



# HEALING THE HOOD PROGRAM EVALUATION REPORT TO BOARD OF STATE AND COMMUNITY CORRECTIONS

**Agreement # 862-17**

**August 14, 2020**

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## Executive Summary

The Healing the Hood (HTH) program is intended to reduce community violence committed by high-risk youth living in the seven neighborhoods of Sacramento County that experience the highest rates of African American child death, including death by third-party homicide. HTH consists of services intended to reduce youth involvement in violence, especially violence associated with gangs, and crisis incident response, a violence interruption strategy for preventing escalation and reprisals. HTH was originally conceived as a replication of the Los Angeles County Gang Reduction & Youth Development (GRYD) program, but was adapted in response to the Sacramento context and resources.

Overall Assessment and Project Accomplishments. HTH was an effective strategy for Sacramento. HTH reached its intended population, with more than 186 youth receiving services and almost 50% of those identified as at high risk of gang involvement, and with data available at more than one point of time, demonstrating reduced risk over time. HTH crisis response staff responded to 124 crisis incidents by deploying to the hospital to meet a victim of violence, providing mediation, and working with the victim or victim's family to provide immediate services. In addition to these accomplishments, HTH has: (1) established a crisis response protocol that coordinates efforts across law enforcement, gang-intervention programs, and HTH Community Intervention Workers (CIWs), (2) built the capacity of the Community Incubator Leads (CILs), the community-based organizations that are responsible for the implementation of HTH in the community; (3) increased the professional skills of the CIWs, who work directly with the youth as mentors, advocates, and case managers; and (4) strengthened relationships between community organizations and public agencies.

Achievement of Project Goals. HTH had two goals: reduce community violence committed by high-risk youth living in seven targeted communities in Sacramento County and increase community capacity to intervene with gang-involved youth crime through a multilevel response to reduce likelihood of retaliation or escalation. The strongest evidence for the effectiveness of HTH in reducing community violence committed by high-risk youth is the reduction of youth homicides in the city of Sacramento to zero in 2018 and 2019. This evidence is supported by an analysis of data from the city and county law enforcement agencies, presented in the [Black Child Legacy Campaign Crime & Safety Report](#). The report compares data from fiscal year 2016-17 to fiscal year 2018-19 and found decreases in several community violence indicators. For example, in the HTH communities overall, the rate (per 1,000 residents) of shooting crimes decreased by 37% and the juvenile arrest rate (per 1,000 residents, 0-17) decreased by 23%. We recognize that crime and arrest rates are affected by many variables. At the same time, the information about HTH services and the consistent pattern of

decreases in community violence and the zero youth homicides in 2018 and 2019 indicate that HTH has contributed to the reduction of violence in Sacramento.

Achievement of the second goal of increasing community capacity to intervene with gang-involved youth crime is evident through the development of a [crisis incident response protocol](#) and a network of CILs and their HTH staff that is able to communicate quickly and mobilize resources to address violent incidents involving youth. The reduction in violence overall seen in the Crime & Safety report also indicates a reduction in retaliatory incidents.

Problems and Barriers. The evolution from the planned replication of the GRYD model to a program that matched Sacramento's situation took time and learning. The CIWs, who were hired for their ability to be effective street outreach workers and youth mentors, had to take on the roles of social worker/case managers and service navigators. As a result, HTH implemented a service model with fewer phases than GRYD, adapted youth assessments to a simple rating scale, and focused attention on building the skills of the CIWs. Because of the commitment and efforts of the CILs, HTH was able to serve youth and respond to crises effectively despite the limited resources. However, as seen in the report, some aspects of data collection were affected negatively.

Unintended Outcomes. A significant positive outcome that was not part of the initial plan was the development of a formal relationship with the hospitals that treat the victims of violence. By creating clear protocols and identification procedures, the crisis response teams were able to work with hospital staff to reduce the escalation of youth violence and reprisals that can occur when victims are taken to the hospital with traumatic injuries. In addition, CILs developed communication systems for coordinating crisis response across neighborhoods when violence was related to geographic boundaries dominated by rival gangs.

