, etc.). The Site Coordinator will work collaboratively with diverse populations and manage complex situations effectively.
- **Lead Youth Squad (LYS)** members work independently and collaboratively with the GRYD staff, the Site Coordinators, Cluster Coordinator, the Youth Squad team and all program partners to oversee aspects of SNL program service delivery at one identified site. The LYS will develop and supervise nightly team assignments, collect

and report program activity information (food counts and activity counts), monitor supplies and maintain adequate inventories, and assist with program implementation and outreach. The LYS will work collaboratively with diverse populations, as well as possess strong leadership, communication, and organizational skills.

- **Youth Squad** members work collaboratively with other SNL staff, GRYD staff and program partners (LAPD, RAP, and GRYD contracted providers) to support all aspects of SNL program service delivery and engagement at one identified site. Specifically, the Youth Squad is responsible for the implementation of programming, outreach and program calendar.
- **Regional Assistance (RA)** members work closely with SNL/GRYD staff on program coordination, development, and implementation in an assigned region that includes between four to eight SNL sites. The RA will provide hands-on support at assigned SNL sites as needed, as well as assist with administrative tasks within the office. RAs will have opportunities to develop their leadership skills, assist sites with program development, and improve administrative capabilities.
- **Office Coordinators** maintain office services by organizing office operations, logistics and procedures; preparing and monitoring office inquiries; managing filing systems; coordinating program supplies, and assigning and monitoring clerical functions. The Office Coordinator also assists in the supervision and scheduling of seasonal office staff including Regional Assistants.
- **Artist Coordinators** assists in conducting outreach to potential Artists, arts organizations, and cultural and community centers in identified GRYD Zones and communities surrounding SNL sites. Support GRYD Staff with the artist's hiring process, which includes reviewing resumes/applications, participating in interviews, and processing required paperwork. Ensure that all contract agreements and budgets are complete and submitted on time. Oversight of all artists, which includes creating a summer schedule of artist rotations. Assist in managing and approving individual artist's budgets.

IV. Mayor's Office of Community Safety GRYD Staff

Each year, the GRYD staff works collaboratively with multiple City departments to implement SNL programming. This work includes coordination with Council Offices, the LAPD, as well as RAP on the specific types of programming that will be offered at the various events.

The GRYD staff working in collaboration with LAPD coordinates training for seasonal CIWs and SNL staff. The staff secures supplies for programming related activities and works with the evaluation teams to accurately capture data. Finally, the GRYD staff also markets SNL programming through social media and traditional advertisements (posters, flyers, etc.). These collaborative efforts led by the GRYD staff to bring all the respective stakeholders to

the table ensures the successful implementation of the program.

Gun Buy Back Program

The Citywide Gun Buy Back program was formed in 2009 as a partnership between the City's GRYD program and the LAPD as a strategy to remove guns and reduce violence in our communities. Since its inception, 18,097 firearms have been anonymously surrendered by residents in exchange for gift cards. As part of the initiative, GRYD collaborates with local community and faith-based organizations to educate communities on the impact of gun violence.

FISCAL IMPACT STATEMENT

The recommendations in this report will have no additional General Fund impact. The requested transfer of \$12,920,869 is included in the Unappropriated Balance for the Gang Reduction and Youth Development program in the 2023-24 Adopted Budget.

FINANCIAL POLICIES STATEMENT

The recommendations in this report comply with the City's Financial Policies in that budgeted funding is available to support anticipated program expenditures.

MWS:JLJ:02230161c

Attachments:

- 1 – Breakdown of GRYD Budgetary Increase
- 2 – GRYD Comprehensive Strategy
- 3 – GRYD Evaluation Metrics
- 4 – GRYD Comprehensive Strategy Findings
- 5 – 2023-24 Proposed GRYD Contractor List
- 6 – Summer Night Lights (SNL) Evaluation Report
- 7 – 2022 GRYD Annual Report

BREAKDOWN OF GRYD BUDGETARY INCREASES

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

The GRYD Comprehensive Strategy addresses violence by delivering services that are community-based, culturally proficient, family-centered, and data-informed.

Anne C. Tremblay, Director, City of Los Angeles Mayor's Office of Gang Reduction and Youth Development

Denise C. Herz, Co-Director, GRYD Research & Evaluation Team

Reginald Zachery, Citywide GRYD Program Manager City of Los Angeles Mayor's Office of Gang Reduction and Youth Development

Molly Kraus, Co-Director, GRYD Research & Evaluation Team

GRYD RESEARCH & EVALUATION BRIEF NO. 1

JUNE 2020 | LAGRYD.ORG

The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) was established in 2007 to coordinate city-funded gang prevention and intervention programming using a comprehensive strategy. The GRYD Comprehensive Strategy is the foundation for developing and delivering programming in communities most impacted by gang violence (i.e., GRYD Zones). Over the last 12 years, the City's commitment combined with innovative leadership contributed to GRYD's growth in size and scope. GRYD currently oversees all of the City's efforts to curtail gang violence with an annual operating budget of over \$30 million. The Office contracts with 25 community-based service providers for the delivery of services in 23 GRYD Zones, and it annually hosts two community engagement programs, Summer Night Lights, in 32 parks across the City of Los Angeles, and Fall Friday Nights. GRYD's continued investment in data infrastructure now houses anonymous service and outcome data for over 10,000 program participants and over 3,000 violent incidents.

The implementation of the GRYD Comprehensive Strategy is data informed, supported by a robust data infrastructure and evaluated by the GRYD Research & Evaluation Team. The GRYD Research & Evaluation Team was created in 2015 as an external, university-based research team designed to bridge research and practice and inform GRYD programming as it continues to grow.

GRYD's investment in a data infrastructure and external research has yielded a significant amount of research and evaluation. Previously, research findings contained in these evaluation reports were substantive and informative, but unfortunately, they were often underutilized due to their technical presentation and length.¹⁻¹² In an effort to more effectively disseminate evaluation findings and conclusions, the GRYD office is launching the *GRYD Research Brief Series*.

The purpose of the *GRYD Research Brief Series* is to capture GRYD programmatic experiences and research findings in a way that is straight-forward and translatable to others working in this area. The current brief lays the foundation for future briefs by outlining the GRYD Comprehensive Strategy and its related programming. Forthcoming briefs in this series will summarize findings related to a research question or a GRYD-sponsored initiative, highlight the lessons learned, and apply those lessons to practice and policy recommendations. In turn, we hope this information will help others engaged in similar efforts across the nation.



BACKGROUND

The Mayor's Office of Gang Reduction and Youth Development (GRYD) resulted from a series of developments aimed at reducing gang violence in Los Angeles. In particular, the release of two reports in 2007 and 2008 arguably led to establishing the GRYD Office. The first report, *A Call to Action: A Case for a Comprehensive Solution to LA's Gang Violence Epidemic*, was completed by the Advancement Project for the Ad Hoc Committee on Gang Violence and Youth Development in 2007. The report was a critical examination of the efforts funded by the City of Los Angeles over many decades. The report concluded that previous efforts fell short of expectations and pointed to fragmented service provision as a primary factor. Consequently, the report called for one city office to oversee and coordinate all city-funded gang prevention and intervention programming. Shortly after this report, a second report, *Blueprint for a Comprehensive Citywide Anti-Gang Strategy*, was completed by the City of Los Angeles' Controller's Office in 2008. The results of this report were similar, leading once again to a recommendation for a single office to coordinate all gang violence reduction services.

Both of these reports were responses to a series of preceding events. Prior to the GRYD Office, the City's primary gang violence reduction program was the Los Angeles Bridges Program (L.A. Bridges). L.A. Bridges was a multi-phased, community-driven gang prevention and intervention effort established in 1997 by the City of Los Angeles. The program was overseen by the City of Los Angeles' Community Development Department (CDD) and represented a partnership between schools, community organizations, law enforcement agencies, students and parents. Although appealing in its intent, the program struggled to show it was effective in reducing gang membership and violence.

Amid rising frustration with LA Bridges in 2003, Los Angeles was selected as a demonstration site to implement the Office of Juvenile Justice and Delinquency Prevention's Gang Reduction Program (GRP). This project provided funds to implement a gang comprehensive strategy in Boyle Heights, a community highly impacted by gang violence. The GRP was designed to reduce gang activity in targeted neighborhoods by incorporating a broad spectrum of research-based interventions to address the range of personal, school, family, and community risk factors related to juvenile delinquency and gang activity. The program integrated local, state, and federal resources to support state-of-the-

art practices in prevention, intervention, and suppression. In stark contrast to LA Bridges, the GRP clearly outlined the target population, the delivery of services, and the data needed for evaluation. GRP evaluation findings showed a positive impact on violence in Los Angeles, underscoring the need for a new comprehensive approach to address gang violence across the City.¹³

The GRYD Office was established in July 2008 by then- Mayor Antonio Villaraigosa and the Los Angeles City Council under the leadership of Council President (now Mayor) Garcetti. Oversight of all gang prevention and intervention programs was subsequently transferred to GRYD with a mandate to distribute funds to areas with the highest need. Originally, 12 GRYD Zones were identified, and community needs assessments were conducted in these areas to incorporate the community voice into the development of the GRYD Comprehensive Strategy and its related programs. The number of GRYD Zones has continued to grow since 2008: GRYD now provides services to community residents in 23 communities or GRYD Zones in alignment with the GRYD Comprehensive Strategy.

THE GRYD COMPREHENSIVE STRATEGY

The fundamental structure of the GRYD Comprehensive Strategy is drawn from the Spergel Model and the OJJDP Gang Comprehensive Strategy, but it is unique in at least two respects.¹⁴⁻¹⁶ First, GRYD includes community engagement as a primary component of its strategy, and second, it does not include suppression. Instead, suppression efforts are led by the Los Angeles Police Department (LAPD), and GRYD works collaboratively with the LAPD to provide the resources to communities following suppression operations. Specifically, GRYD's work in communities is guided by four foundational approaches: community engagement, gang prevention, gang intervention, and violence interruption.¹⁷ The overview on page 3 illustrates the GRYD Comprehensive Strategy and the programs and services delivered across and within each of these approaches.

THE GRYD COMPREHENSIVE STRATEGY OVERVIEW

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

GRYD's mission is to improve the overall health and well-being of youth, young adults, families, and communities and provide positive alternatives to promote prosocial decisions and behaviors. GRYD invests in the overall health and well-being of GRYD provider staff and their capacity to deliver effective services.



Community Engagement

EDUCATE THE COMMUNITY

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



Gang Prevention

STRENGTHEN THE FAMILY AND BUILD RESILIENCE TO RISK FACTORS FOR GANG MEMBERSHIP AMONG AT-RISK YOUTH

- Gang Prevention services for youth and their families



Gang Intervention

INCREASE PROSOCIAL CONNECTIONS AMONG GANG-INVOLVED YOUNG ADULTS

- Gang Intervention Family Case Management services for gang-involved young adults and their families



Violence Interruption

FACILITATE COMMUNICATION & RESPONSES TO GANG VIOLENCE

- Proactive Peacemaking
- Incident Response

Summer Night Lights & Fall Friday Nights

GRYD RESEARCH & EVALUATION TEAM

TRAINING

LAGRYD.ORG



GUIDING VISION AND VALUES

The Garcetti Administration is bringing Los Angeles back to basics by improving city services; solving problems to provide economic prosperity and a better quality of life to all; and investing in physical and human infrastructure to build the city of the future. GRYD's vision for its work with communities directly aligns with this vision.

GRYD's vision is to create communities that are healthy, peaceful, and thriving environments for residents.

The City's broader mission is also reflected in the approach GRYD and community-based contracted providers take in delivering services to the communities. GRYD recognizes gang violence as a symptom of historical and societal injustices; consequently, GRYD staff and contracted providers intentionally engage with communities in an equitable and collaborative way to deliver services that are culturally proficient, innovative, and effective.

Several core values guide GRYD's work with communities and delivery of services:

Connecting residents to social justice & equity. GRYD prioritizes place-based partnerships to address the historical marginalization and the intersection of many forms of discrimination experienced by communities served by GRYD.

Embracing and affirming a culturally informed approach. GRYD uses a strength-based culturally proficient approach, builds on positive values, cultural traditions, and assets to uplift communities and connect youth, young adults, and families to resources.

Working with community and governmental partners. GRYD builds and supports collaborative public/private partnerships to share in decision-making and to create new opportunities for communities to share their voice. These partnerships reflect the cultural norms and histories of the communities served by GRYD, and they lay the foundation for civic engagement by building community cohesion.

Addressing violence using a relationship-based community intervention approach. GRYD Regional Program Coordinators (RPCs) and GRYD Community Intervention Workers (CIWs) reduce the potential of future violence by creating and managing a complex system of relationships across the community and with the Los Angeles Police Department (LAPD).

Delivering family-centered services. GRYD focuses on the family as a core component of GRYD services within communities. Family is viewed through a multigenerational lens and includes biological family members as well as any

adults who play a significant role in a young person's life. Affirming and supporting strengths within the individual, family and community is considered equally as important as identifying and addressing areas for development.

Integrating trauma-informed, healing-centered, and resilience-informed approaches into programming. GRYD acknowledges the widespread and profound impact of multigenerational and lived trauma on the individuals, families, and communities it serves. The development and delivery of services incorporate a trauma-informed/healing-centered lens and build on existing reservoirs of resilience to foster individual, family, and community healing.

Delivering intentional youth development activities. GRYD helps youth and families reach their full potential for personal health and wellness by delivering activities that intentionally develop social, emotional, physical, and cognitive skills. These activities strengthen resilience and provide positive alternatives to antisocial behavior.

Building provider capacity to serve community needs effectively. GRYD invests in on-going training and support to improve the capacity of GRYD staff and providers to deliver services consistent with the core principles and reflective of best practices in the field.

Bridging research and practice to deliver services effectively. GRYD commits to delivering effective services to youth, families and communities by supporting the collection of both qualitative and quantitative data, developing feedback loops to link research and practice, and producing meaningful evaluation to document the impact of the GRYD Comprehensive Strategy over time.

MISSIONS AND GOALS

GRYD's Comprehensive Strategy is driven by two mission statements. The mission statements and related goals for GRYD programming are:

To improve the overall health and well-being of youth, young adults, families, and communities and provide positive alternatives to promote prosocial decisions. GRYD invests in the overall health and well-being of GRYD provider staff and their capacity to deliver effective services by:

- Increasing the community's knowledge of and access to equitable resources.
- Increasing youth and family protective factors and resiliency while reducing gang joining among youth between the ages of 10 and 15.

- Increasing youth and family protective factors and resiliency while reducing gang embeddedness for gang-involved youth and young adults between the ages of 14 and 25.
- Facilitating effective communication and coordinated responses to prevent gang violence.
- Facilitating effective communication and coordinated responses to reduce the likelihood of retaliation when violent incidents occur.
- Providing training opportunities on how to recognize and address vicarious trauma and prevent the reactivation of individual trauma.
- Providing on-going training and support to connect GRYD provider staff to best practices in the delivery of services.

GRYD COMPREHENSIVE STRATEGY PROGRAMS

COMMUNITY ENGAGEMENT

Community engagement activities are essential for addressing the challenges of gang violence by speaking to the strengths of communities and incorporating community members in various processes as a means to promote peace and ensure social equity. This is made possible by a variety of efforts that are place-based, purposeful, and tailored to all residents. As a fundamental goal of GRYD's Comprehensive Strategy, community engagement is focused on connecting residents to private/public services to support community cohesion, uplifting community voice, and facilitating civic engagement.

COMMUNITY EDUCATION CAMPAIGNS

Community Education Campaigns are community presentations/forums designed to increase knowledge and awareness of GRYD programming while encouraging community members to refer youth and young adults who would benefit from prevention or intervention services.

THE GUN BUY BACK PROGRAM

The Gun Buy Back Program is a comprehensive anti-gun initiative between GRYD, the Los Angeles Police Department (LAPD), and other collaborative partners in an effort to reduce levels of gun violence and revitalize communities. The GRYD Office aligns these efforts with areas with the highest propensity for gun violence.

POP-UP EVENTS

Pop-up events are community-based events designed to bring healing to communities affected by recent incidents of gang-violence throughout the year. These events are organized by GRYD service providers and are strategically planned after an act of violence occurs. They are intentionally tailored to increase a sense of safety for the communities and to provide outreach to residents impacted by the act(s) of violence.

GANG PREVENTION

Gang prevention activities are intended to enhance skill building and foster positive alternatives/pathways for youth exposed to risk factors for gang membership within the designated GRYD Zones. GRYD focuses on gang prevention at the community level through SNL and FFN and at the individual level through youth and family prevention programming.

GRYD PREVENTION SERVICES

The GRYD Prevention Program delivers multidisciplinary services to participants to strengthen the family and build resilience through the use of problem-solving strategies and the development of critical youth development life skills. To be eligible for GRYD Prevention services, a referred youth must be between 10 and 15 years old, have a significant presence in a GRYD Zone, and score above a particular threshold of risk for gang membership on the Youth Services Eligibility Tool (YSET). GRYD Prevention services are delivered to youth and their families on a six-month cycle, and youth may continue services for up to two cycles. Services include monthly case management team meetings, individual youth meetings, family meetings, the delivery of intentional youth development activities, and when appropriate, referrals to other services to augment the prevention programming (e.g., mental health services).

GANG INTERVENTION

Gang intervention occurs at the community level and at the individual level. At the community level, GRYD Intervention providers participate in SNL and FFN activities, and at the individual level, gang intervention supports the delivery of multidisciplinary services to reduce the participants' social embeddedness in the gang while increasing the ability to make positive decisions for oneself.

GRYD INTERVENTION FAMILY CASE MANAGEMENT (FCM) PROGRAM

GRYD FCM services are delivered to youth and young adults who are involved in gangs. To be eligible for GRYD FCM services, referrals must fall between 14 and 25 years old, have a significant presence in a GRYD Zone, and be a

tagger or member/affiliate of a gang or crew as determined by the provider. Although eligibility is not determined using an assessment tool, GRYD FCM participants complete the Social Embeddedness Tool (SET) throughout the program to measure changes in their embeddedness and other related factors. GRYD FCM services are designed to increase prosocial embeddedness and transfer attachments from gangs to positive activities through a multi-phased program that includes GRYD provider staff team meetings, individual client meetings, and client family meetings. GRYD FCM providers often make referrals to services (e.g. mentoring, counseling, tattoo removal, etc.) and provide assistance and support for program participants.

GRYD FCM providers also work with transitional clients and juveniles exiting from probation camp placements. For transitional clients, the focus is on immediate needs and referrals, short-term goals, and preparing them for full participation in GRYD FCM services. For juveniles exiting from probation camp placements, GRYD FCM providers work with the youth, his/her family and the youth's probation officer to prepare for and support his/her transition back into the community. The goals of this program are to strengthen a sustainable family structure once youth are reunited with their parents and to provide a support structure to help participants reduce and/or end their gang embeddedness once they return to the community.

VIOLENCE INTERRUPTION

Having a swift and instrumental response to violence and a plan to prevent future violence plays a central role in GRYD's work. At the community level, GRYD Intervention providers engage in peacemaking activities to prevent violence from occurring. If violence does occur, GRYD Regional Program Coordinators (RPCs) partner with law enforcement and Community Intervention Workers (CIWs—i.e., individuals previously gang involved and/or have significant credibility in the community) to de-escalate situations to reduce the likelihood of retaliation.

PROACTIVE PEACEMAKING

Proactive Peacemaking includes a variety of on-going activities and events led by GRYD CIWs aimed at maintaining community cohesion. GRYD CIWs monitor community hot-spots, conduct impact sessions with gang-affiliated youth and young adults, hold outreach events in spaces impacted by gang-violence, and establish peace treaties and/or agreements among two or more rival groups in order to defuse community tension.

