

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

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.

REFERENCES

1. Evaluation Reports produced by The Urban Institute are cited here and can be accessed at: https://www.urban.org/search?search_api_views_fulltext=GRYD
2. Dunworth, T., Hayeslip, D., Lyons, M., & Denver, M. (2010). *Evaluation of the Los Angeles Gang Reduction and Youth Development Program: final Y1 report*. Washington, D.C.: The Urban Institute <https://www.urban.org/research/publication/evaluation-los-angeles-gang-reduction-and-youth-development-program-final-y1-report>
3. Dunworth, T., Hayeslip, D., & Denver, M. (2011). *Y2 final report: evaluation of the Los Angeles Gang Reduction and Youth Development Program*. Washington, D.C.: The Urban Institute <https://www.urban.org/research/publication/y2-final-report-evaluation-los-angeles-gang-reduction-and-youth-development>
4. Dunworth, T., Hayeslip, D., Lowry, S., Kim, K., Kotonias, C., & Pacifici, L. (2013). *Evaluation of the Los Angeles Gang Reduction and Youth Development Program: year 3 final report*. Washington, D.C.: The Urban Institute <https://www.urban.org/research/publication/evaluation-los-angeles-gang-reduction-and-youth-development-program-year-3-final-report>
5. Cahill, M., Jannetta, J., Tiry, E., Lowry, S., Becker-Cohen, M., & Hennigan, K. (2013). *Evaluation of the Los Angeles Gang Reduction and Youth Development Program: year 4 evaluation report*. Washington, D.C.: The Urban Institute <https://www.urban.org/research/publication/evaluation-los-angeles-gang-reduction-and-youth-development-program-year-4-evaluation-report>
6. 2016-2017 Evaluation Reports produced by the GRYD Research & Evaluation Team are cited here and can be accessed at: <https://www.lagryd.org/evaluation-report>
7. Kraus, M., Chan, K., Martin, A., Park, L., Leap, J., Rivas, L., & Kolnick, K.A. (2017). *GRYD Gang Prevention 2017 Evaluation Report*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.lagryd.org/sites/default/files/reports/GRYD%20Prevention%20Report_Final.pdf
8. Kraus, M., Leap, J., Rivas, L., Manos, K., Hennigan, K.M., & Kolnick, K.A. (2017). *GRYD Gang Intervention Family Case Management 2017 Evaluation Report*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.lagryd.org/sites/default/files/reports/GRYD%20FCM%20Report_Final.pdf
9. Brantingham, P.J., Sundback, N., Yuan, B., & Chan, K. (2017). *GRYD Intervention Incident Response & Gang Crime 2017 Evaluation Report*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.lagryd.org/sites/default/files/reports/GRYD%20IR%20and%20Gang%20Crime%20Report_2017_FINALv2_0.pdf
10. Ananth, A., & Hernandez, E. (2017). *Summer Night Lights Program Evaluation 2016*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.lagryd.org/sites/default/files/reports/Summer%20Night%20Lights%202016%20Report_FINAL.pdf
11. Dierkhising, C.B., & Kerig, P. K. (2016). *Evaluation of the Trauma-Informed Services for Gang Reduction and Youth Development Course*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.lagryd.org/sites/default/files/reports/GRYD%20Trauma%20Course%20Evaluation%20Report_Final.pdf
12. Chan, K., Herz, D.C., Leap, J., Rivas, L. (2016). *The GRYD Probation and Juvenile Reentry Program Evaluation*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.lagryd.org/sites/default/files/reports/GRYD_Probation%20Juvenile%20Reentry%20Evaluation%20Report.pdf
13. Cahill, M. & Hayeslip, D. (2010). *Findings from the Evaluation of OJJDP's Gang Reduction Program*. OJJDP Juvenile Justice Bulletin. Washington, DC: Office of Juvenile Justice and Delinquency Prevention.
14. Spergel, I.A. (1995). *The youth gang problem: A community approach*. New York: Oxford University Press.
15. Spergel, I.A., Curry, D., Chance, R., Kane, C., Ross, R., Alexander, A., . . . Oh, S. (1994). *Gang suppression and intervention: Problem and response*. Washington, D.C.: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention.
16. Office of Juvenile Justice and Delinquency Prevention. (2009). *OJJDP comprehensive gang model: Planning for implementation*. Washington, D.C.: Institute for Intergovernmental Research, U.S. Department of Justice.
17. Cespedes, G., & Herz, D.C., (2011). *The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) Comprehensive Strategy*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development.

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