Lessons Learned. The majority of HTH's participants were eligible for prevention activities rather than intervention. As a result, we saw less change in the ratings of gang involvement than expected. When a young person starts at a relatively low level of gang involvement on a four-point scale, they have little room to move to less gang involvement. We determined that the reason for the high proportion of prevention participants was that the school district was the major source of referrals, with fewer referrals coming from the Probation Department. We are working with probation and other law enforcement partners to increase the proportion of youth who are at greater risk of gang involvement. In addition, we have coordinated with Advance Peace, which has a model for working with the youth who are gang-involved to the extent that HTH's interventions may be insufficient.

## Project Description

The Healing The Hood (HTH) Program leverages the structure and resources of the [Black Child Legacy Campaign](#) (BCLC), which was created to reduce the disproportionate rates at which African American children die compared to all other children in Sacramento County. Both BCLC and HTH are managed by staff of The Center (Center for Health Program Management: Sierra Health Foundation) and implemented through a network of seven community-based organizations who serve as Community Incubator Leads (CILs). HTH includes prevention and intervention services directed at youth who are at high risk of joining a gang and gang-involved youth and their families. It also includes crisis incident response, focusing on violence interruption to prevent escalation. CILs implement HTH in partnership with school districts, Department of Probation, and local service providers. Youth are referred to CILs by school districts and Probation, and CILs assign the youth to Community Intervention Workers (CIWs), trusted messengers with lived experience, who serve as case managers. (See Appendix A for the HTH Program Logic Model.)

The primary goal of HTH is to reduce community violence committed by high-risk youth living in seven targeted communities in Sacramento County. HTH was originally planned as a replication of the Los Angeles Gang Reduction and Youth Development (GRYD) program, but was adapted to the Sacramento context and resources. The second goal is to increase community capacity to intervene with gang-involved youth crime through a multilevel response to reduce likelihood of retaliation or escalation.

The objectives of the program, encompassing both goals, were the following:

- 70 youth (10 per site) will have completed a seven-phase program (either the prevention or family case management intervention).
- At least 80% of participants receiving preventive services will have a decreased risk of gang joining and antisocial tendencies as indicated by pre/post scores on the Youth Services Eligibility Tool (YSET), or comparable tool tailored to Sacramento, and increased participation in school and other positive activities.
- At least 80% of participating youth who are engaged in gang activities and/or criminal behavior upon entry will reduce involvement as indicated by YSET and secondary data provided by law enforcement.
- CIWs, CILs, and county and city law enforcement will report reduced retaliatory incidences following gang-related shooting or other violence.

## Evaluation Design and Data Collection

The process evaluation to assess project implementation and the outcome evaluation to evaluate the effectiveness of HTH had multiple components and data sources from different projects. The questions, data sources and methods for data collection and analysis for the process and outcome evaluation are described below.

### PROCESS EVALUATION

The following questions guided the process evaluation:

- 1) Who is being served by HTH?
- 2) How many crisis incidents have occurred? What is the response of HTH Community Intervention Workers and BCLC staff to crisis incidents?
- 3) What is the quality of the CILs implementation of HTH?
- 4) What are challenges to implementation?

Data for questions 1 and 2 was obtained first from the CIL records and later from the online case management system that was designed for HTH. Data collected for each participant included demographic data, goals, and referrals. Crisis incident data included type of incident, incident and response details. Both demographic and crisis incident data was entered on an ongoing basis and summarized for the quarterly reports.

Questions 3 and 4 were addressed through document review of the CIL progress reports and quality assessments (QAs) that were in place as part of the evaluation of BCLC. The QA uses a structured rubric to assess the performance of each CIL on 11 dimensions, including a dimension focused on HTH implementation, which was added to the rubric in January 2019. The rubric is applied by QA teams, which include representatives from other CILs, public agencies, and The Center. The CILs receive feedback based on the QA visit and the scores are used to track changes in implementation quality over time. The 11 dimensions are also used to organize the progress report. The HTH dimension was added to the July 2019 progress report (for reporting period January-June 2019). The QAs and progress reports are biannual and we have two of each as a source of data for the evaluation.

Information on implementation quality was supplemented by findings from a small evaluation study conducted by Jeremy Prim, a UC Davis graduate student in the American Evaluation Association Graduate Education Diversity Internship Program. This study was carried out in early 2020 and focused on the relationship between HTH and the Sacramento Unified School District to better understand what is working well and what improvements could be made. Three semi-structured interviews were conducted with one CIW, one BCLC technical assistance (TA) provider, and two

SCUSD Support Services staff (who were interviewed together). The interviews focused on the roles, responsibilities, and perceptions of HTH's effectiveness. In addition, program-related documents, including Memoranda of Understanding between different school districts and The Center, were reviewed to further understand the relationships and expectations of the program and anticipated impact on the youth. (Summary report is available on request.)