THE INCIDENT RESPONSE PROGRAM

The GRYD Incident Response (IR) Program defines, supports, and facilitates effective communication and collaboration in order to reduce retaliation following a violent incident. The two critical components of this program are the GRYD Triangle Partnership and Incident Response Protocol. The GRYD Triangle Partnership establishes effective lines of communication between the GRYD RPC, the CIW, and the LAPD. The GRYD IR Protocol outlines the actions taken by the GRYD Triangle Partnership once they receive notification of a violent incident—both in the short-term (e.g., responding to the scene, making calls to dispel rumors, etc.) and the long-term (e.g., assisting with funerals, treatment services for the family, etc.). Once a violent incident occurs and is reported to a member of the GRYD Triangle Partnership, all partners immediately work toward reducing the likelihood of retaliatory violence through rumor control and crisis intervention according to the GRYD IR Protocol. Rumor control is defined as disseminating accurate information as quickly and widely throughout the community as possible. Crisis intervention requires CIWs to respond quickly to engage members of the community in order to prevent additional violence.

SUMMER NIGHT LIGHTS (SNL) AND FALL FRIDAY NIGHTS (FFN)

These community engagement programs bring all of the GRYD Comprehensive Strategy approaches together during summer and early fall when youth violence traditionally spikes. They are public/private collaborations involving multiple city agencies and non-profit organizations. SNL/FFN programming takes place in 32 designated city parks and is focused on (1) transforming neighborhoods by creating safe and inclusive spaces for community members of all ages; (2) creating opportunities to build a sense of "community" among residents and between residents and law enforcement and other city departments (e.g., Parks and Recreation); (3) contributing to resident well-being and resilience by providing access to resources and information; (4) creating opportunities for youth employment and professional development; and (5) preparing youth for the future by exposing them to various careers and connecting them to city departments.

SUPPORT SYSTEMS FOR THE GRYD COMPREHENSIVE STRATEGY

GRYD RESEARCH & EVALUATION TEAM

The GRYD Research & Evaluation Team is based at California State University, Los Angeles and is housed under the Rongxiang Xu College of Health and Human Services Wellness, Education, and Research Center. The GRYD Research & Evaluation Team includes research partners from the University of California, Los Angeles; the University of Southern California; and Harder+Company Community Research. It serves two primary purposes: (1) to maintain the GRYD Database and provide training to support data collection efforts among GRYD providers, and (2) to evaluate the effectiveness of GRYD programming and inform practices over time.

GRYD DATA INFRASTRUCTURE

GRYD promotes data-informed practice using the GRYD Database, which was built to capture multiple dimensions of programming. GRYD providers record all referrals, program participants, and services in the database. Responses for all administrations of assessment tools (e.g., the initial and re-test results of the Youth Services Eligibility Tool-YSET and Social Embeddedness Tool-SET) are also recorded to assess participant changes over time. The GRYD Database also captures all violent incidents reported to the GRYD Incident Response (IR) Program and all Proactive Peacemaking activities undertaken by GRYD Community Intervention Workers (CIWs) and provider agencies.

Under the direction of Co-Director Molly Kraus, GRYD Research & Evaluation Team staff maintain the GRYD Database and provide both remote and on-site technical assistance/ training to support data collection efforts among GRYD providers. This team works closely with both GRYD provider staff and GRYD Regional Program Coordinators (RPCs) to ensure that GRYD data accurately portrays GRYD program efforts. GRYD's real-time reporting system supports the use of data to provide feedback to providers on performance through internal reporting and data management, to facilitate community partner outreach, and to seek additional funding opportunities.

To further support the delivery of data-informed programming, the GRYD Research & Evaluation Team at California State University, Los Angeles in partnership with the GRYD Office launched an internal system known as the Member Action Resource Center (MARC). The system includes all the information GRYD providers need to onboard and train new employees including enrollment into online certification training courses covering use of the GRYD Database, YSET and SET administration, and other areas. MARC also stores all essential documents including handbooks, forms, reports, prevention and intervention assessment tools, and it acts as a citywide communication space through provision of a GRYD events calendar and topic specific learning communities.

GRYD RESEARCH & EVALUATION

Maintaining the quality and accuracy of GRYD provider data is essential to evaluating GRYD programming. Research partners, under the direction of Co-Director Denise Herz, develop and test innovative methodologies to explore the effectiveness of programming and identify ways to improve programming in the future. As mentioned earlier, this Team has produced several evaluation reports and is currently disseminating its research findings through the *GRYD Research Brief Series*.

TRAINING

GRYD supports various training programs for GRYD staff and providers. The purpose of these trainings is to support GRYD services through the continuous delivery of knowledge and skills informed by best practices and evidence-based programming research. Training and capacity building is also supported by GRYD RPCs. GRYD RPCs are responsible for overseeing the implementation of the GRYD Comprehensive Strategy across all GRYD Zones. This includes (but is not limited to) training for conducting assessments, connecting data and practice through feedback loops, and delivering services with model fidelity.

GRYD DATA FEEDBACK LOOP TRAINING

Being data informed is essential to delivering effective services to youth and families. Data from the GRYD Database are incorporated in provider training to create feedback loops that identify areas of strengths and challenges for providers. As part of this feedback loop, GRYD researchers produce and present data to GRYD Prevention and Intervention Family Case Management (FCM) provider teams, who then work together with GRYD RPCs and an external consultant to identify innovative ways to improve their practices.

LOS ANGELES VIOLENCE INTERRUPTION TRAINING ACADEMY

The GRYD Office provides avenues for intervention workers to enhance their skills through the utilization of professional training. The Los Angeles Violence Interruption Training Academy (LAVITA) is a unique and specialized training program for gang intervention workers. Courses prepare GRYD CIWs with the necessary skills to professionally deliver intervention and violence interruption services in the communities they serve. CIWs, for example, are trained on how to provide outreach to victims of violent crimes, deescalate violence, control and defuse rumors, broker peace agreements between rivals, and effectively build relationships with partners.

GRYD WEBSITE

In 2018, the GRYD Office launched www.LAGRYD.org. This site contains detailed information about GRYD, including GRYD Zone maps, GRYD provider information, all published evaluation reports, and Summer Night Lights seasonal job announcements. Recently, an online referrals system was added to the site, facilitating the referral process for both GRYD Prevention and GRYD FCM services.

INSTITUTIONALIZING A COMPREHENSIVE APPROACH TO REDUCING VIOLENCE

Over the past decade, the GRYD Office institutionalized a public health approach to violence reduction through implementation of the GRYD Comprehensive Strategy. The number of GRYD Zones served by GRYD has grown from 12 to 23, and the number of parks involved in the Summer Night Lights Program expanded to 32. Research and evaluation are formally integrated into the development and the delivery of GRYD services through a robust database used by all parties involved in delivering GRYD services. Relationships with the Los Angeles Police Department have grown and improved over time, and formal partnerships have replaced historically difficult relationships between law enforcement and gang intervention workers. Most importantly, GRYD's work incorporates community voice and has created systems, policies and procedure, and

relationships that promote the delivery of consistent and effective services in the communities that most need them. A testament to its impact and sustainability is its ability to thrive throughout two mayoral administrations and three Los Angeles Police Department (LAPD) chiefs. Such accomplishments are the result of many critical decisions and support systems, which include:

Establishing a centralized office with oversight of all gang prevention and intervention funding. The creation of a single office for gang prevention and intervention services facilitates the institutionalization of a holistic, public health approach to violence reduction in the City of Los Angeles.

Securing and maintaining strong political will, leadership, and financial investment. The GRYD Office created systems, policies, and procedures to facilitate the institutionalization of a new approach in the City of Los Angeles. The work has been championed and continues to thrive into its second mayoral administration and in partnership with a third police chief.

Delivering place-based services. A key to effective collaboration across sectors is tailoring services to areas with the highest need. When the GRYD Office was established, resources were focused in neighborhoods that needed them most. These areas, known as GRYD Zones align with LAPD division boundaries, facilitating communication and collaboration between the LAPD, GRYD Regional Program Coordinators (RPCs), and GRYD service providers who are assigned to specific GRYD Zones.

Establishing culturally informed lines of communication between the community, city government, and law enforcement. Once created, the GRYD Office immediately hired Regional Program Coordinator positions and established them as the anchor to its communication strategy with the communities it serves. GRYD RPCs possess the savvy to navigate City Hall, the cultural proficiency to work closely with community partners, and the skills to build effective relationships with law enforcement. They are both a bridge and buffer between historically unlikely partners in this work—police officers and intervention workers.

Investing in community-based providers and community experts (including those with lived gang experience) to provide the direct services. GRYD has invested in provider and provider staff capacity through creation of a data infrastructure, feedback loops, technical assistance, and on-going training to support the delivery of best practices.

Collaborating with external research partners. The commitment to producing informative, action research is illustrated in the City's investment in a university-based GRYD Research & Evaluation Team. Their work provides real-time and accessible information that will both calibrate GRYD's efforts on a regular basis, inspire practitioners in their work with youth and families, and allow us to share more broadly what our City has learned over the last 12 years.

Creating a data infrastructure. Having a data infrastructure to support the integration of research and practice is essential for a data-informed comprehensive strategy. GRYD's data collection systems are built in tandem with programming rather than as an afterthought, and they embrace innovation and continuous improvement.

Investing in professional development and capacity building. GRYD invests in the professional development of contracted service provider staff through regular training, tools, and online resources. Data is accessible to line staff, and GRYD encourages its use to inform practice and the development of intentional programming and to help leverage other dollars and support. GRYD combines the best of research and best practices in social science with the lived experience of communities.

The City of Los Angeles' work to reduce violence has made significant strides over the last decade and continues to evolve. Like many public safety partnerships, obstacles arise but rather than presenting problems, they offer opportunities to be innovative in addressing violence. GRYD's work underscores the importance of establishing a holistic, comprehensive strategy, deepening collaborative efforts across public/private partners, and incorporating the voices of the too-often marginalized communities who experience gang violence. In order to become a city that is prosperous, safe, livable, and well run—a city of the future—having a comprehensive, data-informed public health approach to violence reduction is essential for not only Los Angeles but any city working to overcome gang violence.

The current brief as well as all forthcoming GRYD Research Briefs can be found at www.lagryd.org. Additional GRYD research publications as well as details related to the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development are also accessible on this site.

SUGGESTED CITATION

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HOW TO REACH

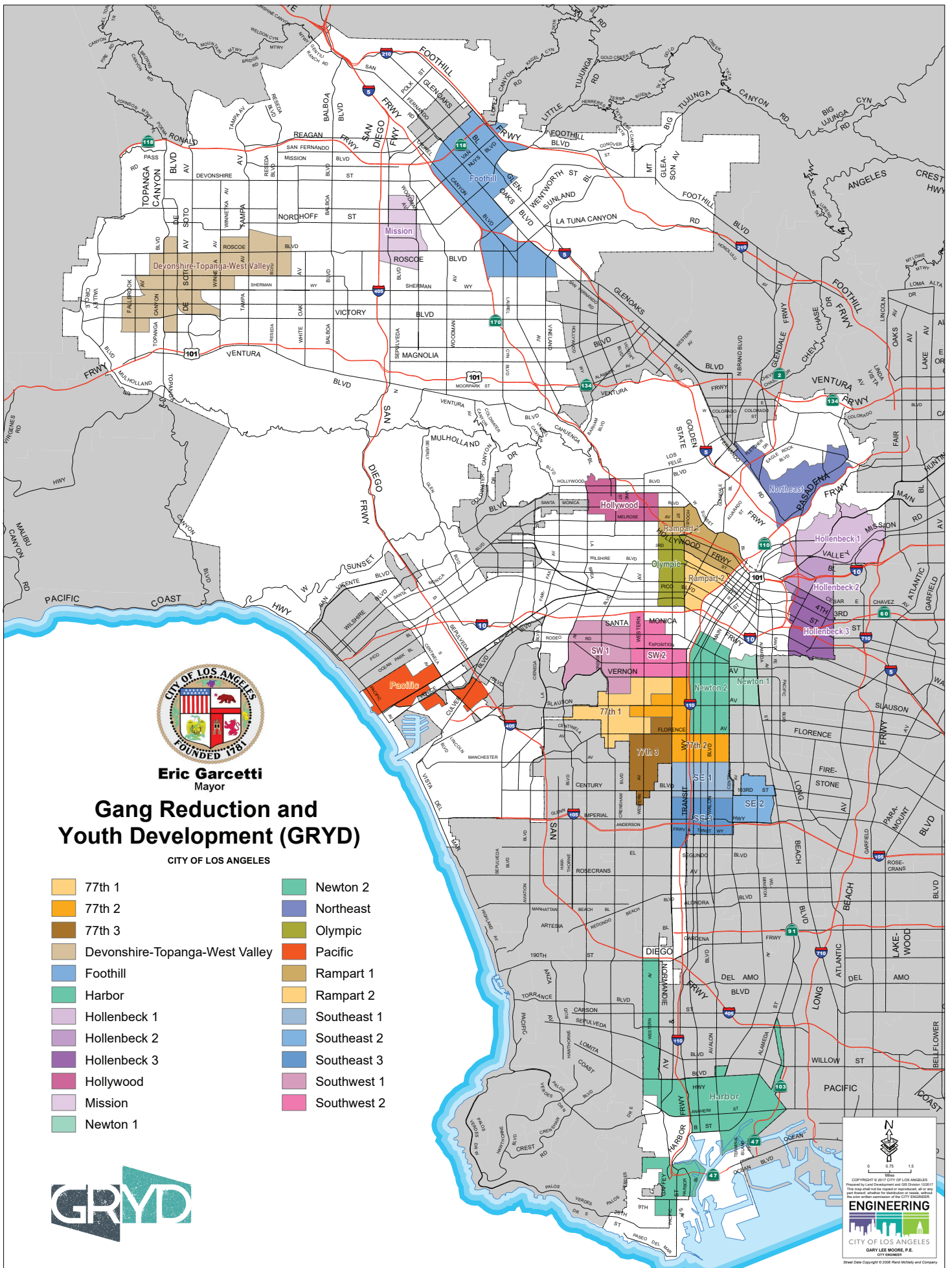
TO MAKE A REFERRAL TO GRYD, PLEASE VISIT WWW.LAGRYD.ORG/REFER

GRYD PREVENTION PROVIDERS

GRYD ZONE	PROVIDER	LOCATION	PHONE
77th 1	Asian American Drug Abuse Program	2900 Crenshaw Blvd., Los Angeles, CA 90016	323-293-6284
77th 2	Community Build	8730 Vermont Ave., Los Angeles, CA 90044	323-789-9950
77th 3	Asian American Drug Abuse Program	2900 Crenshaw Blvd., Los Angeles, CA 90016	323-293-6284
W. San Fer. Valley	New Directions for Youth	7315 Lankershim Blvd., North Hollywood, CA 91605	818-503-6330
Foothill	El Nido Family Centers	10200 Sepulveda Blvd #350, Mission Hills, CA 91345	818-830-3646
Harbor	Toberman Neighborhood Center	131 N. Grand Ave., San Pedro CA 90731	310-832-1145
Hollenbeck 1 (a)	Alma Family Services	3218 Wabash Ave., Los Angeles, CA 90063	323-264-2596
Hollenbeck 1 (b)	Barrio Action Youth and Family Center	4927 Huntington Dr. N #200, Los Angeles, CA 90032	323-221-0779
Hollenbeck 2 (a)	Alma Family Services	3218 Wabash Ave., Los Angeles, CA 90063	323-264-2596
Hollenbeck 2 (b)	Legacy LA	1350 N. San Pablo, Los Angeles, CA 90033	323-987-8367
Hollenbeck 3	Alma Family Services	3218 Wabash Ave., Los Angeles, CA 90063	323-264-2596
Hollywood	El Centro Del Pueblo	1824 Sunset Blvd., Los Angeles, CA 90026	213-483-6335
Mission	New Directions for Youth	7315 Lankershim Blvd., North Hollywood, CA 91605	818-503-6330
Newton 1	Soledad Enrichment Action	222 N. Virgil Ave., Los Angeles, CA 90004	213-480-4200
Newton 2	Soledad Enrichment Action	222 N. Virgil Ave., Los Angeles, CA 90004	213-480-4200
Northeast	El Centro Del Pueblo	1157 Lemoyne St., Los Angeles, CA 90026	323-226-1682
Olympic	Bresee Foundation	184 S. Bimini Place, Los Angeles, CA 90004	213-387-2822
Pacific	HELPER Foundation	610 California Ave., Venice, CA 90291	310-823-6100
Rampart 1	El Centro Del Pueblo	1157 Lemoyne St., Los Angeles, CA 90026	213-353-4770
Rampart 2	El Centro Del Pueblo	1157 Lemoyne St., Los Angeles, CA 90026	213-353-4770
Southeast 1	Watts Labor Community Action Committee	10950 S. Central Ave., Los Angeles, CA 90059	323-357-6273
Southeast 2	Southern California Crossroads	10360 Wilmington Ave., Los Angeles, CA 90002	424-785-5157
Southeast 3 (a)	Watts Labor Community Action Committee	10950 S. Central Ave., Los Angeles, CA 90059	323-357-6273
Southeast 3 (b)	Southern California Crossroads	16508 S. Vermont Ave., Gardena, CA 90247	424-785-5157
Southwest 1	Community Build	4305 Degnan Blvd #102, Los Angeles, CA 90008	323-290-6560
Southwest 2	Brotherhood Crusade	200 Slauson Ave., Los Angeles, CA 90011	323-846-1649

GRYD INTERVENTION PROVIDERS

GRYD ZONE	PROVIDER	LOCATION	PHONE
77th 1	Developing Options	6103 Crenshaw Blvd., Los Angeles, CA 90043	323-875-2444
77th 2	Chapter Two	236 E. Florence St., Los Angeles, CA 90003	323-750-8585
77th 3	Soledad Enrichment Action	222 North Virgil Ave., Los Angeles, CA 90004	213-480-4200
W. San Fer. Valley	Alliance for Community Empowerment	7227 Owensmouth Avenue, Canoga Park, CA 91303	818-704-7884
Foothill	Champions in Service	8743 Burnett Ave., North Hills, CA 91343	818-891-9399
Harbor	Toberman	131 N. Grand Ave., San Pedro, CA 90731	310-832-1145
Hollenbeck 1	Soledad Enrichment Action	735 S. Soto St., Los Angeles, CA 90023	213-480-4200
Hollenbeck 2	Soledad Enrichment Action	735 S. Soto St., Los Angeles, CA 90023	213-480-4200
Hollenbeck 3	Soledad Enrichment Action	735 S. Soto St., Los Angeles, CA 90023	213-480-4200
Hollywood	Heluna Health	1316 S. Union Ave., Los Angeles, CA 90015	213-738-0178
Mission	Champions in Service	8743 Burnett Ave., North Hills, CA 91343	818-891-9399
Newton 1	Volunteers of America	5200 S. Central Ave., Los Angeles, CA 90011	323-688-7710
Newton 2	Volunteers of America	5139 S. Main St. Los Angeles, CA 90011	323-688-7744
Northeast	Breaking Through Barriers	541 W Ave 26 Los Angeles, CA 90065	323-576-2557
Olympic	Breaking Through Barriers	672 S. Lafayette Park Pl., Los Angeles, CA 90057	213-908-5647
Pacific	HELPER Foundation	610 California Ave., Venice, CA 90291	310-823-6100
Rampart 1	Heluna Health	1316 S. Union Ave., Los Angeles, CA 90015	213-738-0178
Rampart 2	Volunteers of America	501 S. Bixel St., Los Angeles, CA 90012	323-508-5696
Southeast 1	APUU	8453 S. Vermont Ave., Los Angeles, CA 90044	323-531-2658
Southeast 2	Soledad Enrichment Action	222 North Virgil Ave., Los Angeles, CA 90004	213-480-4200
Southeast 3	Urban Peace Institute	1910 W. Sunset Blvd, Suite 800, Los Angeles, CA 90026	213-404-0124
Southwest 1	Community Build	4305 Degnan Blvd #102, Los Angeles, CA 90008	323-290-6565
Southwest 2	Volunteers of America	2241 S. Hobart Blvd., Los Angeles, CA 90018	213-389-1500



GRYD EVALUATION METRICS

Community Engagement			
Description	Data Source(s)	Metric(s)	Research Findings
Strategy			
Connect residents to private/public services to support community cohesion, uplift community voice, and facilitate civic engagement through the delivery of Summer Night Lights, Gun Buy-Back events, and Community Education Campaigns	- LAPD Crime Data - SNL Resident Surveys - Gun Buy-Back Surveys	Various	GRYD Research Briefs 8 GRYD Research Brief 8.1 GRYD SNL Programming Spotlight
Goal			
Increase the community's knowledge of and access to equitable resources.	SNL Resident Surveys	Various	GRYD SNL Programming Spotlight
Create safe and inclusive spaces for community members.	- LAPD Crime Data - SNL Resident Surveys - Gun Buy-Back Surveys	- Reductions in reported crime to the LAPD in SNL parks compared to surrounding comparison group areas #/% of residents feeling safe seeing LAPD at SNL #/% of Gun Buy-Back residents that felt safer after participating in the event	GRYD Research Briefs 8 GRYD Research Brief 8.1 GRYD SNL Programming Spotlight - Internal report produced for GRYD
Gun Buy-Back Objective			
Provide incentives to community members to turn in guns.	Gun-Buy Back Surveys	# of guns collected at event	Internal report produced for GRYD
Summer Night Lights Objectives			
<i>(NOTE: The GRYD Research & Evaluation Team provides analysis of crime data trends for SNL, but it does not conduct the evaluation of SNL. Harder & Co. is contracted for this purpose. Harder's SNL report is posted with the GRYD Research Briefs for dissemination.)</i>			
Create opportunities to build a sense of community among residents and between residents and law enforcement and other city departments.	SNL internal tracking	# of meals served at SNL parks # and type of activities provided at SNL parks # and type of resources provided to residents (e.g., COVID vax, info. Booths)	GRYD SNL Programming Spotlight

Provide information to residents to increase their resilience and well-being.	• SNL internal tracking • SNL Resident Survey Data	• #/% of residents that participated in SNL activities • #/% of residents reporting positive experiences at SNL events • #/% of residents feeling that SNL community partners cared about their neighborhood	• GRYD SNL Programming Spotlight
Create opportunities for youth employment and professional development.	• SNL internal tracking • Youth Squad Surveys	• # of seasonal employees hired • # of young people hired as part of the Youth Squad • Youth Squad perceptions of the experience (skills learned and satisfaction)	• GRYD SNL Programming Spotlight

Prevention Programming

Description	Data Source(s)	Metric(s)	Research Findings
Strategy			
Provide gang prevention services to 10–15-year-olds who are at-risk for gang membership in all GRYD Zones	• Youth Services Eligibility Tool (YSET) • GRYD Database • Interviews with youth and families	• Must meet a threshold to participate in secondary prevention services. (NOTE: Primary prevention services are offered to those who don't meet the threshold.)	GRYD Research Brief 4 GRYD Research Brief 6 GRYD Research Brief 11 GRYD Research Brief 12
Goals			
To strengthen participant resilience to risk factors for gang membership.	• Youth Services Eligibility Tool (YSET)	• Internal resilience scale; external resilience scale; strength of family norms scale • YSET risk and self-reported delinquency scales	GRYD Research Brief 12
To reduce participant involvement with gangs.	• Youth Services Eligibility Tool (YSET)	• Gang social activity scale; peer gang involvement scale	GRYD Research Brief 12
Objectives			
Enroll eligible youth in services.	• GRYD Database	• #/% of youth who meet the eligibility threshold + #/% of eligible youth who enroll in services	GRYD Research Brief 11

Provide 1 individual meeting to youth per phase (i.e., month).	GRYD Database	#/% of youth who receive at least 1 individual meeting per phase + average number of individual meetings received during a cycle of services	GRYD Research Brief 11
Provide 2 family meetings to youth and family per phase (i.e., month)	GRYD Database	#/% of youth and families who receive at least 2 family meetings per phase + average number of family meetings received during a cycle of services	GRYD Research Brief 11
Provide 1-2 intentional youth development activities per phase (i.e., month).	GRYD Database	#/% of youth at least 1-2 intentional youth development activities per phase + average number of intentional youth development activities received during a cycle of services	GRYD Research Brief 11
Provide additional services as needed.	GRYD Database	# and type of services provided to program participants	GRYD Research Brief 11
Provide case management and support services to meet the needs of youth and their families/support systems.	Interviews with youth and families	Themes derived from interviews	GRYD Research Brief 4
Retain participants until they successfully complete services.	GRYD Database	#/% of youth and families who successfully complete services	GRYD Research Brief 11

Gang Intervention Programming			
Description	Data Source(s)	Metric(s)	Research Findings
Strategy			
Provide gang intervention services to 14–25 year-olds who are involved in gangs in all GRYD Zones.	Case Manager and CIW Assessment (NOTE: No tool is used to determine eligibility)	- Case Manager and CIW Assessment (NOTE: No tool is used to determine eligibility)	GRYD Research Brief 4 GRYD Research Brief 9 GRYD Research Brief 10
Goals			
To strengthen participant resilience to risk factors for gang embeddedness and involvement with crime.	Social Embeddedness Tool (SET)	Decision-making independence scale	GRYD Research Brief 10
To reduce gang embeddedness and involvement in crime.	Social Embeddedness Tool (SET)	Gang embeddedness scale; impulsive risk-taking scale; self-reported crime scale	GRYD Research Brief 10

Objectives			
Enroll eligible young people in services.	GRYD Database	#/% of young who meet the eligibility threshold + #/% of eligible youth who enroll in services	GRYD Research Brief 9
Provide 2 individual meetings to young people per phase (i.e., month).	GRYD Database	#/% of young people who receive at least 2 individual meetings per phase + average number of individual meetings received during a cycle of services	GRYD Research Brief 9
Provide 1 family/support system meeting to young people and their families/support systems per phase (i.e., month)	GRYD Database	#/% of young people and families/support systems who receive at least 1 family/support system meetings per phase + average number of family/support system meetings received during a cycle of services	GRYD Research Brief 9
Provide additional services as needed.	GRYD Database	# and type of services provided to program participants	GRYD Research Brief 9
Provide case management and support services to meet the needs of young people and their families/support systems.	Interviews with young people and families/support systems	Themes derived from interviews	GRYD Research Brief 4
Retain participants until they successfully complete services.	GRYD Database	#/% of participants who successfully complete services	GRYD Research Brief 9

Violence Intervention			
Description	Data Source(s)	Metric(s)	Research Findings
Strategy			
To engage with the community to prevent violence through proactive peacemaking activities and implementation of the GRYD Incident Response Protocol.	- LAPD Crime Data - GRYD Database - Interviews with Incident Response Partners	Various	GRYD Research Brief 2 GRYD Research Brief 2.1 GRYD Research Brief 3 GRYD Research Brief 13

Goal			
To prevent violence from occurring.	- LAPD Crime Data - GRYD Database	Change in crime over time and between GRYD Zones and synthetic control groups + # and location of proactive peacemaking events + # and location of incident response calls	GRYD Research Brief 2 GRYD Research Brief 2.1 GRYD Research Brief 13 GRYD 2010-2015 Reports from Urban Institute
Proactive Peacemaking Objective			
To embed credible messengers in the community to proactively address potential causes of violence.	GRYD Database	# and type of proactive peacemaking events	GRYD Research Brief 13
Incident Response Objectives			
To increase violence prevention by facilitating effective communication and coordination between the community, the GRYD Office, and the Los Angeles Police Department.	Interviews with CIWs, GRYD RPCs, and Los Angeles Police Department Officers	Themes derived from interviews across all three partner groups.	GRYD Research Brief 3
Implement the GRYD Incident Response Protocol in response to all gang-related violent incidents.	GRYD Database	# and type of incident calls received and # and type of actions taken in response to the calls	GRYD Research Brief 2 GRYD Research Brief 2.1 GRYD Research Brief 13

Building Provider Capacity			
Description	Data Source(s)	Metric(s)	Research Findings
Strategy (NOTE: The GRYD Research & Evaluation Team is not involved in some of the activities listed under this category.)			
Provide training to providers through Cal State Los Angeles, the Los Angeles Violence Intervention Academy (LAVITA).	- GRYD Research & Evaluation Team Pre/Post Surveys - Grant funded interviews and surveys - Attendance rosters	Various	GRYD Research Brief 5 GRYD Research Brief 6 GRYD Research Brief 7 Dierkhising 2017 Report - Dierkhising Final Technical Report for the Community Restorative Healing Project (CoRE) - Reports in Process

Goal			
Provide on-going training opportunities to support the delivery of best practices in programming.	• Pre/post training surveys • Attendance rosters	• Perceptions of usefulness; self-reported use of information + satisfaction with training + attendance	• GRYD Research Brief 5 • GRYD Research Brief 6 • GRYD Research Brief 7 • Dierkhising 2017 Report • Dierkhising Final Technical Report for the Community Restorative Healing Project (CoRE) • Reports in Process
Objectives			
Provide data feedback loop opportunities to help providers learn how to build data-informed practices.	• Pre/post training surveys • Attendance rosters	• Provider designed and implemented activities	• GRYD Research Brief 7
To provide training on trauma-informed care to GRYD providers.	• Pre/post training surveys • Attendance rosters • Provider interviews • Provider surveys • Surveys with CIWs	• Various see Dierkhising grant reports	• GRYD Research Brief 5 • Dierkhising 2017 Report • Dierkhising Final Technical Report for the Community Restorative Healing Project (CoRE)
To provide training on Positive Youth Development to GRYD providers.	• Pre/post training surveys • Attendance rosters	• #/% provider staff attended • Perceptions of usefulness • Self-reported use of information • Satisfaction with training	• Analysis in process
To provide training on how to activate intentional interactions to teach critical skills needed for lifelong thriving (i.e., "Anchor-6" Skills, which include: empathy, emotion Management, initiative, responsibility, teamwork, and problem-solving).	• Pre/post training surveys • Attendance rosters	• #/% provider staff attended • Perceptions of usefulness • Self-reported use of information • Satisfaction with training	• Analysis in process

ATTACHMENT 3

To provide training on how to activate intentional youth development activities to teach critical skills needed for lifelong thriving (i.e., "Anchor-6" Skills, which include: empathy, emotion Management, initiative, responsibility, teamwork, and problem-solving).	• Pre/post training surveys • Attendance rosters	• #/% provider staff attended • Perceptions of usefulness • Self-reported use of information • Satisfaction with training	• GRYD Research Brief 6
To provide professional intervention training to Community Intervention Workers (i.e., the LAVITA--Los Angeles Violence Intervention Training Academy).	• Professional panel screening tool • Pre/post test • Training evaluation survey	• Work readiness assessed by professional panel of seasoned intervention workers • Perceptions of usefulness • Self-reported use of information • Satisfaction with training • Ongoing evaluation and assessment by agency	

GRYD Comprehensive Strategy Findings

GRYD COMPREHENSIVE STRATEGY

Metric	Timeframe (i.e. Q1, FY)	Reference (Link)	Narrative	Notes
The GRYD Comprehensive Strategy uses a public health approach to address violence by delivering services that are community-based, culturally proficient, family-centered, and data-informed.	The GRYD Comprehensive Strategy was put in place in 2011; an updated version of the document was authored and released in June 2020 in order to reflect updates to GRYD's vision, mission, and programming.	https://www.juvenilejustice.com/sites/default/files/2020-08/GRYD%20Brief%201-08-2020.pdf https://www.juvenilejustice.com/sites/default/files/2021-09/GRYD%20Comp%20Strat%20Graphic_8.2021.pdf	The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) was established in 2007 to coordinate city-funded gang prevention and intervention programming using a comprehensive strategy. The GRYD Comprehensive Strategy is the foundation for developing and delivering programming in communities most impacted by gang violence (i.e., GRYD Zones) and is currently delivered in 23 GRYD Zones. Additionally, GRYD hosts the Summer Night Lights Program every summer in at least 32 parks across the city.	Tremblay, A., Herz, D.C., Zachery, R., & Kraus, M. (2020). <i>The Los Angeles Mayor's Office of Gang Reduction and Youth Development Comprehensive Strategy</i> (GRYD Research Brief No. 1). Los Angeles, CA: California State University, Los Angeles.
Analyses indicate a reduction in violent crime of about 18% in GRYD Zones post-implementation of the GRYD Comprehensive Strategy.	Crimes occurring between Jan 1, 2015 and Dec 31, 2017 were analyzed to look at the impact of the GRYD Comprehensive Strategy (launched in 2011). Study published 2021	https://www.tandfonline.com/doi/epub/10.1080/24751979.2021.1887709?nedAccess=true	This study builds on previous approaches to understanding the impact of GRYD Comprehensive Strategy services by examining the local geographic effect on crime (both gang-related violent crime and non-violent crime) of the GRYD Comprehensive Strategy programs within the areas GRYD serves, immediately adjacent areas, and neighboring control areas. The results suggest that comprehensive gang violence prevention programs such as GRYD can have a significant impact on crime.	Brantingham, P. J., Tita, G., & Herz, D. (2021). The Impact of the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) Comprehensive Strategy on Crime in the City of Los Angeles. <i>Justice Evaluation Journal</i> , 1-20.
GRYD's Summer Night Lights (SNL) Program continued to deliver reductions in violent crime calls-for-service and crime events in 2022 despite the tow-year hiatus for the global COVID-19 pandemic.	SNL from 2010-2019 and 2022; brief released 2022	https://www.juvenilejustice.com/sites/default/files/2023-01/GRYD%20Research%20Update%208.1%20SNL%20Impact%20on%20Violent%20Crime_12.2022_0.pdf	In a prior research brief, the impact of SNL was examined by comparing areas where SNL was active with nearby areas without SNL. The current research looks at how SNL rebounded from the widespread disruptions of the global COVID-19 pandemic. In 2020 and 2021, SNL adjusted to pandemic conditions by moving to online events and grab-and-go food distribution. SNL returned to in-person events and activities in 2022 and expanded their coverage to 43 locations across the city. Re-analysis of the data from 2010-2019 with the addition of 2022 outcomes indicates that SNL continued to reduce violent crime calls-for-service by 3.2% and violent crime events by 2.0%. The reductions associated with SNL are arguably a by-product of community-building. GRYD's SNL program shows that real gains in community safety can arise from intentional community engagement, not just crime suppression.	Brantingham, P.J., Herz, D.C., & Kraus, M. (2022). <i>Further evidence of the impact of community engagement on violent crime</i> (GRYD Research Update No. 8.1). Los Angeles, CA: California State University, Los Angeles.

GRYD COMPREHENSIVE STRATEGY				
Metric	Timeframe (i.e. Q1, FY)	Reference (Link)	Narrative	Notes
GRYD's Summer Night Lights (SNL) Program produced a 3.8% reduction in violent crime calls for service and a 3.6% reduction in violent crimes in SNL sites between 2010 and 2019.	SNL from 2010-2019; brief released 2021	https://www.juvenilejusticeresearch.com/sites/default/files/2021-11/GRYD%20Brief%208Community%20Engagement%20%26%20Public%20Safety%2C%20the%20Impact%20of%20SNL%20on%20Violent%20Crime_11.2021.pdf	In 2008, the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) established the Summer Night Lights (SNL) program as a means of engaging community residents of all ages. The introduction of this initiative was a direct response to recurring spikes in violent crime during the summer months and serves as a fundamental part of the GRYD Comprehensive Strategy. SNL was developed as a comprehensive response to crime and violence in the communities it serves, and it coordinates programming from the core elements of the GRYD Comprehensive Strategy (community engagement, prevention, intervention, and violence interruption) under the umbrella of a single initiative. The intention of SNL is to have an impact on crime by investing in communities and providing support and activities for residents.	Brantingham, P.J., Herz, D.C., & Kraus, M. (2021). <i>Community Engagement & Public Safety: The Impact of the City of Los Angeles GRYD Summer Night Lights Program on Violent Crime</i> (GRYD Research Brief No. 8). Los Angeles, CA: California State University, Los Angeles.
During the summer of 2022, after two years of adapted programming due to the COVID-19 pandemic, SNL returned to full in-person programming. Additionally, for the first time since 2012, GRYD expanded to 11 new sites in 2022, bringing the total to 43 recreation and parks locations across the City of Los Angeles. programming was attended by at least 111,876 people over the summer.	SNL 2022 nightly program records, SNL participant survey, and Youth Squad survey	https://www.juvenilejusticeresearch.com/sites/default/files/2023-01/GRYD%20SNL%202022%20Summary%20Report.pdf	This summary provides a portrait of GRYD Summer Night Lights (SNL) programming during the summer of 2022 - the first summer of full programming post COVID-19 pandemic. It looked at the types of activities and services that GRYD provided, community feedback on SNL programming, and Youth Squad experiences working at SNL.	Harder & Company Community Research (2022). <i>2022 GRYD Summer Night Lights Summary Report</i> . Los Angeles, CA.
To successfully deliver SNL programming more than 300 seasonal employees (intervention workers, site staff, referees, and 203 Youth Squad) were hired. Youth Squad reported that the skills they used most during the summer were communication, leadership, and time management. For about a third (36%) of Youth Squad, SNL was their first time being employed.				
SNL provided 179,775 hot meals for community members and offered at least 3,900 activities in the areas of sports and fitness, arts, education/literacy, and other areas.				
Most community members reported positive feedback such as: feeling more aware of the resources in their community after attending SNL (95%), feeling welcome at SNL (98%), and that they would come back to SNL again (99%).				

GRYD COMPREHENSIVE STRATEGY				
Metric	Timeframe (i.e. Q1, FY)	Reference (Link)	Narrative	Notes
7,645 COVID-19 tests were administered and 1,077 vaccinations were administered at SNL sites in 2021.	SNL 2021 program records	https://www.juvenilejusticeresearch.com/sites/default/files/2021-12/GRYD%20SNL%2021%20Summary%20Report.pdf	In 2020/2021 due to the COVID-19 pandemic, SNL modified programming to comply with public health orders while delivering much needed services. Services included in-person and virtual activities, food bundles, PPE, COVID-19 testing and vaccines. During SNL 2021, the GRYD Office partnered with the Los Angeles Fire Department (LAFD) and Community Organized Relief Effort (CORE) to provide onsite, walk-up COVID testing and vaccinations to community members. GRYD canvassed neighborhoods with flyers ahead of the events to advertise and shared the information via social media outlets. Through these efforts, thousands of COVID tests and vaccines were administered in SNL communities.	Harder & Company Community Research (2021). 2021 <i>GRYD Summer Night Lights Summary Report</i> . Los Angeles, CA.
Since 2009, the program has collected 17,364 firearms.	Annually from 2009-present	-	The Gun Buy Back Program (GBB) is a comprehensive anti-gun initiative between GRYD, the Los Angeles Police Department (LAPD), and other collaborative partners in an effort to reduce levels of gun violence and revitalize communities. The initiative is part of the Community Engagement activities conducted by the GRYD Office as part of the GRYD Comprehensive Strategy. The GRYD Office aligns these efforts with areas with the highest propensity for gun violence. It has been held on an annual basis since 2009. It became a bi-annual event after the Newtown tragedy in 2012, and in 2015 returned to an annual schedule. The Gun Buyback is as much about civic engagement as it is about collecting guns. The event raises awareness about the dangers of gun violence while providing a tangible opportunity for citizens to take action. This is critical as the City is facing significant increases in gun-related violence since the pandemic began. Engaging our communities in reversing this trend is critical and the buyback is one tool that supports our broader, holistic, community-driven approach.	-
There were a total of 5,684 enrollments into GRYD Prevention services between January 1, 2016 and December 31, 2020.	GRYD Prevention services participants enrollment and activity participation data from January 1, 2016 - December 31, 2020; Brief released 2022.	https://www.juvenilejusticeresearch.com/sites/default/files/2022-09/GRYD%20Brief%2011_GRYD%20Prevention%20A%20Summary%20of%20Participants%20and%20Services_9.2022.pdf	GRYD Prevention programming focuses on reducing gang involvement before it begins or escalates among 10 to 15-year-olds with high exposure to risk factors related to gang membership. GRYD Prevention providers engage and serve young people by addressing their basic needs; strengthening positive relationships with family and other positive adults; and supporting the development of social emotional learning skills. The current studies examine both who is served and their experiences in programming as well as the impact of GRYD Prevention services on increasing resilience and reducing participants' association with gangs. When considering impact, the study examines whether GRYD Secondary Prevention services increased resilience and reduced associations with gangs using GRYD Primary Prevention participants as a comparison group. These findings show that GRYD Prevention services are working to increase resilience and prevent gang associations.	Vera, L., & Diep, J. (2022). <i>GRYD Prevention services: A summary of participants and services</i> (GRYD Research Brief No. 11). Los Angeles, CA: California State University, Los Angeles.
During the study timeframe, 5,684 participants attended a total of 169,209 activities while enrolled in GRYD Prevention services, which translates to 199,878 hours of programming. Contractually required meetings, individual and family meetings, comprised 65% (n=110,093) of these activities, and 35% (n=59,116) were youth development activities.				