## OUTCOME EVALUATION

The main questions guiding the outcome evaluation were:

- 1) What proportion of participants receiving preventive services have decreased their risk of gang joining and antisocial tendencies and increased their participation in positive activities?
- 2) What proportion of participants receiving intervention services have reduced their involvement in gang activities and/or criminal behavior?
- 3) To what extent has community violence committed by high-risk youth living in the seven targeted communities decreased?

To answer questions 1 and 2, CIWs were asked to rate the extent of a youth's gang involvement on a four-point scale—with 1 being the lowest (little or no involvement) and 4 being the highest (a member of a gang/cliq ue)—at the time of referral and at the end of the program or most recent interaction for each participant.

Data for question 3 was gathered through an existing contract with LPC Consulting Associates, Inc. who analyzed data from the Sacramento County Sheriff's Department, the county Probation Department, and the City of Sacramento Police Department to compare changes in rates of crime and related indicators from fiscal years 2016-17 to 2018-19 for the county as a whole and for the neighborhoods served by BCLC.

In addition, the report includes the results of an analysis of the cost of third party youth homicides in Sacramento County from 2014-2019. The analysis was conducted as part of the COVID-19 HTH CARES Advocacy and presented to the Sacramento City Council and Mayor on July 28, 2020 by Dr. Ijeoma Ononuju, who leads the Del Paso Heights BCLC program. Drawing on [a series of studies](#) by the National Institute for Criminal Justice Reform of the cost of gun violence in Stockton, Fresno and San Bernardino, Dr. Ononuju used an estimated cost per homicide of \$2.5 million based on expenses associated with crime scene response, the criminal justice process, incarceration, and other costs. The number of homicides from 2014-2017 came from data compiled by the Child Death Review Team and reported in the *Community Indicator Report* and publically available data was used to calculate the three-year rolling averages from 2018 and 2019. The analysis consisted of calculating the difference between the number of homicides in 2014 and the number of each year. The sum of the

differences, which reflected both reductions and increases in homicide, was multiplied by \$2.5 million.

### **DATA COLLECTION CHALLENGES**

HTH faced several challenges in collecting data to measure outcomes. First, after discussions with the GRYD staff in the Los Angeles Office of the Mayor, we determined that the YSET was not appropriate for the Sacramento context. The extensive, multi-scale YSET needs to be administered by professional case workers, while Sacramento's HTH relied primarily on the CIWs for case management in addition to their roles as mentors, advocates, and service navigators for the youth. The CIWs received ongoing professional development, including on data collection and the importance of formal assessment, but some found it challenging to balance the need to build a trusting relationship with the youth with the requirement to administer an assessment tool with sensitive questions. After trying other tools without success, we decided to use the four-point scale of gang involvement described above. In addition to the challenges of finding an appropriate outcome measure, the development of the online database to gather data systematically took longer than anticipated. The multi-faceted nature of the program, encompassing both service delivery and crisis response, involved ongoing engagement with the database developers. When the database was ready, extensive training was required to enable the transition from paper documentation to online records.

## **Findings and Discussion**

This section presents the findings organized by the evaluation questions listed above, followed by a discussion section.

### **PROCESS EVALUATION**

This section will respond to the process evaluation questions identified above. Most data are available for the contract period (May 2018-April 2020). However some information was only collected systematically once the database was in place.

#### Demographics of Healing the Hood Participants

A total of 186 youth enrolled in the HTH Program from May 2018 to April 2020; 102 youth enrolled in prevention services and 82 youth enrolled in intervention services. Data for type of services received was missing for two enrolled youth. The following figures show the demographic characteristics of the HTH participants whose demographic data were included in the database. Of 93 youth enrolled in the Healing the Hood Program, most (84%) were male and African American (90%). Most of the participants (95%) fell within the age range of 13-24 years.