GRYD COMPREHENSIVE STRATEGY				
Metric	Timeframe (i.e. Q1, FY)	Reference (Link)	Narrative	Notes
Participation in GRYD Prevention services increased participants' internal resilience by 28%, external resilience by 19%, and family norms by 9%, while decreasing their participation in gang social activities by 61% and peer gang activities by 17%; when compared to GRYD Primary Prevention participants who experienced little change in these areas. These findings provide strong evidence that GRYD Secondary Prevention services help youth build resilience against internal and external risk factors that may make youth vulnerable to gang involvement. Simultaneously, GRYD Secondary Prevention services reduce participants' social interactions with gangs in ways that may protect against gang joining.	Youth Services Eligibility Tool (YSET) data collected between 2009 and 2020 for GRYD Prevention services participants. Brief released 2022.	https://www.juvenilejustice-research.com/sites/default/files/2022-09/GRYD%20Brief%2012The%20Impact%20of%20GRYD%20Prevention%20Services_9.2022.pdf		Brantingham, P.J., Herz, D.C., & Kraus, M. (2022). <i>Increasing resilience to prevent association with gangs: Assessing the impact of GRYD Prevention services</i> (GRYD Research Brief No. 12). Los Angeles, CA: California State University, Los Angeles
There were a total of 4,874 enrollments into GRYD FCM services between January 1, 2016 and December 31, 2020. During the study timeframe, 4,874 participants attended a total of 103,947 contractually required meetings and other additional activities, which translates to a total of 93,550 hours. Contractually required meetings, such as individual and family meetings, comprised 90% (n=93,929/72,872 hours) of the total activities, and 67% (n=63,068) of these meetings were individual meetings between the participant and the GRYD FCM strategy team. In addition to individual and family meetings, GRYD FCM participants attended 10,018 other additional activities. These activities included internal life skills classes (34%), planned events/activities/field trips (30%), substance abuse support groups (16%), celebration activities (5%), and other programmatic activities (16%). The number of hours spent in these additional activities totaled 20,678 hours.	GRYD FCM services participants enrollment and activity participation data from January 1, 2016 - December 31, 2020; brief released 2022	https://www.juvenilejustice-research.com/sites/default/files/2022-07/GRYD%20Brief%209GRYD%20FCM%20A%20Summary%20of%20Participants%20and%20Services_7.2022.pdf	Providing gang intervention services to young people and emerging adults plays a major role in the GRYD Comprehensive Strategy and is provided through GRYD Intervention Family Case Management (FCM) services. GRYD FCM services blend street outreach and case management services to support participants as they reduce their gang involvement. In addition to meeting the basic needs of participants and connecting them to the services, an essential part of GRYD FCM services is to help participants support decision-making consistent with their own best interest and well-being. The current studies examine both who is served and their experiences in programming as well as the impact of GRYD FCM services on decision-making behavior, gang embeddedness, and involvement in crime. The findings show that GRYD FCM services is not only significant for the well-being of participants but also for community safety and wellness.	Diep, J., Vera, L. (2022). <i>GRYD Intervention Family Case Management (FCM) Services: A Summary of Participants and Services</i> (GRYD Research Brief No. 9). Los Angeles, CA: California State University, Los Angeles.
Decision-making independence increased among GRYD FCM participants receiving services which, in turn, led to a 34% reduction in their crime involvement.	Social Embeddedness Tool (SET) data collected between December 13, 2013 and January 29, 2021 for GRYD FCM services participants. Brief released 2022.	https://www.juvenilejustice-research.com/sites/default/files/2022-07/GRYD%20Brief%2010The%20Impact%20of%20GRYD%20FCM%20Services_7.2022.pdf		Brantingham, P.J., Herz, D.C., & Kraus, M. (2022). <i>The Impact of GRYD Intervention Family Case Management (FCM) Services on Increasing Decision Making Independence</i> (GRYD Research Brief No. 10). Los Angeles, CA: California State University, Los Angeles

GRYD COMPREHENSIVE STRATEGY				
Metric	Timeframe (i.e. Q1, FY)	Reference (Link)	Narrative	Notes
GRYD FCM participants self-report their involvement in property and violent crime at intake and retest. Based on these data, FCM participants as a group reported committing overall 771 fewer property and 778 fewer violent crimes among the 1,564 individuals examined as part of this analysis.				State University, Los Angeles
Based on estimated categories of crimes most impacted by these reductions; these numbers produce not only an improvement in public safety and community wellness but also translates into an estimated fiscal savings of \$6.1 million in prevented property crimes and \$10.1 million in prevented violent crimes.				
GRYD case managers and Community Intervention Workers (CIWs) play a critical role in supporting successful outcomes for youth, young adults, and families participating in GRYD Prevention and GRYD Intervention Family Case Management (FCM) services.	Participants and their families were interviewed separately two to three times over the course of one year of program enrollment between July 2017 and September 2018. Interviews were conducted with 86 GRYD Prevention and FCM participants for a total of 190 interviews during all rounds of data collection. Brief was released June 2020.	https://www.juvenilejustice.com/sites/default/files/2020-08/GRYD%20Brief%20Exploring%20case%20management%20within%20GRYD%20services_6.2020.pdf	An important component for both GRYD Prevention and FCM services is the connection of participants and their families to a GRYD case manager and for FCM participants, a GRYD Community Intervention Worker (CIW). GRYD case managers work closely with participants, navigating them through GRYD's programming stages and supporting their development as an individual, as part of a family unit, and as a positive force in the community. The purpose of this Research Brief is to explore this question using interviews with program participants and their families to better understand the role GRYD case managers and CIWs play in supporting successful outcomes.	Leap, J., McBride, T., Gomez, W., & Herz, D.C. (2020). <i>Exploring the role of case management within GRYD Prevention and Intervention services</i> (GRYD Research Brief No. 4). Los Angeles, CA: California State University, Los Angeles. Data for this report was collected through interviews with participants and their families; selected quotations can be found on the following tab.
GRYD Community Intervention Workers (CIWs) conducted a total of 221,992 Proactive Peacemaking activities. This translates to 466,223 hours of engagement with the community during the study period.	This brief summarizes GRYD violence interruption efforts between January 1, 2016 and March 7, 2021. The brief was released early 2023.	https://www.juvenilejustice.com/sites/default/files/2023-01/GRYD%20Brief%2013_Violence%20Interruption%20Before%20and%20After%20COVID-19_1.2023.pdf	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.	Diep, J., Vera, L., Brantingham, P.J. (2023). <i>GRYD's Violence Interruption: Incident Response and Proactive Peacemaking before and after the COVID-19 Pandemic</i> (GRYD Research Brief No. 13). Los Angeles, CA: California State University, Los Angeles.
CIWs took action after 3,305 violent incidents occurred. The majority incidents were single victim shootings (64%), and the most frequent response was responding to the crime scene (69%).				
A comparison of GRYD's violence interruption activities before and after the COVID-19 pandemic closure showed CIW Proactive Peacemaking activities increased 11% during the COVID-19 pandemic, and violent incident responses by CIWs remained the same throughout this time.				

GRYD COMPREHENSIVE STRATEGY				
Metric	Timeframe (i.e. Q1, FY)	Reference (Link)	Narrative	Notes
KEY TAKEAWAY: Findings show the essential role CIWs play in maintaining peace and interrupting violence in the City of Los Angeles, and they also illustrate the importance of classifying intervention workers as essential workers in times of community emergencies.				
Accounting for neighborhood characteristics, activation of the GRYD Triangle Partnership reduced violent retaliations by 17.8%, in the area immediately surrounding a precipitating event, and by 21.8% in locations at least one census block away (around 130 m) from the precipitating event.	This update extends the original analyses completed in GRYD research Brief 2, which looked at the impact of the GRYD Incident Response Program between January 2014 - December 2017. Released June 2020	https://www.juvenilejusticeandpublicpolicy.com/sites/default/files/2021-06/GRYD%20Research%20Update%201_Further%20exploration%20of%20GRYD%20IR%20Program%20Impact_6.2020.pdf	This GRYD Research Update tests whether the effect of the GRYD IR Program is also evident when neighborhood characteristics are included in the analysis. Neighborhood characteristics such as gender and income distributions, employment patterns, population density and household structures can influence the extent of violence in a neighborhood as well as the effectiveness of interventions intended to reduce violence. The results build upon those reported previously, demonstrating that the GRYD IR Program reduces retaliation even when neighborhood characteristics and location are considered.	Brantingham, P.J., Park, J., & Schoenberg, F.P. (2020). Further exploration on the impact of the GRYD Incident Response Program on retaliatory violence (GRYD Research Update No. 1). Los Angeles, CA: California State University, Los Angeles.
Responses by the GRYD Incident Response Program Triangle Partnership cuts gang-related retaliations by 41% and improves public safety in communities historically impacted by high levels of gang violence.	Study looks at South Los Angeles between January 1, 2014 – December 31, 2017; brief was released June 2020	https://www.juvenilejusticeandpublicpolicy.com/sites/default/files/2020-08/GRYD%20Brief%20The%20Impact%20of%20the%20GRYD%20IR%20Program_6.2020.pdf	The central premise behind the GRYD Incident Response (IR) Program is that rapid, coordinated and targeted response to community needs by the GRYD Triangle Partnership reduces the risk of retaliation. The GRYD IR Program Triangle Partnership forges connections and relationships between GRYD Community Intervention Workers (CIWs; i.e. a mix of community members and former gang members who are able to influence gangs in the GRYD Zones); GRYD Regional Program Coordinators (RPCs); and the Los Angeles Police Department (LAPD). To assess whether the GRYD IR Triangle Partnership interventions worked to reduce retaliations, the risk of retaliation associated with crimes responded to by GRYD IR was compared to the risk of retaliation associated with crimes not responded to by GRYD IR.	Brantingham, P.J., Yuan, B., & Herz, D.C. (2020). <i>The Impact of the GRYD Incident Response Program on Gang Retaliations</i> (GRYD Research Brief No. 2). Los Angeles, CA: California State University, Los Angeles.
The analysis suggests that GRYD IR responses prevented an estimated 458 retaliations (109 fewer gang-related homicides and 349 fewer gang-related retaliatory assaults over the four-year period).				
Translating the number of retaliations prevented into cost-savings, GRYD generated the City an estimated savings of \$45.9 million during this time.				
The GRYD Triangle Partnership reduces violence by building effective communication and trust between GRYD Regional Program Coordinators, the Los Angeles Police Department, GRYD Community Intervention Workers, and communities.	Interviews and focus groups with GRYD Community Intervention Workers (CIWs), the Los Angeles Police Department, and GRYD Regional Program Coordinators we conducted between June 2017 - 2019; brief was released June 2020	https://www.juvenilejusticeandpublicpolicy.com/sites/default/files/2020-08/GRYD%20Brief%203_Understanding%20the%20GRYD%20IR%20Triangle%20Partnership_6.2020.pdf	The GRYD Triangle Partnership is a core component of the GRYD Incident Response Program. The Partnership formally connects the Los Angeles Police Department, GRYD Community Intervention Workers (CIWs; i.e., gang interventionists) and GRYD Regional Program Coordinators (RPCs) following a violent incident in order to reduce the likelihood of retaliation. To date, no other violence intervention program has outlined and supported a structured partnership between street outreach workers, law enforcement, and a third, neutral entity. The current study attempted to explore the “black box” of the GRYD Triangle Partnership to better understand why this formal partnership may be a valuable and necessary part of gang reduction strategies.	Leap, J., McBride, T., Gomez, W., & Herz, D.C. (2020). <i>The GRYD Incident Response Program: Understanding the impact of the GRYD Triangle Partnership</i> (GRYD Research Brief No. 3). Los Angeles, CA: California State University, Los Angeles. Data for this report was collected through interview and focus groups; selected quotations can be found on the following tab.

FISCAL YEAR 2023-24 PROPOSED GRYD BUDGET
CONTRACTUAL SERVICES - ALLOCATION BY GRYD ZONE, PROVIDER AND SERVICE TYPE

GRYD Zone	Service Provider	Type of Service	22-23 Amount	FY 23-24 Case Manager Increase	FY 23-24 CIW Increase	FY 23-24 Amount
77th I	Asian American Drug Abuse Program (AADAP)	Prevention	\$ 640,000.00	\$ 61,095.39	\$ -	\$ 701,095.39
77th II	Community Build Inc	Prevention	\$ 640,000.00	\$ 29,582.85	\$ -	\$ 669,582.85
77th III	AADAP	Prevention	\$ 600,000.00	\$ 60,959.41	\$ -	\$ 660,959.41
Foothill	El Nido	Prevention	\$ 800,000.00	\$ 179,758.55	\$ -	\$ 979,758.55
Harbor	Toberman	Prevention	\$ 300,000.00	\$ 34,797.13	\$ -	\$ 334,797.13
Hollenbeck I	Alma Family Services	Prevention	\$ 640,000.00	\$ 40,728.26	\$ -	\$ 680,728.26
Hollenbeck II (a)	Legacy LA	Prevention	\$ 320,000.00	\$ 64,655.47	\$ -	\$ 384,655.47
Hollenbeck II (b)	Alma Family Services	Prevention	\$ 320,000.00	\$ 45,737.66	\$ -	\$ 365,737.66
Hollenbeck III	Alma Family Services	Prevention	\$ 600,000.00	\$ 36,771.22	\$ -	\$ 636,771.22
Hollywood	El Centro Del Pueblo	Prevention	\$ 300,000.00	\$ 56,547.00	\$ -	\$ 356,547.00
Mission	New Directions for Youth	Prevention	\$ 800,000.00	\$ 47,459.63	\$ -	\$ 847,459.63
Newton I	Soledad Enrichment Action	Prevention	\$ 450,000.00	\$ 62,869.86	\$ -	\$ 512,869.86
Newton II	Soledad Enrichment Action	Prevention	\$ 350,000.00	\$ 65,239.39	\$ -	\$ 415,239.39
Northeast	El Centrol Del Pueblo	Prevention	\$ 600,000.00	\$ 82,728.59	\$ -	\$ 682,728.59
Olympic	P.F. Bresee Foundation	Prevention	\$ 500,000.00	\$ 21,032.16	\$ -	\$ 521,032.16
Pacific	HELPER Foundation	Prevention	\$ 300,000.00	\$ 14,199.00	\$ -	\$ 314,199.00
Rampart I	El Centrol Del Pueblo	Prevention	\$ 500,000.00	\$ 72,840.00	\$ -	\$ 572,840.00
Rampart II	El Centrol Del Pueblo	Prevention	\$ 400,000.00	\$ 72,840.00	\$ -	\$ 472,840.00
Southeast I	Watts Labor Community Action Committee (WLCAC)	Prevention	\$ 500,000.00	\$ 52,226.99	\$ -	\$ 552,226.99
Southeast II	WLCAC	Prevention	\$ 500,000.00	\$ 48,310.98	\$ -	\$ 548,310.98
Southeast III	WLCAC	Prevention	\$ 800,000.00	\$ 79,221.01	\$ -	\$ 879,221.01
Southwest I	Community Build Inc	Prevention	\$ 800,000.00	\$ 19,823.72	\$ -	\$ 819,823.72
Southwest II	Brotherhood Crusade	Prevention	\$ 824,000.00	\$ 50,894.80	\$ -	\$ 874,894.80
West Valley	ACE	Prevention	\$ 300,000.00	\$ 24,304.74	\$ -	\$ 324,304.74
Subtotal - Prevention:			\$ 12,784,000.00	\$ 1,324,623.81		\$ 14,108,623.81
77th I	Developing Options	Intervention	\$ 620,000.00	\$ 35,328.00	\$ 97,740.80	\$ 753,068.80
77th II	Chapter Two Inc.	Intervention	\$ 620,000.00	\$ 38,227.20	\$ 114,823.21	\$ 773,050.41
77thIII	VOA	Intervention	\$ 600,000.00	\$ 51,224.16	\$ 116,651.18	\$ 767,875.34
Foothill	CIS	Intervention	\$ 735,000.00	\$ 55,757.24	\$ 93,308.45	\$ 884,065.69
Harbor	Toberman	Intervention	\$ 620,000.00	\$ 24,668.94	\$ 141,702.74	\$ 786,371.68
Hollenbeck I	Soledad Enrichment Action	Intervention	\$ 600,000.00	\$ 32,706.85	\$ 106,991.82	\$ 739,698.67
Hollenbeck II	Soledad Enrichment Action	Intervention	\$ 600,000.00	\$ 36,506.76	\$ 103,309.30	\$ 739,816.06
Hollenbeck III	Soledad Enrichment Action	Intervention	\$ 620,000.00	\$ 32,796.02	\$ 115,203.53	\$ 767,999.55
Hollywood	LCCL/HUB	Intervention	\$ 250,000.00	\$ 18,289.96	\$ 48,738.06	\$ 317,028.02
Mission	CIS	Intervention	\$ 620,000.00	\$ 35,866.69	\$ 93,308.45	\$ 749,175.14
Newton I	VOA	Intervention	\$ 620,000.00	\$ 49,910.40	\$ 113,674.71	\$ 783,585.11
Newton II	VOA	Intervention	\$ 600,000.00	\$ 51,224.16	\$ 116,651.18	\$ 767,875.34
Northeast	CP/Community Warriors 4 Peace	Intervention	\$ 620,000.00	\$ 36,240.00	\$ 67,044.00	\$ 723,284.00
Olympic	LCCL/HUB	Intervention	\$ 620,000.00	\$ 36,579.91	\$ 86,018.80	\$ 742,598.71
Pacific	HELPER Foundation	Intervention	\$ 350,000.00	\$ 34,400.50	\$ 41,866.74	\$ 426,267.24
Rampart I	Heluna	Intervention	\$ 600,000.00	\$ 43,484.09	\$ 81,844.11	\$ 725,328.20

Rampart II	LCCL/HUB	Intervention	\$ 500,000.00	\$ 36,579.91	\$ 67,551.84	\$ 604,131.75
Southeast I	Coco/APUU	Intervention	\$ 600,000.00	\$ 37,803.55	\$ 94,759.92	\$ 732,563.47
Southeast II	Soledad Enrichment Action	Intervention	\$ 520,000.00	\$ 35,289.35	\$ 124,321.00	\$ 679,610.35
Southeast III	Chapter Two Inc.	Intervention	\$ 620,000.00	\$ 35,955.00	\$ 108,707.55	\$ 764,662.55
Southwest I	Community Build Inc	Intervention	\$ 620,000.00	\$ 22,786.70	\$ 71,796.12	\$ 714,582.82
Southwest II	VOA	Intervention	\$ 620,000.00	\$ 50,446.14	\$ 113,973.40	\$ 784,419.54
West Valley	ACE	Intervention	\$ 500,000.00	\$ 17,344.61	\$ 28,180.59	\$ 545,525.20
Subtotal - Intervention:			\$ 13,275,000.00	\$ 849,416.14	\$ 2,148,167.50	\$ 16,272,583.64
OTHER Contracts						
	Community Partners (Rapid Response)	Intervention	\$ 450,000.00	\$ -	\$ 327,856.35	\$ 777,856.35
	Training (LAVITA/GRYD University/SNL)	Training	\$ 500,000.00	\$ -	\$ -	\$ 500,000.00
	Cal State University, Los Angeles (CSULA)	Research, Evaluation & Data Analysis	\$ 1,100,000.00	\$ -	\$ -	\$ 1,100,000.00
	Harder & Company Community Research	Research, Evaluation & Data Analysis	\$ 225,572.00	\$ -	\$ -	\$ 225,572.00
	Social Solutions Global	Database	\$ 400,000.00	\$ -	\$ -	\$ 400,000.00
	Juvenile Diversion-SUSTAINMENT	Diversion	\$ 333,000.00	\$ -	\$ -	\$ 333,000.00
	RE-IMAGINE/SURGE-SUSTAINMENT	Surge Sustainment	\$ 500,000.00	\$ -	\$ -	\$ 500,000.00
	TURN - SUSTAINMENT	TURN Sustainment	\$ 926,103.00	\$ -	\$ -	\$ 926,103.00
Subtotal - Other:			\$ 4,434,675.00	\$ -	\$ 327,856.35	\$ 4,762,531.35
GRAND TOTAL			\$ 30,493,675.00	\$ 2,174,039.95	\$ 2,476,023.85	\$ 35,143,738.80

*Contract amounts are set through community needs assessment, including levels of gang violence, and are correlated with the projected number of clients and families to be served under the contract.

Summary Breakdown: \$12.9 Million Increase		
\$ 170,366.00	Cal State-SUSTAINMENT	
\$ 359,279.09	Social Solutions- SUSTAINMENT	
\$ 2,400,000.00	SNL New sites	
\$ 500,000.00	Training - FY 22-23 UB	
\$ 100,000.00	GBB- FY 22-23 UB	
\$ 333,000.00	Juvenile Diversion-SUSTAINMENT	
\$ 500,000.00	RE-IMAGINE/SURGE-SUSTAINMENT	
\$ 926,103.00	TURN - SUSTAINMENT	
\$ 2,476,023.85	CIW -Salary Increase	
\$ 2,174,039.95	CM- Salary Increase	
\$ 2,860,187.11	SNL Seasonal Salaries	
\$ 121,870.00	GRYD Staff Salaries- Increase	
\$ 12,920,869.00	TOTAL	

2022 GRYD SUMMER NIGHT LIGHTS

SUMMARY REPORT | DECEMBER 2022

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

Prepared by Harder+Company Community Research



BACKGROUND

In 2008, the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) created the Summer Night lights (SNL) program as a comprehensive response to recurring increases in crime during the summer months. SNL is a key component of the GRYD Comprehensive Strategy, which includes gang prevention, gang intervention, violence interruption, and community engagement programs. SNL provides safe, family-friendly programming like free meals, sports leagues, and fitness activities, to over 30 parks in communities at highest risk for gang violence during the summer when spikes of violence usually occur. Delivery of SNL programming is supported by a public-private partnership between the GRYD Office, the GRYD Foundation (a 501c3 non-profit formed in 2012 as an SNL funding and implementation partner), and several other City agencies and philanthropic supporters¹.

During the summer of 2022, after two years of adapted programming due to the COVID-19 pandemic², SNL returned to full in-person programming. Additionally, for the first time since 2012, GRYD expanded to 11 new sites in 2022, bringing the total to 43 recreation and parks locations across the City of Los Angeles. The expansion sites were made possible via funding from a CaliforniansForAll Youth Workforce Development grant from the Governor's Office, California Volunteers Office. The grant supports employment opportunities for youth and adults ages 15-30 years old.

GRYD Office Mission

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

GRYD SNL is possible because of financial support from the following:

- Ballmer Group
- Goldman Sachs
- The Walt Disney Company
- Kaiser Foundation Hospitals
- UniHealth Foundation
- LA84 Foundation
- Weingart Foundation
- Johnny Carson Foundation
- City National Bank
- UniHealth

GRYD would also like to acknowledge their partners who make SNL a success:

- Recreation and Parks
- LAPD
- GRYD Foundation
- Mayor's Fund for Los Angeles
- Los Angeles Rams
- Angel City FC
- LA County Department of Public Health
- LA County Department of Mental Health



THIS REPORT

This report summarizes SNL 2022 data from three main sources: 1) nightly site activity logs entered by GRYD SNL site managers into an online database at the end of each individual SNL event (n=968), 2) an online SNL participant survey that was advertised at all SNL sites and was available to be taken by any SNL attendee over 12 years old (n=718) and 3) an online SNL Youth Squad survey that was sent out after SNL concluded to all 2022 SNL Youth Squad members (n=64).

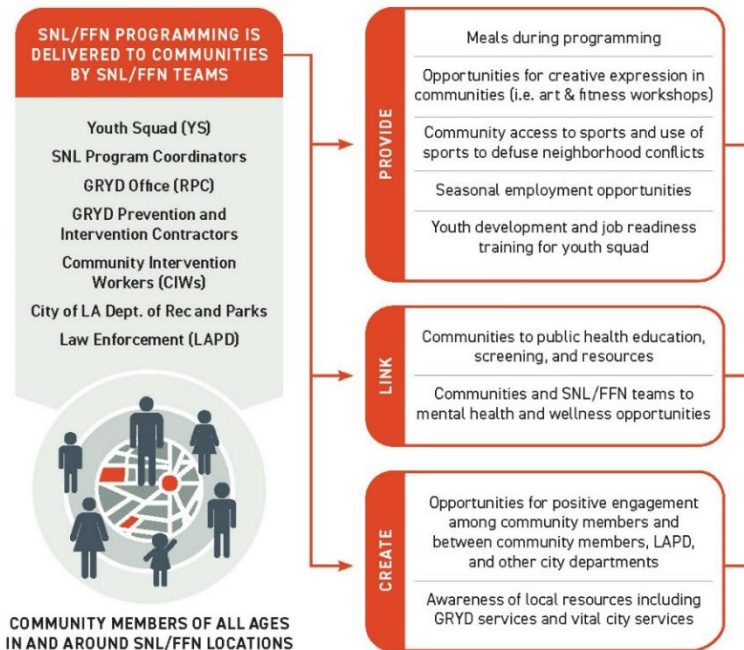
The data presented in this report are organized to align with the SNL and Fall Friday Nights (FFN) Logic Model, shown below. The SNL and FFN Logic Model articulates the relationships between the activities and resources SNL and FFN offer in the community (e.g. Provide, Link, Create) and the outputs, outcomes and impacts that GRYD intends for SNL and FFN to achieve.

SNL LOGIC MODEL

GRYD SUMMER NIGHT LIGHTS (SNL) & FALL FRIDAY NIGHTS (FFN)



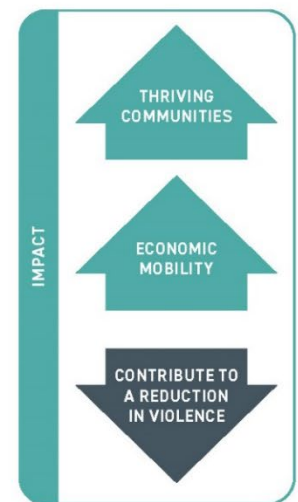
WHAT DOES SNL/FFN PROGRAMMING OFFER FOR THE COMMUNITY?



WHAT DOES SNL/FFN HOPE TO ACHIEVE?



WHAT DOES THE GRYD COMPREHENSIVE STRATEGY HOPE TO ACHIEVE?



PROVIDE

SNL programming is designed to provide GRYD communities with access to a variety of safe, family-friendly activities throughout the summer. This includes hot meals, opportunities for creative expression, community access to sports and use of sports to defuse neighborhood conflicts, seasonal employment, and youth development and job readiness for Youth Squad members. During the summer of 2022, GRYD provided:

1,050

nights of SNL programming across
43 parks and recreation sites



179,775

hot meals for
community members

The 968 nightly site activity logs that were completed
by GRYD SNL site managers documented that at least

111,876

community members
attended SNL

3,900

activities were offered
during SNL events,
which included...



749

sports and fitness activities
including basketball, soccer,
Zumba, dodgeball and kickball



179

education
and literacy
activities



62

mental health
and wellness
activities



1,194

activities with arts and
crafts

1,252

games like board
games, puzzles and
loteria



464

other activities such as
raffles, movies and
jump houses

Employment

300+

GRYD hired over **300 seasonal employees**, including
intervention workers, site coordinators, and referees

203

Additionally, **203 youth were hired** as part
of the SNL Youth Squad



LINK

SNL offers opportunities to link community members to needed community resources. At SNL 2022, community members were offered linkages to public health education materials, screenings and other resources, such as COVID information and vaccines. Across all sites in 2022, SNL offered at least:

21

public health education, screenings, and resource activities



114

resource booths about GRYD services and other city services.

Nearly all (95%) SNL participants who completed a survey reported that they are **more aware of resources** available in their community after attending SNL.



CREATE

GRYD SNL seeks to create access to spaces where community members can have positive interactions with other community members, the Los Angeles Police Department (LAPD), and other city departments. In 2022, SNL participants were surveyed about their perceptions of safety during SNL and asked to reflect on whether SNL partners care about their communities.



88% of SNL participants reported seeing LAPD officers at the SNL event they attended. Of those,

93% reported feeling safe seeing LAPD at SNL

SNL participants reported feeling that SNL community partners care about their neighborhood

91%

reported that Department of Recreation and Parks cares about their neighborhood

90%

reported that the GRYD Office cares about their neighborhood

85%

reported that LAPD cares about their neighborhood



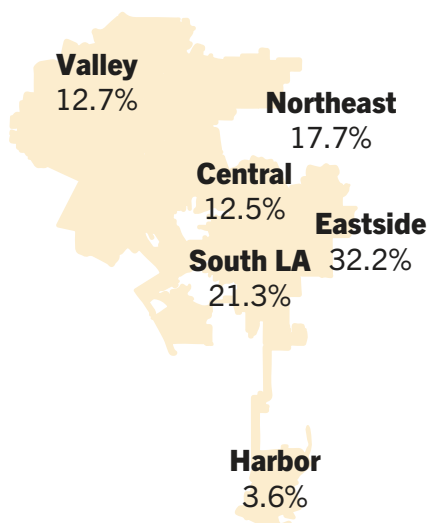
SNL COMMUNITY FEEDBACK

As shown in the logic model on page 3, SNL hopes to achieve four main outcomes: increase access to safe and inclusive community spaces, foster healthy lifestyles by increasing the accessibility of prosocial activities for community members, increase a sense of community ownership, and improve community-LAPD relationships. Community members who attended an SNL event in 2022 were invited to take a short online survey that asked them about their experiences at SNL that day and assessed the degree to which SNL's outcomes are being realized. The survey was advertised at each SNL site and promoted by site staff. Participants were instructed that they had to be at least 12 years old to participate. A total of 718 community members across all sites took the SNL survey in 2022. Characteristics of survey respondents are described below.

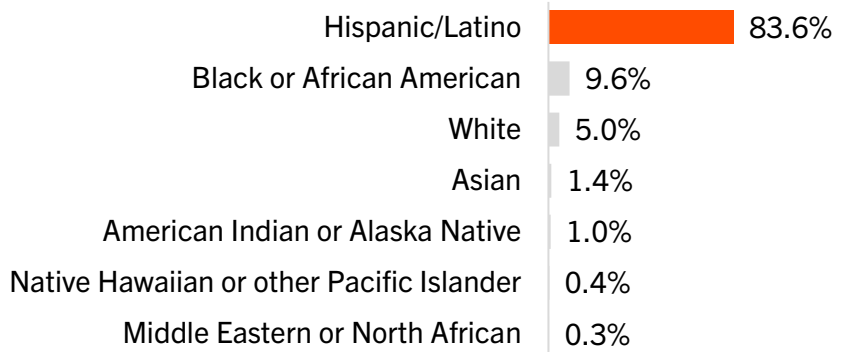
30
years

Survey respondents were between 12 and 89 years old, with an average age of 30

Surveys were completed by participants at SNL locations across the City of Los Angeles

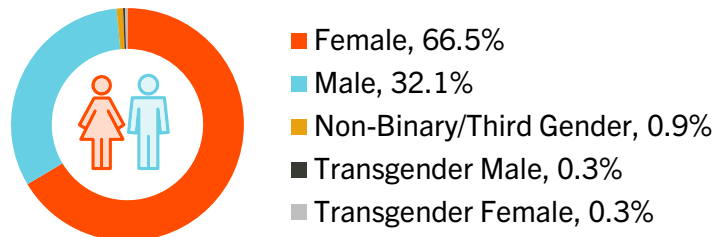


Most of the survey respondents identified as Hispanic/Latino

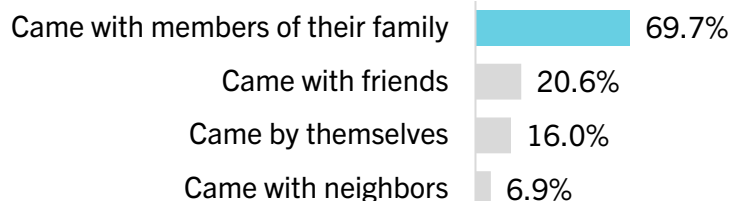


Note: Survey respondents could select multiple options. Percentages may add up to more than 100.

Two-thirds of survey respondents identified as female

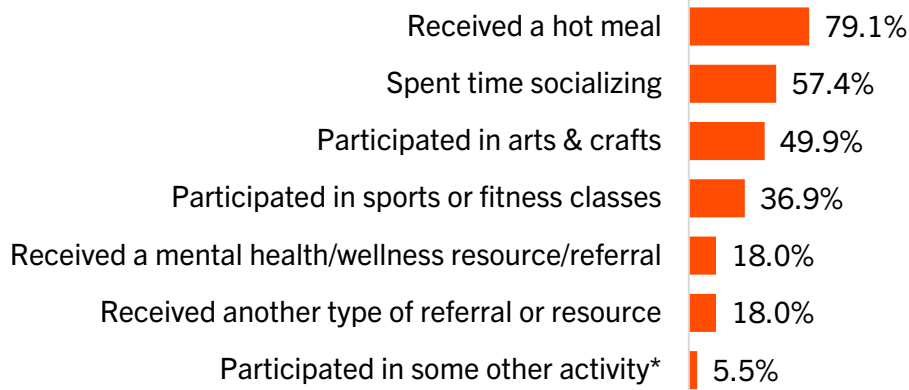


The largest percentage of attendees came to SNL with their family



Note: Survey respondents could select multiple options. Percentages may add up to more than 100.

Community members participated in a variety of activities while at SNL



*such as Loteria, a scavenger hunt, movie night or a backpack giveaway

Note: Survey respondents could select multiple options. Percentages may add up to more than 100.



SNL participants reported positive experiences at SNL events in 2022

98%

I feel **welcome** here at SNL today

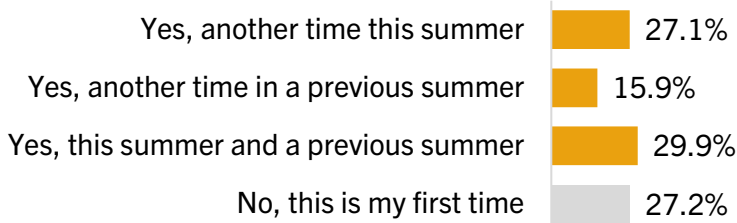
98%

I feel **like I belong** here at SNL today

92%

I see **other people I know** from my neighborhood here today

Most survey respondents had previous experience with GRYD SNL



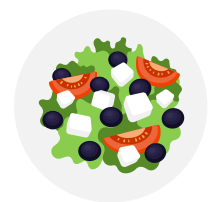
Food Security

86%

said that the **opportunity to receive a free, hot meal** was a big reason why they came to SNL today

39%

had **cut the size of their meals or skip meals** because there wasn't enough money or food in the last 30 days



Safety

SNL participants largely reported feeling safe at SNL events

99% would come back to SNL again

98% felt safe while at SNL today

84% reported that the park is a safe place for them and their family when SNL is not going on there

43% saw other people from their neighborhood at SNL who make them scared or uncomfortable

Reasons for Coming to SNL

Community members reported various reasons why they like coming to SNL. One community member wrote, “My children have a good time, they have fun, they do activities, and I keep them away from electronics for a bit.” From the open-ended survey comments, it appears that SNL appeals to families, especially those with children. Children can socialize with other children and participate in activities (i.e., sports, games, and arts and crafts) in a safe environment. One community member wrote:

“I like coming, because my kids love hanging out with their friends and making new friends and doing activities.”

fun nice
safe respectful
welcoming

In addition, community members enjoyed socializing with each other, seeing familiar people, and meeting new people at SNL. Words that they used to describe these interactions were “fun,” “safe,” “welcoming,” “respectful,” and “nice.”

SNL YOUTH SQUAD SURVEY

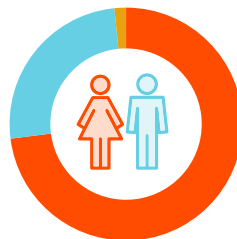
SNL reinvests in the community by hiring youth and adults from the neighborhoods it serves. Each summer hundreds of youth, called SNL Youth Squad members, are hired to work at SNL sites. Youth Squad members support outreach, service delivery and community engagement at each site, while earning money and receiving work readiness and financial literacy trainings.

At the conclusion of SNL 2022, Youth Squad members received an online survey designed to understand their experiences as a Youth Squad member, perceived benefits because of participating in Youth Squad, and to help GRYD understand what they can do to improve the experience of Youth Squad members in the future. Survey invitations were emailed to 175 of the 2022 SNL Youth Squad members and 64 responses were received.

19
years

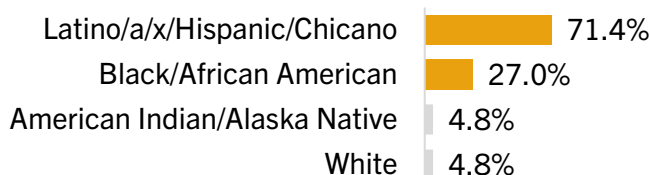
Youth Squad members were between 17 and 23 years old, with an average age of 19

Almost three-fourths of Youth Squad members identified as female



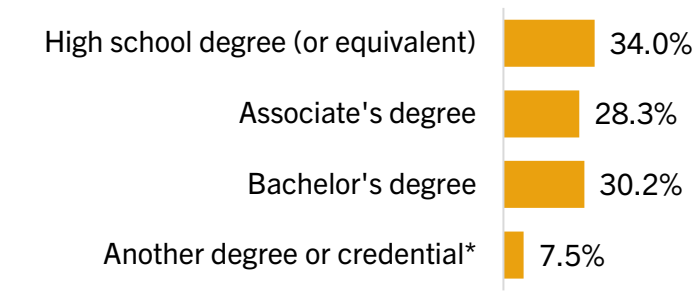
- Female, 73.0%
- Male, 25.4%
- Genderqueer/Non-Binary, 1.6%

Many of the Youth Squad members identified as either Latino/a/x/Hispanic/Chicano or Black/African American



Note: Survey respondents could select multiple options. Percentages may add up to more than 100.