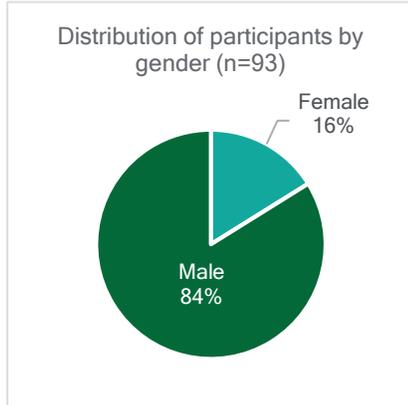


Figure 1

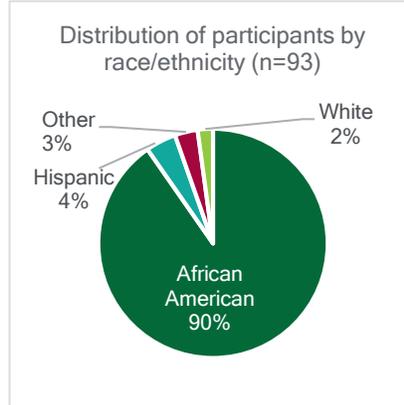


Figure 2

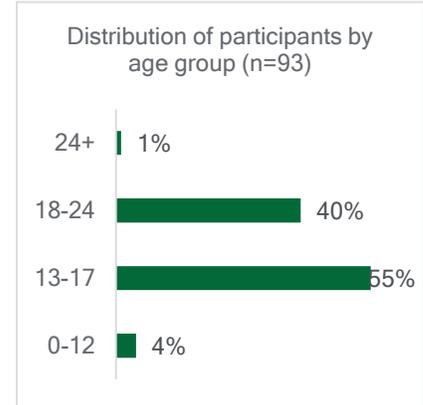


Figure 3

### Crisis Incidents and Response

Overall, there were 124 incidents that the CIL and/or CIW responded to from May 2018 to April 2020. About half of the responses (51%) involved connecting with a victim or victim's family to provide immediate services; 33% of the responses were deployment to the hospital to meet with a victim of violence and 17% of the responses were mediation between gangs to defuse/de-escalate additional violence.

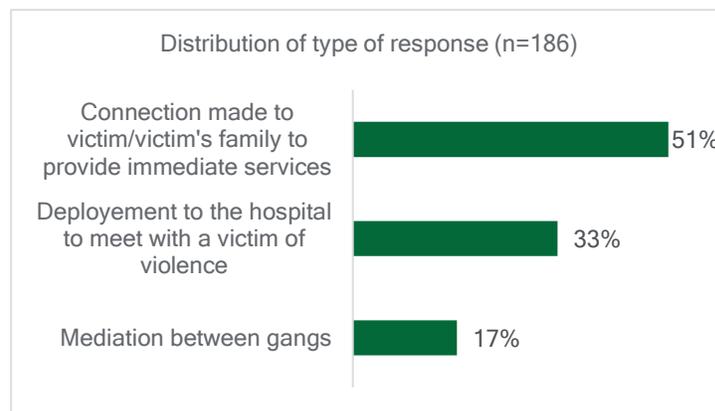


Figure 4. Note: The total number of responses is greater than 124 because some incidents involved more than one type of response.

### Quality of Implementation

The CILs implemented HTH primarily through the CIWs, who mentored the youth and advocated on their behalf in settings such as school educational plan meetings and court dates. Based on data from progress reports, CILs felt proud of the work of their committed CIWs with the youth and of the positive changes they were observing in the youth. Through relationship building with the youth and their families, local service providers, schools and other public agencies, CIWs were providing youth

with developmentally appropriate activities, services and referrals they needed to succeed. The high quality of the work carry out by the CIWs is reflected in the following quote from one of the CIL leads:

“Our CIW manages a caseload of youth, she conducts face to face visits, and she responds to violent incidents in our targeted neighborhood and those in surrounding areas. She is often the first one at the hospital to check on the needs of family members who are dealing with a crisis and provide comfort and support. Our CIW also works closely with all of our partners to provide the best resources and programs for the youth and families she serves.”

In addition to individual support, CILS used group events to provide youth development, healing and social opportunities. For example, healing circles and Youth Pop Ups allowed youth to be in a safe space where they could share their feelings, discuss issues without judgment, and develop relationship with mentors who can be a positive role model. Youth Pop Ups are events held by neighborhood organizations on a regular basis (e.g., every other Saturday afternoon, 3:00-5:00) that offer a range of activities that engage youth who might otherwise have been getting into trouble. While not all of these events were funded by CalVIP, they were an integral part of supporting the HTH youth.