Most Youth Squad members (83%) are currently students. Current students are pursuing a variety of degrees:



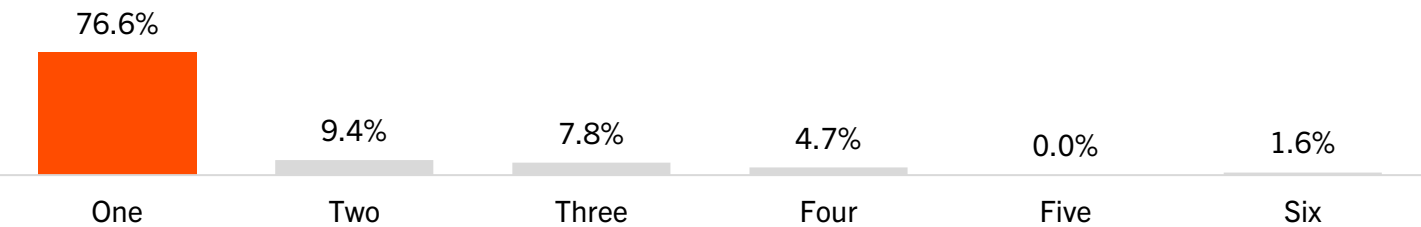
*e.g., Medical Assistant, CNA program or programming class



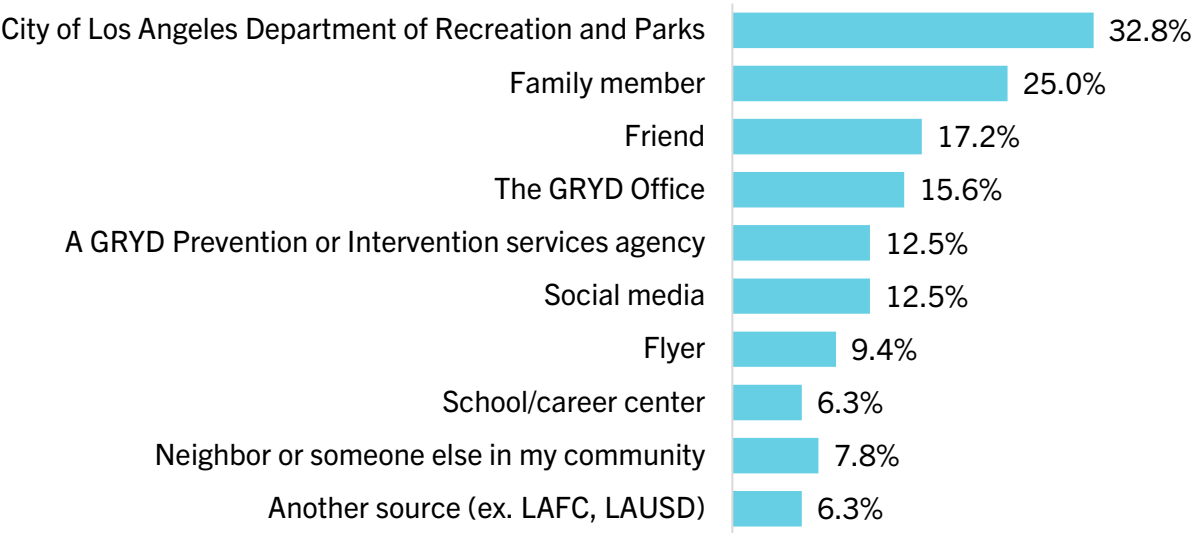
About a third (36%) of Youth Squad members had never been employed prior to being part of the Youth Squad

Youth Squad Engagement

Number of summers that members have been part of the Youth Squad

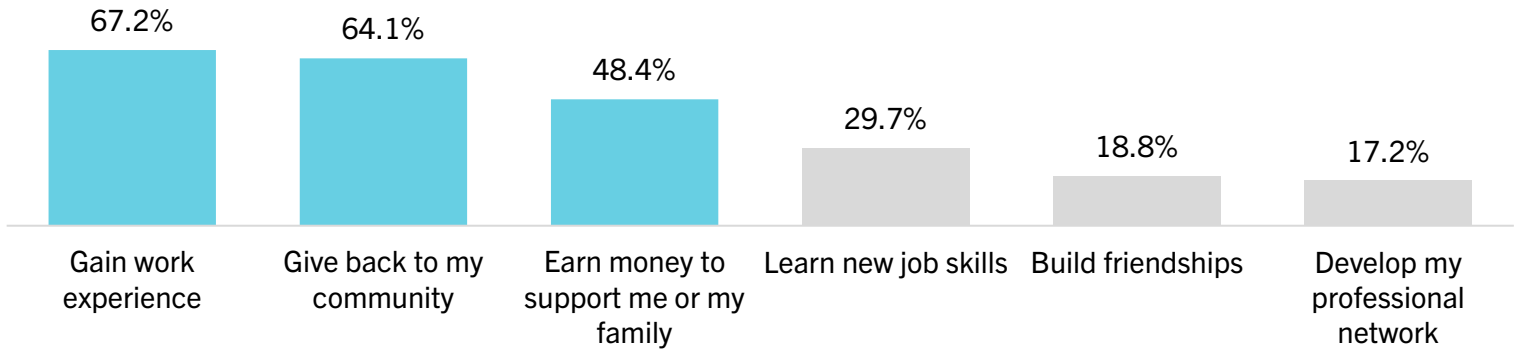


Youth Squad heard about the opportunity to join the Youth Squad through various mechanisms. The most common were the City of Los Angeles Department of Recreation and Parks, a family member, friend, and the GRYD Office.



Note: Survey respondents could select multiple options. Percentages may add up to more than 100.

The most common reasons to join the Youth Squad were to gain work experience, give back to the community, and earn money to support themselves or family.

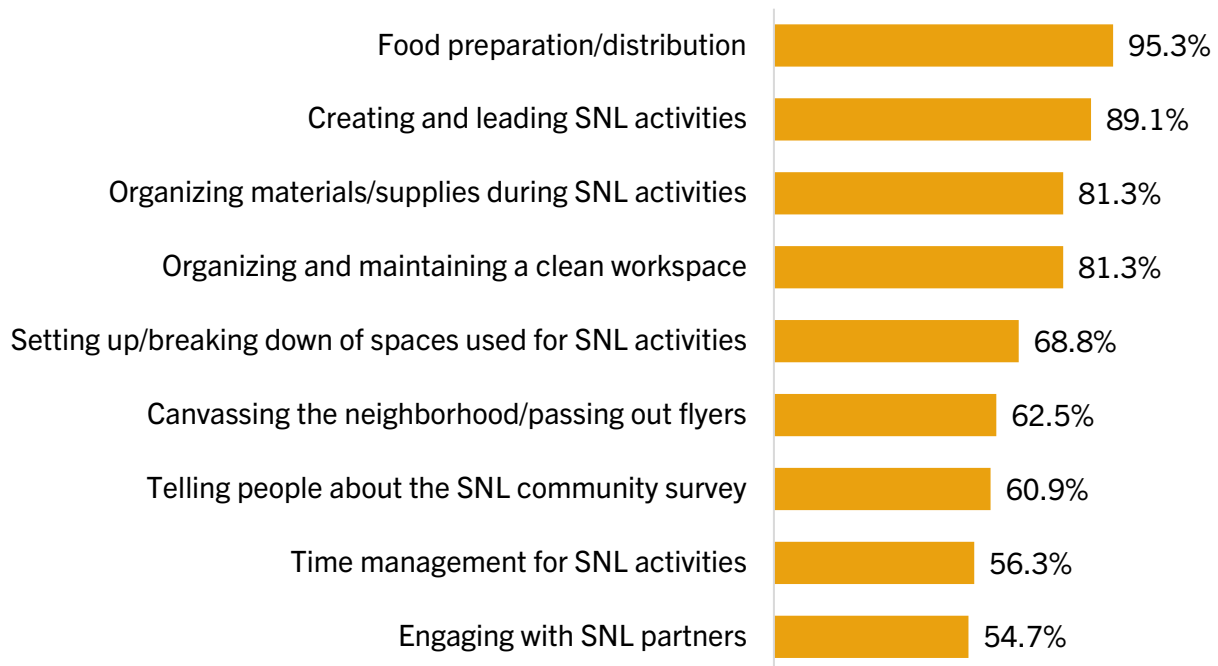


Note: Survey respondents were asked to select their top three options. Percentages may add up to more than 100.

The skills that members used the most this summer were:



Members had various job responsibilities during the summer.

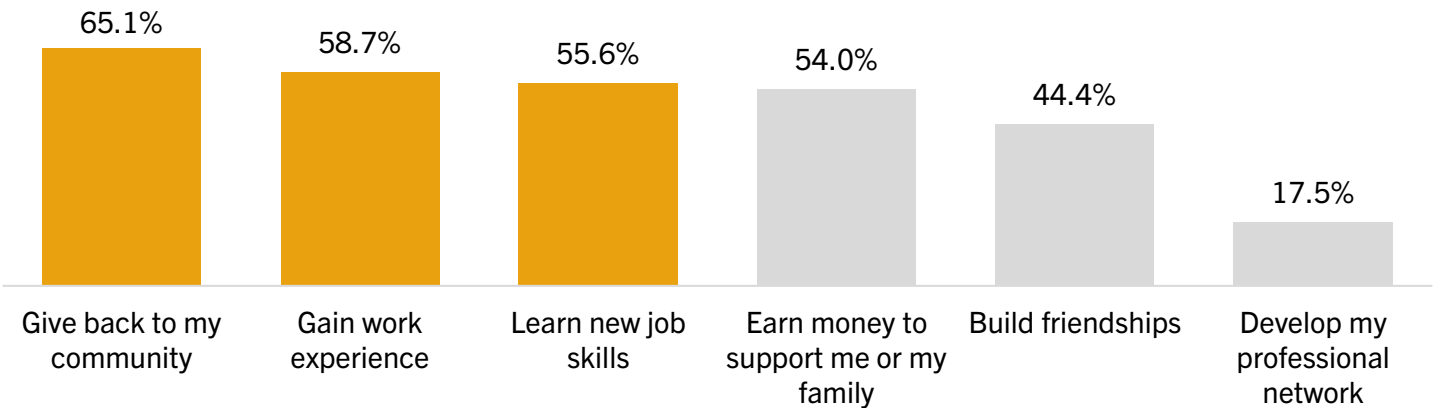


Note: Survey respondents could select multiple options. Percentages may add up to more than 100.

Youth Squad members were satisfied with their experience this summer.

- 92% understood what was expected of me as a member of the Youth Squad at SNL this summer
- 89% said participating in the SNL Youth Squad this summer was a good use of their time
- 81% felt valued as a member of the SNL Youth Squad this summer
- 78% said they were paid fairly for their work on the SNL Youth Squad this summer

The top three benefits of participating in Youth Squad this summer were giving back to the community, gaining work experience, and learning new job skills



Note: Survey respondents were asked to select their top three options. Percentages may add up to more than 100.

Satisfaction with Youth Squad

The online survey allowed SNL Youth Squad members to share what they enjoyed the most about their time on Youth Squad this summer. Responses included engaging with their community, building relationships with other members, and working to gain experience and earn pay. One Youth Squad member wrote, “Being able to go out and positively engage with such an amazing community gave me purpose to work at SNL; [also] seeing people happy to get along and kids smiling at the work my teammates and I were doing.” Members described being able to provide their community with “a safe and enriching environment” through their work with the SNL Youth Squad in 2022. In addition, many members also built relationships with their coworkers and shared how they were able to make friends and bond with other members. One member wrote, “The team I had was very supportive we communicated very well with each other.” Lastly, some of the members enjoyed the work itself, which allowed them to gain experience, learn new skills, and work at the parks in their community.

In the online survey, SNL Youth Squad members also provided feedback on aspects of the program that could be improved. Most of the feedback for improvement was around themes of communication, staffing, and resources. For example, some members said they would appreciate more communication between SNL Youth Squad members and upper management. Several SNL Youth Squad members also cited challenges with staffing shortages and needing more SNL Youth Squad members overall. One member wrote, “The Youth Squad should be fully staffed to avoid stressful situations.” Staffing shortages were a challenge for SNL in 2022, so this may not be surprising feedback. In addition, some SNL Youth Squad members cited needing more resources like supplies, food, and activities for the events.

“I loved meeting new people in the neighborhood, I made a lot of people that I can call friends.”

“I enjoyed working with employees who became friends of mine, making the summer job even more enjoyable because the workplace was nice.”

“There was a great working environment that taught me many valuable skills that I plan to use in the professional field. I was additionally given networking opportunities and resources to further progress in my career when I reached out for help.”

80% Most of the 2022 SNL Youth Squad members **would consider joining the SNL Youth Squad in the future**

For those who reported that they wouldn’t (6.3%) or were unsure (14.1%), they cited hesitation due to challenges with communication or management.





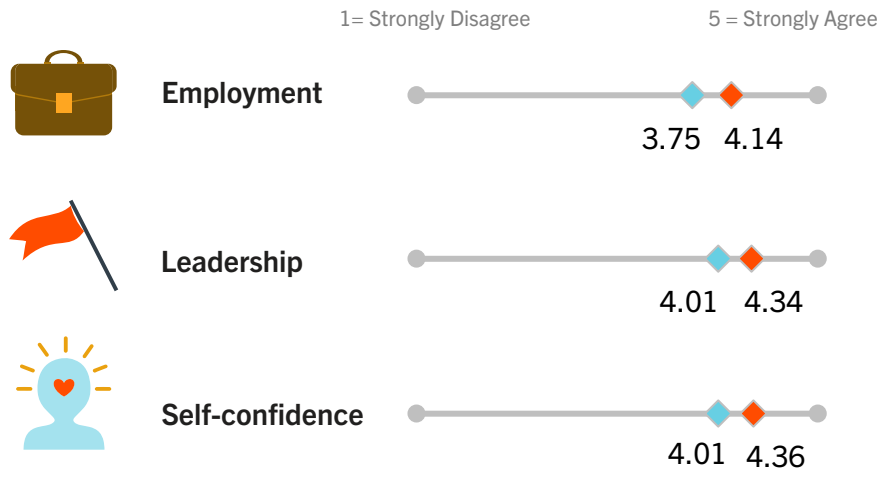
Reflection of Skills

SNL Youth Squad members were asked to reflect on how they saw themselves *before* joining the Youth Squad compared to how they see themselves *since* joining the Youth Squad. Responses to questions in this section of the survey were grouped to form three scales 1) employment, 2) social and leadership, and 3) well-being. Response options ranged from 1=Strongly disagree to 5=Strongly agree for each question. Employment-related questions asked Youth Squad members about their knowledge of how to seek employment, confidence in their ability to keep a job, access to resources and support to meet their employment goals, and whether they had clear plans for future employment. Social and leadership-related questions asked SNL Youth Squad members to rate their ability to solve personal conflicts, get along with people who are different than them, be a leader, and be a role model for their community. Self-confidence-related questions asked about ability to problem solve, confidence in their future, and awareness of their strengths.



Paired t-tests results indicated statistically significant increases on all scales, which means that since joining SNL Youth Squad, Youth Squad members felt more confident in their assessment of themselves on these three domains.

- Before Youth Squad
- After Youth Squad



KEY TAKEAWAYS

During the summer of 2022, GRYD SNL:

- Was implemented in **43 parks** across the City of Los Angeles, including 11 new sites this year
- Was attended by at least **111,876 people** across **1,050 nights** of programming
- Provided **179,775 hot meals** for community members
- Offered **749 sports and fitness activities**
- Offered **62 mental health and wellness activities**
- Hired more than **300 seasonal employees**, including more than 200 youth from SNL communities

Of those community members who attended SNL in 2022:

- **95%** reported feeling more aware of the resources in their community after attending SNL
- **93%** felt safe seeing LAPD at SNL
- **98%** felt welcome and a sense of belonging at SNL
- **73%** had been to SNL previously, either this summer or another summer
- **39%** had experienced food insecurity in the last month
- **86%** were drawn to SNL for the opportunity to receive a free, hot meal
- **99%** would come back to SNL again

Of those youth who were employed to work at SNL as part of the Youth Squad:

- **83%** were current students, pursuing high school or college degrees
- **33%** heard about the Youth Squad through the City of Los Angeles Department of Recreation and Parks, a family member (**25%**) or friend (**25%**)
- **89%** said participating in the SNL Youth Squad this summer was a good use of their time
- **81%** felt valued as a member of the SNL Youth Squad
- **78%** felt they were paid fairly for their work with the Youth Squad this summer
- **65%** reported that giving back to the community, gaining work experience (**59%**), and learning new job skills (**56%**) were top benefits of participating in SNL Youth Squad
- **80%** would consider joining the SNL Youth Squad in the future

REFERENCES

REFERENCES

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. Harder & Company Community Research. (2021). 2021 GRYD Summer Night Lights Summary Report. Los Angeles, CA: Harder & Company Community Research.

APPENDIX

Exhibit 1. List of GRYD SNL Site Locations

In 2022, GRYD SNL was offered at the following locations across the City of Los Angeles:

SNL Site	Location
Algin	8800 S Hoover St, Los Angeles, CA 90044
Costello	3141 E Olympic Blvd, Los Angeles, CA 90023
Cypress	2630 Pepper Ave, Los Angeles, CA 90065
Delano	15100 Erwin St, Van Nuys, CA 91411
El Sereno	4721 Klamath St, Los Angeles, CA 90032
Glassell Park	3650 Verdugo Rd, Los Angeles, CA 90065
Green Meadows	431 E 89th St, Los Angeles, CA 90003
Harvard	1535 W 62nd St, Los Angeles, CA 90047
Hazard	2230 Norfolk St, Los Angeles, CA 90033
Highland Park	6150 Piedmont Ave, Los Angeles, CA 90042
Humphrey	12560 Filmore St, Pacoima, CA 91331
Imperial Courts	2250 E 114th St, Los Angeles, CA 90059
Jim Gilliam	4000 S La Brea Ave, Los Angeles, CA 90008
Lanark	21816 Lanark St, Canoga Park, CA 91304
Lemon Grove	4959 Lemon Grove Ave, Los Angeles, CA 90029
MLK Jr.	3916 S Western Ave, Los Angeles, CA 90062
Montecito	4545 Homer St., Los Angeles, CA 90031
Mt. Carmel	830 W 70th St, Los Angeles, CA 90044
Nickerson Gardens	11251 Compton Ave. Los Angeles, CA 90059
Normandale	22400 Halldale Ave, Torrance, CA 90501
Normandie	1550 Normandie Ave, Los Angeles, CA 90006
Ramon Garcia	1016 S Fresno St, Los Angeles, CA 90023
Ross Snyder	1501 E 41st St, Los Angeles, CA 90011
Sepulveda	8825 Kester Ave, Panorama City, CA 91402
Slauson	5306 South Compton Ave. Los Angeles, CA 90011
South Park	345 E 51st St, Los Angeles, CA 90011
Sun Valley	8133 Vineland Ave, Sun Valley, CA 91352
Toberman	1725 Toberman St, Los Angeles, CA 90015
Valley Plaza	12240 Archwood St, North Hollywood, CA 91606
Van Ness	5720 2nd Ave, Los Angeles, CA 90043
Wilmington	325 N Neptune Ave, Wilmington, CA 90744
109th Street	1464 E 109th St, Los Angeles, CA 90059
Harbor City	24901 Frampton Ave., Harbor City, CA 90710
Rosecrans	840 W 149th St, Gardena, CA 90247
Saint Andrews	8701 S St Andrews Pl, Los Angeles, CA 90047
Evergreen	2844 E 2nd St, Los Angeles, CA 90033
David M. Gonzales	10943 Herrick Ave, Pacoima, CA 91331
Denker	1550 W 35th Pl, Los Angeles, CA 90018
Gilbert Lindsay	429 E 42nd Pl., Los Angeles, CA 90011
Rancho Cienega	5001 Obama Blvd, Los Angeles, CA 90016
Lafayette	625 S La Fayette Park Pl, Los Angeles, CA 90057
Trinity	2415 Trinity St, Los Angeles, CA 90011
Wabash	2765 Wabash Ave, Los Angeles, CA 90033

Exhibit 2. Zip codes of Community Members (n=699)

Zip code	Frequency	Percentage
90001	1	0.1
90002	2	0.3
90003	8	1.1
90004	4	0.6
90005	1	0.1
90006	13	1.9
90007	9	1.3
90008	2	0.3
90011	62	8.9
90014	1	0.1
90015	9	1.3
90016	1	0.1
90017	3	0.4
90018	21	3.0
90020	2	0.3
90022	20	2.9
90023	93	13.3
90026	2	0.3
90029	18	2.6
90031	32	4.6
90032	40	5.7
90033	58	8.3
90034	1	0.1
90036	3	0.4
90037	2	0.3
90038	5	0.7
90039	1	0.1
90041	3	0.4
90042	23	3.3
90043	2	0.3
90044	22	3.1
90047	11	1.6
90057	10	1.4
90058	1	0.1
90059	12	1.7
90061	1	0.1
90062	2	0.3
90063	14	2.0
90065	47	6.7
90211	1	0.1
90220	1	0.1
90222	2	0.3
90241	1	0.1
90247	2	0.3
90248	1	0.1
90250	2	0.3
90270	2	0.3
90501	6	0.9
90515	1	0.1

Exhibit 2, continued

Zip code	Frequency	Percentage
90604	1	0.1
90710	12	1.7
90717	1	0.1
90744	6	0.9
90746	1	0.1
90933	1	0.1
91001	2	0.3
91103	1	0.1
91204	1	0.1
91214	3	0.4
91303	5	0.7
91304	7	1.0
91325	1	0.1
91331	7	1.0
91335	1	0.1
91343	2	0.3
91352	3	0.4
91401	1	0.1
91402	3	0.4
91405	9	1.3
91406	2	0.3
91411	7	1.0
91504	1	0.1
91601	2	0.3
91605	22	3.1
91606	12	1.7
91607	1	0.1
91776	1	0.1
91791	1	0.1
93551	1	0.1

Exhibit 3. Zip code of Youth Squad Members (n=62)

Zip Code	Frequency	Percentage
90002	1	1.6
90003	2	3.2
90004	1	1.6
90006	2	3.2
90007	1	1.6
90008	4	6.5
90011	3	4.8
90015	1	1.6
90018	3	4.8
90019	1	1.6
90022	1	1.6
90023	3	4.8
90026	1	1.6
90029	1	1.6
90031	2	3.2
90032	2	3.2
90033	1	1.6
90035	1	1.6
90038	1	1.6
90044	2	3.2
90057	2	3.2
90058	1	1.6
90059	1	1.6
90062	1	1.6
90065	3	4.8
90222	1	1.6
90255	1	1.6
90301	1	1.6
90501	1	1.6
90660	1	1.6
90731	1	1.6
90744	5	8.1
91303	2	3.2
91343	1	1.6
91404	1	1.6
91411	1	1.6
91505	1	1.6
91607	1	1.6
91775	1	1.6
95616	1	1.6



GRYD Prevention

January 1, 2022 – December 31, 2022

GRYD Prevention Services 2022

Total Participants Served and Demographic Breakdown

- There were 2,861 participants in GRYD Prevention services in 2022. The majority were enrolled in GRYD Secondary Prevention services (74%) while the remainder received GRYD Primary Prevention services.¹ Overall, most were male (58%) and Latino/a (76%).

Total Participants

Primary Prevention	745	26%
Secondary Prevention	2,116	74%
Total	2,861	100%

Gender

Male	59%
Female	41%
Other ²	1%

Race/Ethnicity

Latino/a	80%
Black	17%
Other ³	3%

Activities and Meetings Completed

- A total of 43,088 activities were documented for participants and their families during 2022. These activities included 16,421 Family Meetings attended by participants and their families, and 9,159 Individual Meetings and 10,252 youth development activities attended by participants. Of the 10,252 youth development activities, 5,348 (52%) were activities that aligned with the Activating Intentional Youth Development Approach (AIYDA) which was formally implemented by GRYD starting September 1, 2021.^{4,5} A total of 7,256 other activities were attended by or completed on behalf of participants and their families.

Activities and Meetings Completed	Total Activities
	43,088

Phase Dosage & Other Activities	Meetings	Hours
Family Meetings	16,421	13,397
Individual Meetings	9,159	7,689
Youth Development Activities	10,252	18,464
Other Activities ⁶	7,256	5,129
Total	43,088	44,679

¹ GRYD Secondary Prevention delivers multidisciplinary services to young people at highest risk of gang-joining. Services include monthly case management team meetings; participation in individual youth meetings, family meetings, and intentional youth development activities; and, referrals to other services as appropriate. GRYD Primary Prevention is a less intensive service model for young people who have been determined to be of lower risk for gang-joining.

² Other gender includes non-binary/third gender, prefer to self-define, prefer not to state.

³ Other race/ethnicity includes American Indian or Alaska Native, Asian, Middle Eastern or North African, Multiracial, White, and Other ethnic origin, ethnicity, or race.

⁴ Larson, A., Herz, D.C. (2020). *Achieving Intentional Youth Development* (GRYD Research Brief No. 6). Los Angeles, CA: California State University, Los Angeles.

⁵ *Activating Intentional Youth Development* is the copyright of Dr. Anne Larson. AIYDA materials may not be reproduced, modified, displayed, published, or otherwise distributed in any form or by any means without the prior written consent of Dr. Anne Larson. © 2022 Dr. Anne Larson. All Rights Reserved. To request permission to use this copyright-protected material in any manner, please e-mail Dr. Anne Larson at alarson2@calstatela.edu

⁶ Other Activities include Collateral meetings, Other Family meetings, and Team meetings



Supportive Services

- A total of 400 supportive/auxiliary services were documented, which were provided to participants and their families in addition to the activities and meetings attended as part of GRYD Prevention services. The most common type of service provided was the provision of food supplies (30%). Most supportive services in 2022 were provided to participants (83%), and their immediate family members including biological mothers (46%) and siblings (30%).

Supportive Service Type

<i>Food supplies</i>	30%
<i>Clothes</i>	21%
<i>School supplies</i>	9%
<i>Hygiene/PPE supplies</i>	8%
<i>Celebrations</i>	6%
<i>Other⁸</i>	27%

Supportive Service Recipient⁷

<i>Participant</i>	83%
<i>Biological Mother</i>	46%
<i>Sibling</i>	30%
<i>Biological Father</i>	9%
<i>Grandmother</i>	4%
<i>Other⁹</i>	7%

GRYD Prevention Services 2022 versus 2021

Total Participants Served

- There was an overall decrease in participants served (-9%) when comparing 2022 to 2021. This decrease was largely driven by GRYD Zones that experienced a change in GRYD service provider, and/or had a significant change in staffing for both front line and lead personnel during the transition months leading up to and following GRYD's Request for Proposal period.

Change in Total Participants	2022	2021	% Change
<i>Primary Prevention</i>	745	875	-15% ↓
<i>Secondary Prevention</i>	2,116	2,280	-7% ↓
Total	2,861	3,155	-9% ↓

Activities and Meetings Completed

- GRYD Prevention providers conducted -24% fewer activities with participants and their families during 2022 than compared in 2021; with a decrease in Family Meetings (-23%), Individual Meetings (-22%), youth development activities (-18%), and other activities (-35%). To a certain extent, the decrease in activities is not unexpected given staffing transitions and that fewer young people were served during 2022 than 2021.

⁷ Due to multiple choice selection for this question, sum of action types is greater than total incidents reported, and percentage is greater than 100 percent.

⁸ Other supportive/auxiliary service types include Hygiene/PPE supplies, Celebrations, Housing/Utilities assistance, Mental Health treatment for parents/caregivers, Baby supplies, Extracurricular supplies, Stipend, Medical/Health services, Transportation assistance, Funding Family Celebration, Legal Services, Substance abuse treatment for parents/caregivers, Trauma-related therapy for parents/caregivers.

⁹ Other supportive/auxiliary service recipients include aunt, stepfather, non-relative legal guardian, grandfather, foster parent, uncle, other relative, and other.



Activities and Meetings Completed	2022 Total Activities	2021 Total Activities	% Change
	43,088	56,608	-24% ↓

Phase Dosage & Other Activities	2022 Meetings	2021 Meetings	% Change
<i>Family Meetings</i>	16,421	21,298	-23% ↓
<i>Individual Meetings</i>	9,159	11,707	-22% ↓
<i>Youth Development Activities</i>	10,252	12,521	-18% ↓
<i>Other Activities¹⁰</i>	7,256	11,082	-35% ↓
Total	43,088	56,608	-24% ↓

GRYD Diversion Services Year to Date

Total Participants Served and Demographic Breakdown

- In 2022, the second year of implementation, there were 51 participants in GRYD Diversion services. Overall, most participants were male (65%) and Latino/a (82%).

Participants			
		51	

Gender		Race/Ethnicity	
<i>Male</i>	65%	<i>Latino/a</i>	82%
<i>Female</i>	33%	<i>Black</i>	10%
<i>Prefer not to State</i>	2%	<i>Other¹¹</i>	8%

Activities and Meetings Completed

- A total of 899 activities were documented for participants and their families during 2022. These activities included 189 Family Meetings attended by participants and their families, and 232 Individual Meetings and 136 youth development activities attended by participants. A total of 342 other activities were attended by or completed on behalf of participants and their families.

¹⁰ Other Activities include Collateral meetings, Other Family meetings, and Team meetings

¹¹ Other race/ethnicity includes Asian, Multiracial, and Other ethnic origin, ethnicity, or race.



Activities and Meetings Completed		Total Activities	
		899	
Phase Dosage & Other Activities		Meetings	Hours
Family Meetings		189	172
Individual Meetings		232	206
Youth Development Activities		136	145
Other Activities ¹²		342	267
Total		899	790

GRYD Diversion Services 2022 versus 2021

Total Participants Served

- There was an overall increase in participants served (+75%) when comparing 2022 to 2021.

Change in Total Participants	2022	2021	% Change
Total	51	29	+75% ↑

Activities and Meetings Completed

- GRYD Diversion providers conducted +136% more activities with participants and their families during 2022 when compared to 2021. There was an increase across all types of activities conducted, with an +182% increase in the number of Family Meetings, a +98% increase in the number of Individual Meetings, and a +113% increase in the number of youth development activities, and a +157% in other activities.

Activities and Meetings Completed		2022 Total Activities	2021 Total Activities	% Change
		899	381	+136% ↑
Phase Dosage & Other Activities		2022 Meetings	2021 Meetings	% Change
Family Meetings		189	67	+182% ↑
Individual Meetings		232	117	+98% ↑
Youth Development Activities		136	64	+113% ↑
Other Activities ¹³		342	133	+157% ↑
Total		899	381	+136% ↑

¹² Other Activities include Academic Support, Advocacy at school, Advocacy- Other, Career and Workforce Development, Healing Circles, Life Skills Program, Mental Health Treatment, Other Activity, Restorative Justice Services, Substance Abuse Treatment, Tracking Down/Checking up on client, Trauma-informed, Cognitive Behavioral Therapy

¹³ Other Activities include Academic Support, Advocacy at school, Advocacy- Other, Career and Workforce Development, Healing Circles, Life Skills Program, Mental Health Treatment, Other Activity, Restorative Justice Services, Substance Abuse Treatment, Tracking Down/Checking up on client, Trauma-informed, Cognitive Behavioral Therapy



GRYD Intervention

January 1, 2022 – December 31, 2022

GRYD Intervention Family Case Management Services Year to Date

Total Participants Served and Demographic Breakdown

- There were 2,820 participants in GRYD Intervention services in 2022. The majority were enrolled in GRYD Family Case Management (FCM) services (60%) while the remainder received GRYD Transitional Client Services (TCS).¹⁴ Overall, most were male (67%) and Latino/a (64%).

Total Participants

<i>TCS</i>	1,116	40%
<i>FCM</i>	1,704	60%
Total	2,820	100%

Gender

<i>Male</i>	68%
<i>Female</i>	32%
<i>Prefer not to state</i>	1%

Race/Ethnicity

<i>Latino/a</i>	68%
<i>Black</i>	28%
<i>Other¹⁵</i>	4%

Activities and Meetings Completed

- A total of 41,798 activities were documented for participants and their families during 2022. These activities include 8,998 Individual Meetings attended by participants and 20,503 Family Meetings attended by participants and their families. A total of 12,297 other activities were attended by or completed on behalf of participants and their families.

Activities and Meetings Completed	Total Activities	
	41,798	
Phase Dosage & Other Activities	Meetings	Hours
<i>Family Meetings</i>	8,998	6,814
<i>Individual Meetings</i>	20,503	13,723
<i>Other Activities¹⁶</i>	12,297	7,970
Total	41,798	28,507

Supportive Services

- A total of 994 supportive/auxiliary services were documented, which were provided to participants and their families in addition to the activities and meetings attended as part of GRYD Intervention services. The most common types of

¹⁴ GRYD FCM services are delivered to young people and emerging adults involved in gangs and are designed to build connections to pro-social activities and increase pro-social embeddedness. Services include monthly case management team meetings, participation in individual and family meetings, and both the provision of and referrals to other supportive services as needed. GRYD TCS services are conceptualized as an entry way for individuals seeking services who are not ready to commit to GRYD FCM services and addresses immediate needs and short-term goals. GRYD TCS participants may later enroll in FCM.

¹⁵ Other race/ethnicity includes Asian, Middle Eastern or North African, Multiracial, White, and Other ethnic origin, ethnicity, or race.

¹⁶ Other activities include Team meeting, Celebration Activity, advocacy for participant, Event/Activity/Field Trip, Facilitating Service, Connections to Employment, Internal Life Skills Classes, Referral to Service Provider and Follow up, and other activities.



supportive service/auxiliary service provided were the provision of clothing (20%) and food supplies (19%). Most supportive services in 2022 were provided to participants (99%).

Supportive Service Type		Supportive Service Recipient ¹⁷	
<i>Clothes</i>	20%	<i>Participant</i>	99%
<i>Food supplies</i>	19%	<i>Biological Mother</i>	2%
<i>Hygiene/PPE supplies</i>	11%	<i>Sibling</i>	1%
<i>Transportation assistance</i>	9%	<i>Biological Father</i>	<1%
<i>School supplies</i>	7%	<i>Grandfather</i>	<1%
<i>Other¹⁸</i>	34%	<i>Other¹⁹</i>	1%

GRYD Intervention Family Case Management Services 2022 versus 2021

Total Participants Served

- Overall, there was a small increase of participants served (+2%) when comparing 2022 to 2021 for both types of participants, in GRYD TCS (+3%) and in GRYD FCM (+2%).

Change in Total Participants	2022	2021	% Change
<i>TCS</i>	1,116	1,084	+3% ↑
<i>FCM</i>	1,704	1,676	+2% ↑
Total	2,820	2,760	+2% ↑

Activities and Meetings Completed

- GRYD Intervention providers conducted fewer activities overall (-15%) when comparing 2022 to 2021. All types of activities decreased in 2022, with similar decreases found in Family Meetings (-16%), Individual Meetings (-14%), and other activities (-17%). The decrease was largely driven by a lower number of activities being logged into the GRYD Database during the months following GRYD's Request for Proposal period. The GRYD Zones that experienced the largest decrease in activities between 2021 and 2022 were the ones where a change in GRYD service provision occurred.

Activities and Meetings Completed	2022 Total Activities	2021 Total Activities	% Change
	41,798	49,317	-15% ↓

Phase Dosage & Other Activities	2022 Meetings	2021 Meetings	% Change
<i>Family Meetings</i>	8,998	10,713	-16% ↓
<i>Individual Meetings</i>	20,503	23,776	-14% ↓
<i>Other Activities²⁰</i>	12,297	14,828	-17% ↓
Total	41,798	49,317	-15% ↓

¹⁷ Due to multiple choice selection for this question, sum of action types is greater than total incidents reported, and percentage is greater than 100 percent.

¹⁸ Other supportive service includes Housing/Utilities assistance, Substance abuse treatment for parents/caregivers, Stipend, Extracurricular supplies, Celebrations, Legal Services, Parenting classes, Mental Health treatment for parents/caregivers, Medical/Health services, Trauma-related therapy for parents/caregivers, and Baby supplies.

¹⁹ Other supportive service recipients include uncle and grandmother.

²⁰ Other activities include Team meeting, Celebration Activity, advocacy for participant, Event/Activity/Field Trip, Facilitating Service, Connections to Employment, Internal Life Skills Classes, Referral to Service Provider and Follow up, and other activities.



GRYD Reentry Services Year to Date

Total Participants Served and Demographic Breakdown

- In 2022, the second year of implementation, there were 124 participants in GRYD Reentry services. Overall, most participants were male (94%) and Latino/a (72%).

Participants	
	124
Gender	
Male	94%
Female	6%
Race/Ethnicity	
Latino/a	72%
Black	24%
Other ²¹	4%

Activities and Meetings Completed

- A total of 2,054 activities were documented for participants and their families during 2022. These activities include 504 Individual Meetings attended by participants, and 726 Family Meetings attended by participants and their families. A total of 824 other activities were attended by or completed on behalf of participants and their families.

Activities and Meetings Completed	Total Activities	
	2,054	
Phase Dosage & Other Activities	Meetings	Hours
Family Meetings	504	415
Individual Meetings	726	606
Other Activities ²²	824	708
Total	2,054	1,729

GRYD Reentry Services 2022 versus 2021

Total Participants Served

- There was an overall increase in participants served (+6%) when comparing 2022 to 2021.

Change in Total Participants	2022	2021	% Change
Total	124	117	+6% ↑

Activities and Meetings Completed

- GRYD Reentry providers conducted +49% more activities with participants and their families during 2022 when compared to 2021. There was an increase across all the number of family and individual meetings, with a +69%

²¹ Other race/ethnicity includes Asian, multiracial, Middle Eastern or North African, White

²² Other activities include Advocacy for participant in criminal/delinquency court, Advocacy for participant at dependency court, Advocacy for participant with Probation/Parole Officer, Advocacy- Other, As Needed MDT Meeting, Healing Circles, Initial MDT Meeting, Internal Life Skills Classes, Mid-Review MDT Meeting, Other Activity, Referral Follow-up, Team Meeting, Tracking Down/Checking up on participant, and Transition MDT Meeting



increase in the number of Family Meetings, a +72% increase in the number of Individual Meetings, and a +26% increase in other activities.

Activities and Meetings Completed	2022 Total Activities	2021 Total Activities	% Change
	2,054	1,374	+49% ↑

Phase Dosage & Other Activities	2022 Meetings	2021 Meetings	% Change
	504	299	+69% ↑
Family Meetings	504	299	+69% ↑
Individual Meetings	726	422	+72% ↑
Other Activities ²³	824	653	+26% ↑
Total	2,054	1,374	+49% ↑

GRYD Violence Interruption

January 1, 2022 – December 31, 2022

GRYD Incident Response 2022

- In 2022, GRYD was notified of 1,132 violent incidents and responded to 603 (53%) that were either gang-related, held the potential for retaliatory violence, or otherwise affected the communities within GRYD's areas of service. Most incidents that GRYD responded to (86%) occurred inside of a GRYD Zone.