CILs also implemented proactive peace events as part of building community capacity for violence interruption, intervention, and prevention efforts. Some events such as neighborhood peace walks, street outreach and marches focused on bringing community members together to engage them in conversation and bring awareness to violence issues and services available. Investing in growing these relationships with community and partnerships with other organizations was a priority of the CILs. CILs also built their own capacity and the capacity of the CIWs to lead the work to reduce community violence. For example, CIL lead staff and CIWs attended the Gang Prevention & Intervention Conference in May 2019, participating in sessions on case management and other intervention strategies. The Center also hosted monthly Healing the Hood Professional Development sessions and several in-depth trainings provided by the Urban Peace Institute with the CILs and the CIWs. The CIWs, who were hired for their ability to be credible, trusted messengers with youth, built their skills through professional development activities and on-the-job training, as illustrated in this quote from a CIL lead:

“For our team being able to see our CIW being more comfortable with knowing his role and you seeing the fruit of that grow in him toward the youth he works with. He has been growing relationships with youth and families he serves. He has a tremendous impact on those youths’ lives with their school attendance, their behavior, respect and therefore has developed

relationships that go beyond just a CIW but a brotherhood of trust and support from the community.”

The QA site visits discussed in the methodology section rates each CIL on each quality dimension, including violence reduction programming, using a four-point scale, with 1 signifying minimal to no evidence of implementation and 4 indicating high quality implementation and potential for long-term sustainability. The CILs average quality assessment score for the violence interruption quality dimension slightly increased from 2.8 out of 4 points in December 2018 to 3.1 out of 4 points in December 2019. The median score increased from 2.7 in December 2018 to 3.2 in December 2019.

### Challenges to Implementation

A challenge voiced by several CILs through progress reports was that they did not have enough funding to better serve the youth. An example given was not having enough CIWs to manage all the referrals they received. Some CILs reported leveraging funds from other funding sources to increase their staffing capacity to serve the youth or expand their services. In addition, two CILs who had some early challenges with coordinating activities created a collective action and communication strategy which helped to fill the gaps of service and increase response time to crisis incidents.

Another area of improvement underlined in progress reports and interviews was the collaboration and communication of CIWs with school districts. The following quote from the BCLC technical assistance (TA) provider highlights this challenge:

“The struggles that we have is ensuring that our community intervention workers are community workers who are receiving professional development training, while learning the ins and outs of the school system and building relationships with youth”

This challenge was addressed over time through Memoranda of Understanding between the CILs and school districts and increased CIW presence on campus to build relationships with school personnel, youth and families and to provide de-escalation of incidents.

Without trained case managers guiding the work with the youth, CIWs tailored their activities to each youth rather than following a structured sequence of phases and needed support to maintain adequate records. In addition, the database, which would have eased data collection for the CIWs was delayed, which also contributed to the incomplete data.

Additional challenges mentioned by CILs included the lack of resources to provide families with legal consultation and assistance, the difficulty of keeping track of transitional age youth who are out of school and the continued proliferation of guns in the community.

CILs also indicated that the following were aspects of the work that require ongoing support and attention for HTH success:

- Collaboration across partners when responding to crisis incidents.
- Engagement of the parents of the youth that needed more support.
- Professionalizing the Street Outreach field as a skilled response to community violence and public health, this includes ongoing professional development in the following areas crisis response, case management and trust-building techniques for youth in mental-health crisis.

## OUTCOME EVALUATION

### Change in Youth Gang Involvement and Participation in Positive Behaviors

Seventy-two participants had two ratings (pre and post) of gang-involvement allowing analysis of change over time. For participants receiving preventive services with data available (n=51), most (90%) did not have a change in gang-involvement score, 10% had an increase in gang-involvement score and none had a decrease in score (See figure 5). The prevention service group had entry scores of one or two on the gang involvement and so the lack of decrease is not surprising. For participants with data available and identified as involved or high risk of being involved in gangs (intervention group) (n= 21), 48% were reported to have a decrease in gang-involvement, as measured by pre/post assessment scores (See figure 6).

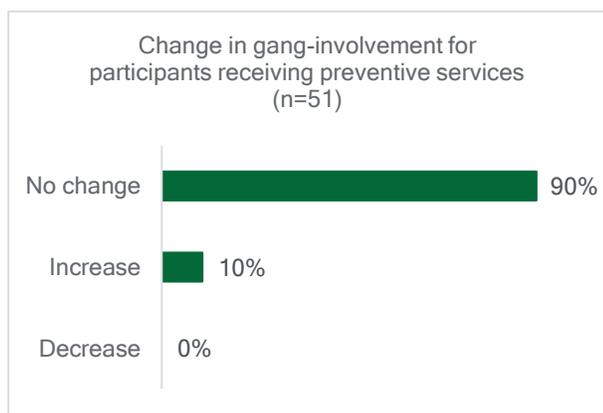


Figure 5

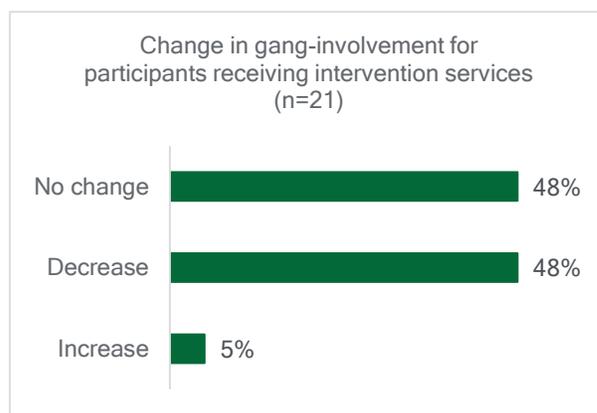


Figure 6

CILs reported feeling proud of seeing positive changes in the youth they were serving such as improvement in their GPA, school attendance and behavior. The following quote from an interview with a CIW highlights the influence of the work of the CIWs in the behavior of youth:

“Now that students want to learn and are continuing to learn and are present with an advocate there to support on their behalf in partnership with the teachers and students, behavior problems are limited.”

The following quote is from a CIL lead who shared in a progress report how HTH has made a difference in the life of a youth:

“One of the proud highlights is working with a youth who was on a trajectory to end up in prison, but decided to stay in school and is excelling in school with over a 2.0 GPA. His life turned around within 4 months with the wrap around services provided. Through positive and supportive youth development, it is rewarding to see youth grow to understand, appreciate and acknowledge their worth and potential. Working with a caseload of youth who constantly and consistently face daily barriers, the work can be discouraging and daunting at times; however, the positive progression that is seen throughout the course of the program offers hope and change is made.”

### Changes in Community Violence

An analysis of the changes in rates of crime and related indicators from fiscal years 2016-17 to 2018-19 indicates that great strides have been made in reducing crime in the seven Sacramento county neighborhoods. Juvenile arrest rates for African American children and youth have decreased in both Sacramento and the BCLC neighborhoods between FY2016-17 and FY 2018-19. For the BCLC neighborhoods, the juvenile arrest rate among African American decreased by 23% from 20.6 to 15.8 per 1,000 juveniles. Gang-related crime has also decreased in both Sacramento and the BCLC neighborhoods for the same period. For the BCLC neighborhoods, it decreased by 60% from 0.13 to 0.05 per 1,000 residents. As shown in figure 7 below, rates of shooting, weapon possession, and firearm only crimes have decreased in both Sacramento and the BCLC neighborhoods for the same period.

**Specific Crime Rates (per 1,000 residents).** Between FY 2016 and FY2018, rates of shooting, weapon possession and firearm only crimes decreased.