Incidents by Type

- The majority of the incidents that GRYD responded to were Single Victim Shootings (58%), followed by Homicides (29%) and Multiple Victim Shootings (9%).

Incident Type for all Incidents	Incidents	Percentage
Single Victim Shooting	350	58%
Homicide	172	29%
Multiple Victim Shooting	53	9%
Shots fired	13	2%
Stabbing	6	1%
Other	9	2%
Total	603	100%

Actions Taken By CIW

- When looking at actions taken by Community Intervention Workers (CIWs) in response to incidents; CIWs responded to the scene 66% of the time, made phone calls or e-mails to gather information 59% of the time, and responded to a place in the community or canvassed the community to gather information for 51% of these incidents.

²³ Other activities include Advocacy for participant in criminal/delinquency court, Advocacy for participant at dependency court, Advocacy for participant with Probation/Parole Officer, Advocacy- Other, As Needed MDT Meeting, Healing Circles, Initial MDT Meeting, Internal Life Skills Classes, Mid-Review MDT Meeting, Other Activity, Referral Follow-up, Team Meeting, Tracking Down/Checking up on participant, and Transition MDT Meeting.



CIW Actions Taken for All Incidents	Incidents	Percentage ²⁴
<i>Responded to Scene</i>	352	66%
<i>Phone Calls or E-mails</i>	312	59%
<i>Responded to Place in Community</i>	273	51%
<i>Canvassed community to gather information</i>	271	51%
<i>Rumor control</i>	215	40%
<i>Responded to Hospital</i>	119	22%
<i>Connected victim/family to services</i>	80	15%
<i>Helped crowd control</i>	34	6%
<i>Other Action Taken</i>	15	3%
<i>No Action Taken</i>	72	14%

Actions Taken by GRYD RPCs

- The action most commonly taken by GRYD Regional Program Coordinators (RPCs) when responding to incidents was making phone calls or sending e-mails (91% of incidents). GRYD RPCs also responded to the scene or a place in the community for 10% of incidents.

GRYD RPC Actions Taken for All Incidents	Incidents	Percentage ²⁵
<i>Phone Calls or E-mails</i>	526	91%
<i>Responded to Scene</i>	59	10%
<i>Responded to Place in Community</i>	56	10%
<i>Responded to Hospital</i>	3	1%
<i>Other Action Taken</i>	8	1%
<i>No Action Taken</i>	10	2%

GRYD Proactive Peacemaking 2022

- A total of 49,473 Proactive Peacemaking Activities were conducted by GRYD Intervention providers in 2022. These activities translate to 90,953 hours spent by CIWs engaging in Proactive Peacemaking citywide, with the most hours (33,185) being spent on street intervention efforts such as rumor control, street mediation, peace maintenance, street outreach, or monitoring of hot-spots.²⁶

Proactive Peacemaking Activities	Activities	Hours
<i>Street Intervention</i>	18,194	33,185
<i>Personal Engagement</i>	10,521	17,703
<i>Community Events</i>	7,895	18,420
<i>School Related</i>	8,683	14,299
<i>CBO/LAPD Contact</i>	4,180	7,346
Total	49,473	90,953

²⁴ Due to multiple choice selection for this question, sum of action types is greater than total incidents reported, and percentage is greater than 100 percent.

²⁵ Due to multiple choice selection for this question, sum of action types is greater than total incidents reported, and percentage is greater than 100 percent.

²⁶ Street Intervention: rumor control, street mediation, peace maintenance, street outreach, and monitored hot-spot; Personal Engagement: mentoring, impact sessions, potential participant contact, and family engagement; Community Events: community engagement, community meeting, event/activity, and workshop; School Related: safe passage and contact with school; CBO/LAPD Contact: law enforcement contact and collaboration, GRYD collaboration, and CBO contact.



GRYD Proactive Peacemaking 2022 versus 2021

- When comparing Proactive Peacemaking efforts in 2022 to 2021; there is a decrease of -15% in the number of activities conducted and a -14% decrease in the total hours spent on these efforts. The decrease was mostly driven by a lower number of Proactive Peacemaking activities being logged into the GRYD Database during the months following GRYD's Request for Proposal period. Some of the GRYD Zones that experienced the largest decrease in activities between 2021 and 2022 were the ones where a change in GRYD service provision occurred.

Change in Proactive Peacemaking Activities	2022	2021	% Change
<i>Proactive Peacemaking Activities</i>	49,473	58,226	-15% ↓
<i>Total Hours</i>	90,953	106,356	-14% ↓

GRYD Incident Response: Intervention Surge 2022

- GRYD introduced its Intervention Surge initiative in October 2021 in order to provide additional resources to incidents when they occur. A subset of the incidents GRYD responded to in 2022, utilized Intervention Surge resources. In 2022, a total of 175 incidents used Intervention Surge resources as indicated by either the GRYD RPC or CIW following up on the incident.²⁷

Incidents by Type

- Most Intervention Surge incidents were Single Victim Shootings (65%) followed by Homicides (29%) and Multiple Victim Shootings (5%).

Incident Type for Intervention Surge	Incidents	Percentage ²⁸
<i>Single Victim Shooting</i>	113	65%
<i>Homicide</i>	50	29%
<i>Multiple Victim Shootings Shooting</i>	9	5%
<i>Shots fired</i>	1	1%
<i>Other²⁹</i>	2	1%
Total	175	100%

Actions Taken By CIW

- For the subset of incidents which utilized Intervention Surge resources, CIWs responded to the scene for 81% of incidents, made phone calls or e-mails to gather information 26% of the time, and canvassed the community to gather information 23% of the time.

²⁷ Data collection mechanisms for Intervention Surge were put in place on November 3, 2020 the vast majority of the incidents and Proactive Peacemaking Activities for which use of Intervention Surge resources were tracked took place in November and December. All Intervention Surge data is a subset of the total number of incidents GRYD responded to.

²⁸ Percentage may not total 100 due to rounding.

²⁹ Other incident types include stabbing



CIW Actions Taken for Intervention Surge	Incidents	Percentage ³⁰
<i>Responded to Scene</i>	134	81%
<i>Phone Calls or E-mails</i>	43	26%
<i>Canvassed community to gather information</i>	38	23%
<i>Responded to Place in Community</i>	34	20%
<i>Rumor control</i>	26	16%
<i>Responded to Hospital</i>	11	7%
<i>Connected victim/family to services</i>	8	5%
<i>Helped crowd control</i>	7	4%
<i>Other Action Taken</i>	2	1%
<i>No Action Taken</i>	13	8%

GRYD Proactive Peacemaking: Intervention Surge 2022

- As with incidents responded to, a subset of all Proactive Peacemaking activities, 4,631, utilized Intervention Surge resources totaling 9,390 hours of efforts recorded. These were primarily in the areas of Street Intervention (2,819 hours) and School Related (2,281 hours).³¹

Proactive Peacemaking for Intervention Surge	Activities	Hours
<i>Street Intervention</i>	1,380	2,819
<i>School Related</i>	1,141	2,281
<i>Personal Engagement</i>	1,048	1,948
<i>Community Events</i>	795	1,878
<i>CBO/LAPD</i>	267	464
Total	4,631	9,390

GRYD Community Responses & Activities

January 1, 2022 – December 31, 2022

GRYD Proactive Peacemaking Public Health & Safety Responses

- Some of the Proactive Peacemaking Activities delivered by GRYD Intervention providers were part of Public Health & Safety Responses and a total of 1,923 activities – 5,836 hours - were related to Public Health & Safety during 2022.³²
 - 98% (1,888) of Public Health & Safety Response activities were COVID-19 related.

³⁰ Due to multiple choice selection for this question, sum of action types is greater than total incidents reported, and percentage is greater than 100%

³¹ Street Intervention: rumor control, street mediation, peace maintenance, street outreach, and monitored hot-spot; Personal Engagement: mentoring, impact sessions, potential participant contact, and family engagement; Community Events: community engagement, community meeting, event/activity, and workshop; School Related: safe passage and contact with school; CBO/LAPD Contact: law enforcement contact and collaboration, GRYD collaboration, and CBO contact.

³² These activities are a subset of the total Proactive Peacemaking Activities for 2022 reported earlier in this report. Data collection mechanisms related to tracking Public Health & Safety efforts were put in place during March and April of 2020.



Proactive Peacemaking for COVID-19	Activities	Hours
<i>Street Intervention</i>	627	1,431
<i>Personal Engagement</i>	489	2,041
<i>Community Events</i>	385	1,331
<i>School Related</i>	280	629
<i>CBO/LAPD Contact</i>	107	315
Total	1,888	5,747

GRYD Community-Oriented Activities

- In addition to their work with participants and GRYD Incident Response and Proactive Peacemaking, GRYD Prevention and Intervention providers logged 1,351 community-oriented activities.
 - Some of these activities, 70 (5%), were related to Public Health & Safety Responses within the communities that GRYD serves. Most of the 70 activities (52) were identified as COVID-19 related food and PPE distribution.

Community-Oriented Activities	Activities	Percentage
<i>Events</i>	683	51%
<i>Workshops</i>	495	37%
<i>Public Health & Safety Responses</i>	70	5%
<i>Presentations</i>	64	5%
<i>Trainings</i>	31	2%
<i>Classes</i>	8	1%
Total	1,351	100%

Other GRYD Efforts and Accomplishments

January 1, 2022 - December 31, 2022

Number of people working on GRYD Contracts City-wide

- According to GRYD rosters, there are currently a total of 404 unique (unduplicated) individuals contracted by the GRYD office. A breakdown is provided below by GRYD Program type.

Total GRYD Provider Staff	Individuals
<i>GRYD Prevention Staff</i>	139
<i>GRYD Intervention Staff</i>	197
<i>GRYD Reentry Staff</i>	20
<i>GRYD Diversion Staff</i>	20
<i>Multiple GRYD Program Types</i>	28
Total	404



GRYD Training and Certifications

- GRYD provides standardized, self-paced, web-based training certifications for all GRYD provider staff on concepts critical to the understanding and implementation of GRYD service provision and data collection.
- In October 2022, GRYD released 11 new training courses for GRYD Prevention and Intervention provider staff around the GRYD Policy Handbooks, GRYD Database, and Social Embeddedness Tool (SET) Administration and Feedback. In total, 334 GRYD provider staff were assigned to a training track.
- Of the current GRYD provider staff assigned to complete the training, 68% of GRYD Prevention provider staff and 76% of GRYD Intervention provider staff completed all the courses assigned based on their service type. Overall, 73% of GRYD Prevention and Intervention provider staff completed all training assigned and became fully certified.

Total Current GRYD Provider Staff Assigned to Each Training Track Who Have Earned a Certificate	Total Staff Assigned to Track ³³	Staff Who Have Earned a Certificate	Percentage ³⁴
<i>GRYD Prevention Training Track</i>	158	107	68%
<i>GRYD Intervention Training Track</i>	183	139	76%

MARC Certifications by Course Types

- Taking a closer look at GRYD Prevention and Intervention provider staff certification based on the course sections assigned; 265 GRYD provider staff (79% of those assigned to complete the course) earned their certification in GRYD Policies & Procedures, 246 (74%) their GRYD Database certification, and 121 (74%) their SET Administration certification.

Total Staff Who Earned a GRYD Policies & Procedures Handbook Certification	Staff	Percentage ³⁵
<i>Total</i>	265	79%

GRYD Policies & Procedures Handbook Certification Courses	Staff Assignment to the Course	Staff Who Completed the Course	Percentage ³⁶
<i>Foundational Concepts</i>	334	274	82%
<i>GRYD Prevention</i>	158	115	73%
<i>GRYD Intervention Family Case Management</i>	164	129	79%
<i>GRYD Incident Response & Proactive Peacemaking</i>	152	125	82%

³³ Not all staff listed on rosters are assigned to a training track; exclusions are made based on position (i.e., driver, therapist, budget analyst, office manager, etc.) and the determination of the GRYD RPC. Total number includes all staff assigned to each track – this number may include both provider staff working in only one program area as well as staff working multiple program area who are counted in each track to which they are assigned.

³⁴ Percentage calculated based on staff with active MARC accounts.

³⁵ Percentage calculated based on staff assigned to course

³⁶ Percentage calculated based on staff assigned to course



Total Staff Who Earned a GRYD Database Certification

	Staff	Percentage ³⁷
Total	246	74%

GRYD Database Certification Courses	Staff Assignment to the Course	Staff Who Completed the Course	Percentage ³⁸
<i>Getting Started</i>	334	259	78%
<i>GRYD Prevention</i>	158	114	72%
<i>GRYD Intervention Family Case Management</i>	164	124	76%
<i>GRYD Incident Response & Proactive Peacemaking</i>	152	115	76%
<i>Program Manager Functions</i>	334	246	74%

Total Staff Who Earned a SET Certification

	Staff	Percentage ³⁹
Total	121	74%

GRYD SET Certification Courses	Staff Assignment to the Course	Staff Who Completed the Course	Percentage ⁴⁰
<i>SET Administration</i>	164	121	74%
<i>SET Feedback Report</i>	164	121	74%

Intentional Youth Development Training

- The integration of intentional youth development efforts into both GRYD Prevention and Intervention services continued to be at the forefront in 2022 with most GRYD service providers attending some type of intentional youth development training during the year. Intentional youth development trainings provided included Activating Intentional Interaction (A2I) for GRYD Intervention, and monthly online learning community sessions to support integration into GRYD services (A2I Online (Ai-OL), and AIYDA Online (A-OL)).⁴¹
- In 2022, selected GRYD service providers participated in the pilot course for the Cal State LA Promote, Raise, and Optimize (PRO) Positive Youth Development Certificate Program. The PRO Approach promotes, raises, and optimizes the use of Positive Youth Development in prevention and intervention programming by drawing directly from the fundamentals of Positive Youth Development. It builds on the AIYDA and/or A2I training your staff may have already taken over the past couple of years.⁴²

³⁷ Percentage calculated based on staff assigned to course

³⁸ Percentage calculated based on staff assigned to course

³⁹ Percentage calculated based on staff assigned to course. In addition to this total, 13 GRYD Reentry provider staff also earned their SET certification.

⁴⁰ Percentage calculated based on staff assigned to course

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⁴² The PRO Certificate Program, its curriculum, and all components therein, was created by the PRO Workgroup and is the copyright of the Rongxiang Xu College of Health and Human Services at Cal State Los Angeles. These materials may not be reproduced, modified, displayed, published, or otherwise distributed in any form or by any means without the prior written consent of the Rongxiang Xu College of Health and Human Services. © 2022 Rongxiang Xu College of Health and Human Services. All Rights Reserved.



	Number of Sessions	Average Attendance	Number of Certificates Earned	Training Description
<i>A2I</i>	8	63	77	A2I training is interactive and immediately applicable to GRYD work. It introduces unique tools that augment all aspects of GRYD services, including service delivery, proactive peacemaking, and incident response work.
<i>A2I Ai-OL</i>	8	50	N/A	Ai-OL offers GRYD Intervention and Reentry providers who were previously trained on A2I an online learning community forum to discuss and support all things A2I. The content for each learning community forum is driven by the needs and questions of GRYD providers.
<i>AIYDA A-OL</i>	10	42	N/A	A-OL offers GRYD Prevention and Diversion providers who were previously trained on AIYDA an online learning community forum to discuss and support all things AIYDA. The content for each learning community forum is driven by the needs and questions of GRYD providers
<i>PRO</i>	19	26	29	The PRO Approach reframes traditional risk-based approaches to promote thriving among at-risk, opportunity, gang-involved, and system-involved young people by fostering transformative learning and development ecosystems built on robust equity and guided by intentionality.

GRYD Enhancements in 2022

- **Release & Distribution of Research Briefs:** Four new research briefs were released in 2022. The first two were released in August and focused on GRYD Intervention Family Case Management (FCM) Services summary and impact. The second two were released in October and covered the summary and impact of the GRYD Prevention Services. To date, a total of 12 GRYD Research Briefs have been published since June of 2020 by the GRYD Research & Evaluation Team at Cal State LA. The GRYD Research & Evaluation Newsletter was also created this year as a means of sharing research findings with a broader audience - the newsletter is currently distributed to more than 700 individuals.
- **GRYD Reentry Services:** In partnership with the Probation Department, the five GRYD Reentry RSAs continued to provide reentry services for participants who are coming back to the community from juvenile camps.
- **GRYD Diversion Services:** In partnership with LAPD, the three service areas continued to provide GRYD Diversion services to support participants who would otherwise have been arrested or cited to a community-based case management and trauma-informed program in place of arrest or citation.
- **AIYDA™ for GRYD Prevention & Diversion Providers:** In 2022, 96 new activities were submitted by GRYD providers for review, and 84 activities were approved.⁴³ Currently, there are over 261 AIYDA approved activities available to all GRYD Prevention providers for their use in GRYD Prevention service delivery. These activities are hosted in the AIYDA Activities Library in GRYD's online Member Action Resource Center (MARC).
- **A2I™ for GRYD Intervention & Reentry Providers:** All GRYD Intervention and Reentry providers have been fully trained and started incorporating Anchor-6 skill building while delivering GRYD Intervention and Reentry services.

⁴³ Approved activities include activities submitted in 2021 and 2022.



- **GRYD Policies & Procedures Handbook:** In July, updated versions of both GRYD Prevention and GRYD Intervention Policies & Procedures Handbook were released and included with the new GRYD contracts following the Request of Proposal period.
- **GRYD Databases Expansion:** The GRYD Database has also been enhanced to expand the efforts in capturing anchor-6 skills in GRYD Intervention and Reentry, and new spaces for incoming new GRYD service providers.
 - **A2I Anchor-6 skill:** In September, the GRYD Database was updated to capture how GRYD Intervention providers are incorporating anchor-6 skill building using their A2I training while meeting with conducting activities with participants and families as well as Proactive Peacemaking activities. In December, the same adjustments were made in the Activity Log for GRYD Reentry service providers.
 - **Support for Changes in GRYD service provider:** Following the Request of Proposal period, the GRYD Database was reconfigured to support the transitions of GRYD service providers due to contractual changes.
- **New SET Version:** An updated SET version was released in July to adjust the approach to certain sections through the addition of questions pertaining to understanding who participants identify as family and revising the administration approach of the FAMILY and GROUP sections to improve the completion of the tool.
- **MARC Course Expansion:** To support the new GRYD contract cycle and ensure that all GRYD Prevention and Intervention provider staff received standardized training on policies and processes related to understanding the GRYD model of services and GRYD data collection, GRYD invested resources into updating and creating 11 new courses that were made available through MARC.
 - **New and updated course certification:** In 2022 all GRYD Database online certification training courses were updated (Getting Started; GRYD Prevention; GRYD Intervention Family Case Management (FCM); Incident Response; Program Manager Functions); SET administration and feedback courses were updated to support the release of updated SET administration and use; and finally, brand-new online certification courses were created covering the GRYD Prevention and Intervention Handbooks (Foundational Concepts, GRYD Intervention Case Management, GRYD Prevention Services, Incident Response & Proactive Peacemaking).

This research was conducted as part of the California State University, Los Angeles GRYD Research & Evaluation Team led by Research Director Denise C. Herz, Ph.D and Director Molly Kraus, MPL. Permission to use these data was provided by the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD). Any opinions, findings, conclusions, or recommendations expressed in this study, however, are those of the author(s) and do not necessarily reflect the views of the GRYD Office. This research was funded by the City of Los Angeles contract number C-142037 with Cal State L.A. The GRYD Comprehensive Strategy, and all components therein, was created by the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development and is the copyright of the City of Los Angeles. These materials may not be reproduced, modified, displayed, published, or otherwise distributed in any form or by any means without the prior written consent of the City of Los Angeles. © 2022 City of Los Angeles. All rights Reserved.