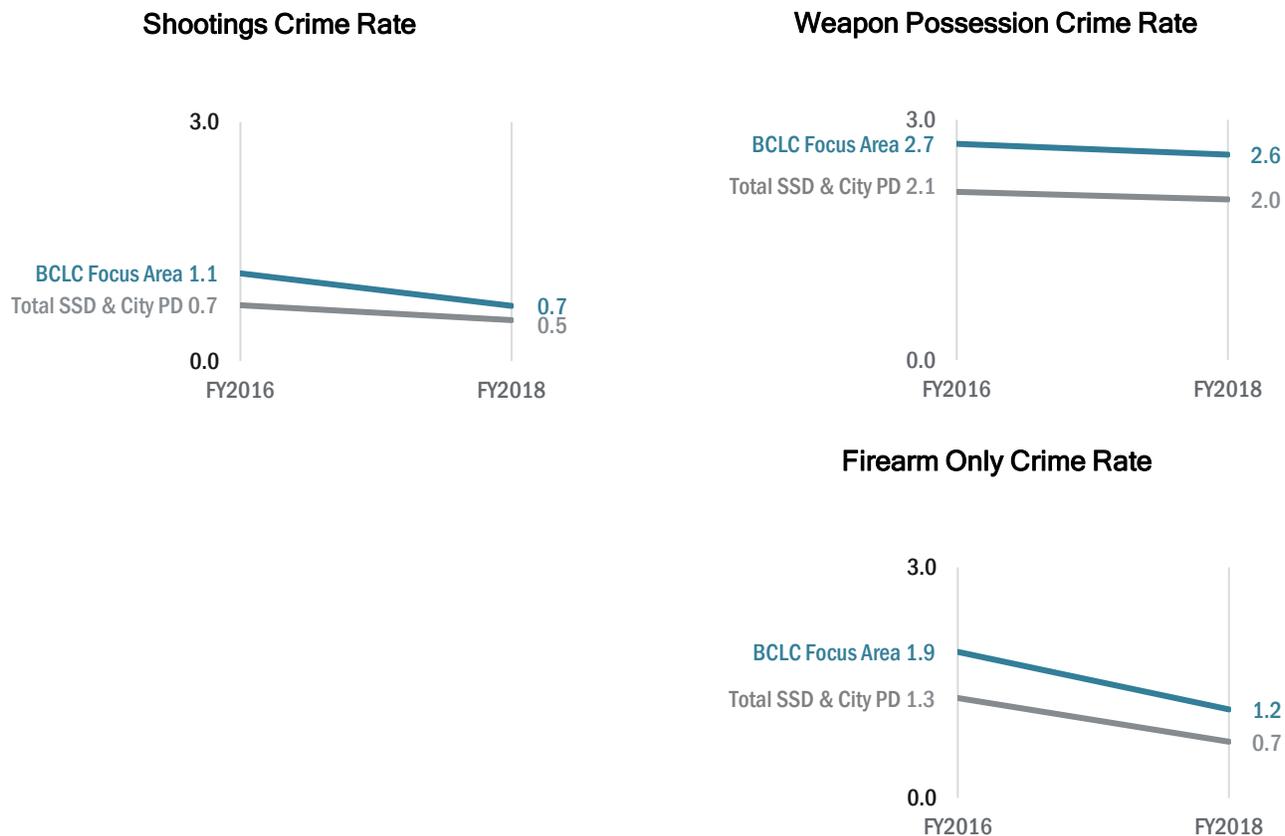


Figure 7. Sources of data:

Data Request, Sacramento County Sheriff's Department, Intelligence Operations Group, 7/1/16-6/30/17, 7/1/18-6/30/19  
 Data Request, City of Sacramento Police Department, Crime Analysis Unit, 7/1/16-6/30/17, 7/1/18-6/30/19  
 U.S. Census Bureau, 2011-2015 American Community Survey, 5-Year Estimates, data.census.gov/cedsci/  
 U.S. Census Bureau, 2014-2018 American Community Survey, 5-Year Estimates, data.census.gov/cedsci/

There is limited data in regards to retaliatory incidents. From a sample of 28 incidents that included this data, seven of those incidents were reported as not being a retaliation, one was a retaliation and 20 as unknown.

### Cost Savings Associated with Reduced Youth Homicide

While outside the scope of the original evaluation plan, we are including the results of Dr. Ononuju's analysis described in the Methodology section because it demonstrates the range of outcomes that programs like HTH can have. Using the algorithm described in the methodology section, Dr. Ononuju estimated that the reductions in youth homicide in Sacramento County from 2014 (the baseline year for BCLC) to 2019 resulted in a cost savings of \$15.1 million. To the extent that HTH contributed to

the reductions in youth homicide, they also contributed to saving public funding that could be used to continue support for violence prevention, intervention, and interruption.

## **DISCUSSION**

The evidence presented above indicates that HTH achieved its goals. The combination of the need to adapt the GRYD model to Sacramento's context, the time it took to build CIW capacity for record-keeping, and the delays in completing the database resulted in significant gaps in the data related to the objectives. However, existing data indicates that HTH was implemented effectively, reaching the intended populations, increasing the quality of the CILs' violence prevention, intervention, and interruption activities, and having a positive influence on young people's lives. Evidence that the goal of reduced community violence is found in the decreased crime rates, juvenile arrest rates and, most importantly, the zero youth homicides in 2018 and 2019 in the city of Sacramento. Evidence that community capacity for violence prevention, intervention, and interruption was increased is found in the development and use of the crisis response protocol, the network of crisis responders in neighborhoods throughout Sacramento, and the 124 crises responded to with the supportive services of the CIWs. Other achievements identified in the findings presented above include the increased professional skills of the CIWs, the integration of programming such as the youth Pop Ups with HTH, and the likelihood of cost savings through reduced violence.

## **Conclusion**

HTH was implemented by community-based organizations—the CILs—in the seven Sacramento neighborhoods that experience the highest rates of African American child death in the county. The CILs put HTH in motion by hiring and training the CIWs thus, professionalizing street outreach work. CIWs are individuals who have the ability and lived experiences to develop authentic relationships with youth who were involved in or at risk of involvement in community violence. Schools and probation referred youth to the CILs for screening for HTH. Those that were eligible received mentorship, support, and advocacy from the CIWs, and safe spaces and healing opportunities from other community-based organizations working in partnership with the CILs. The youths' families received support services from the CILs, co-located county agency staff, and other community resources. At the same time, HTH built a network of crisis responders and a response protocol for interrupting community violence before it escalated. As the above discussion of the findings indicates, there is evidence that HTH has been implemented effectively, that community capacity to address violence in the community has increased, and that these activities together have contributed to the reduction in crime, violence, and youth homicide in the county.

## Appendix A: Black Child Legacy - HTH Logic Model

Resources/Inputs	Participants	Activities	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes
<ul style="list-style-type: none"> <li>Existing network of CBOs located in the communities and engaging youth [CILs]</li> <li>Partnership with Sacramento City Unified School District</li> <li>CaVIP and match funding</li> <li>Strong backbone organization</li> <li>Youth motivation</li> <li>Existing relationships with public officials in law enforcement, education, and social services</li> <li>Complementary programs (Black Child Legacy Campaign, My Brother's Keeper)</li> </ul>	Community Incubator Leads (CILs = Community-based organizations that lead the Black Child Legacy Campaign in each neighborhood and coordinate services)	<ul style="list-style-type: none"> <li>Hire Community Intervention Workers</li> <li>Ensure each neighborhood is served by a CIW</li> <li>Work with schools and probation to recruit youth who meet the criteria</li> <li>Recruit and retain at least 10 youth in each neighborhood**</li> <li>Develop violent incident response protocol teams</li> <li>Maintain records for reporting and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Increased knowledge about how to intervene in response to gang-involved youth crime</li> <li>Use of new tools in response to gang-related shootings or other violence</li> </ul>	<ul style="list-style-type: none"> <li>Reduced retaliatory incidences following gang-related shootings or other violence</li> <li>Skilled community-based workforce</li> </ul>	<ul style="list-style-type: none"> <li>Reduced community violence</li> <li>Sustained community capacity to intervene in response to gang-related violence</li> </ul>
	Community Intervention Workers	<ul style="list-style-type: none"> <li>Participate in training</li> <li>Assess youth risk for gang involvement</li> <li>Assess gang-involved youth</li> <li>Develop case plans with families and youth</li> <li>Connect youth and families to CIL multi-disciplinary teams and other resources</li> <li>Track and support youth progress</li> <li>Use structured incident response protocol to respond to gang-related violence</li> </ul>	<ul style="list-style-type: none"> <li>Skilled community based workforce and career path</li> <li>Stronger network for youth support and for their families</li> </ul>		
	Youth and their families	<ul style="list-style-type: none"> <li>Receive culturally competent case management</li> <li>Participate in services and activities identified in individual case plans</li> <li>Continue through all 7 phases of the GRYD model</li> </ul>	<ul style="list-style-type: none"> <li>Increased new positive connections</li> <li>Increased sense of self-determination</li> <li>Decreased involvement in retaliatory incidents</li> </ul>	<ul style="list-style-type: none"> <li>Decreased risk of gang joining and antisocial tendencies (for prevention cohort)</li> <li>Reduced gang involvement (intervention cohort)</li> <li>increased participation in school and other positive activities</li> </ul>	