2015
2019

County of Los Angeles Public Health

## Trauma Prevention Initiative

# Achievement Report

## OFFICE OF VIOLENCE PREVENTION

Los Angeles County Department of Public Health

OFFICE OF VIOLENCE PREVENTION

# Introduction

In 2015, the Los Angeles County Department of Public Health (DPH) began implementing the Trauma Prevention Initiative (TPI) to reduce the disproportionate impact of violence and trauma among Black and Latinx communities of South Los Angeles. Recognizing the need to invest in prevention and reduce the burden on the county's trauma hospital system, the County Board of Supervisors and Emergency Medical Services Agency allocated ongoing Measure B funding to Public Health to implement TPI. TPI is building a comprehensive, place-based violence prevention and intervention strategy, aligning county services and initiatives to support community-driven safety solutions. Communities with high rates of violence are often disproportionately impacted by economic hardship, chronic disease, and other negative factors that, and these inequities are rooted in historical oppression. Effectively addressing these strategies requires engaging those most impacted, as survivors or as perpetrators, in the solution and collective action across sectors to advance systems change.

TPI focuses on the four unincorporated communities of Westmont West Athens, Willowbrook, Florence Firestone, and Unincorporated Compton and invests in three key areas:

1) intervention, using a peer approach to break the cycle of violence in hospital and community settings;
2) prevention infrastructure, leveraging Parks After Dark, facilitating community dialogue and decision making, and funding community identified strategies; and
3) capacity building, providing technical assistance for grassroots organizations and multidisciplinary training opportunities.

By empowering communities and working with county partners to advance systems change, TPI is building a transformative approach to public safety that is equitable and healing informed. Now housed in the Office of Violence Prevention, TPI strategies are providing a strong foundation for building a countywide crisis response system tailored to the unique needs of communities and informing core strategies of the OVP Early Implementation Strategic Plan.

The purpose of this report is to highlight TPI progress reducing the incidence of violence and impact of trauma, highlighting work completed from 2015-2019. We hope that this report offers a clear understanding of the work that has been accomplished by TPI and demonstrates that trauma and violence are preventable through a community-driven and collaborative approach. These achievements have only been possible through strong partnerships with leaders and change agents throughout the County. As we move into Fiscal Year 20-21, we look forward to continuing these relationships and learning from the people around us advance our common mission to promote peace and healing.

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**Acknowledgements**
TPI success is due to support from our community partners in Westmont West Athens, Willowbrook, Florence Firestone, and Unincorporated Compton, and the many County departments and initiatives that participate in the TPI Advisory Committee to guide the initiative and align resources for the community. TPI began its work in Westmont West Athens as a DPH inter-departmental collaboration between the Injury & Violence Prevention Program, Policies for Livable Active Communities and Environments (PLACE) Program, the Service Planning Area 7&8 Area Health Office, and the SPA 5&6 Area Health Office. TPI is grateful for the ongoing support of Supervisor Mark-Ridley Thomas, District 2 and the many staff who have supported the initiative. Many foundations have also supported TPI as thought partners and funders including the California Wellness Foundation, LA Care, Kaiser, and California Community Foundation, Hope and Health, Liberty Hill, and First5LA.

**TPI Funding**
The Trauma Prevention Initiative (TPI) is supported in part by Measure B (a county parcel tax funding trauma centers, emergency medical services, and bioterrorism response). DPH coordinates with the Department of Health Services (DHS), the Los Angeles County Emergency Medical Services Agency (EMS), and many other county partners to implement TPI, with support from the Board of Supervisors. Trauma visits include severe injuries that are transported to hospitals with a trauma center designation, where individuals receive specialized care for violence related injuries, including shootings, stabbings, and blunt force. In addition to ongoing funding from Measure B, TPI has also been supported by Justice Assistance Grant funding from Supervisorial District 2 to support safe passages programming, funding from the Probation Department to support capacity building initiatives.

**For more information about TPI, visit: ph.lacounty.gov/ovp/tpi**

# EXECUTIVE SUMMARY: KEY FINDINGS

This report provides a review of TPI work completed from 2015-2019, highlighting the initiative's history and evolution and progress implementing key strategies. The TPI Team coordinated the process and outcome evaluation with support of contracted evaluators for key strategies to better understand the effectiveness of the initiative and identify gaps and opportunities to inform the next phase of work. The report includes a history and background of TPI, a preliminary assessment of community outcomes, an overview of each component of the initiative and accomplishments, and an overview of lessons learned and next steps for the initiative to inform recommendations for TPI expansion in reach and scope.

## TPI Overview

Violence is preventable and requires community-driven solutions and alignment of county services and initiatives to create conditions for communities to heal and thrive. In 2015, the Los Angeles County Department of Public Health (DPH) began implementing the Trauma Prevention Initiative (TPI) to reduce the disproportionate impact of violence and trauma among Black and Latinx communities of South Los Angeles. As of 2019, TPI is housed within the newly established Los Angeles County Office of Violence Prevention in DPH.

TPI is building a comprehensive, place-based violence prevention and intervention strategy, aligning county services and initiatives to support community-driven safety solutions, that can be tailored to additional communities. TPI has been implemented in four unincorporated communities in South Los Angeles: Westmont West Athens, Willowbrook, Florence Firestone, and Unincorporated Compton. Build on core values of community empowerment and systems change, TPI uses a three-pronged approach to reduce violence and promote healing:

1) intervention, using a peer approach to break the cycle of violence in hospital and community settings;
2) prevention infrastructure, leveraging community parks as hubs, facilitating community dialogue and decision making, and funding community identified strategies; and
3) capacity building, providing technical assistance for grassroots organizations and multidisciplinary training opportunities.

Community empowerment is the heart of TPI and ensures a violence prevention approach that is community-driven, culturally relevant, and effective. TPI established Community Action for Peace stakeholder groups, beginning with Westmont West Athens and Willowbrook, to empower local leadership, promote positive community identity, provide opportunities for shared decision making to inform TPI implementation, and create collaborative support networks in disenfranchised communities. TPI works with county departments and initiatives to

align resources that leverage community strengths, address community priorities and identify opportunities to advance systems change via the TPI Advisory Committee.

## Report Highlights

Following are highlights of TPI outcomes and achievements between 2015 and 2019:

### Community Outcome Indicators

- Between 2016 and 2017, the first year that Hospital Violence Intervention (HVI) was implemented, TPI communities saw an **18% reduction in assault-related trauma hospital visits**, compared to a 12% reduction in LA County Overall; and reduced their burden of countywide assault-related trauma hospital visits from 13% to 12%.
- Overall, among the four communities, violent crimes peaked from 2016 to 2017, the first year of HVI implementation, and the year before Street Outreach implementation. **Between 2016 and 2019, violent crimes in 3 communities declined**, while Unincorporated Compton increased slightly, showing promising early results for implementation of these strategies.
- Between 2015 and 2018, results of the **community safety survey** found **decreased perception of safety** in TPI community neighborhoods. However, respondents reported **higher perception of civic engagement**. During both periods, respondents reported need for improved relationships with law enforcement and elected officials, and need for more investment in affordable housing, job training, and counseling services.
- The community safety survey found that **respondents perceived community led safety efforts as most effective**, including religious organizations, schools, and gang intervention workers. Additionally, 2018 say an increase in respondents who perceived conflict mediation as effective for community safety, while law enforcement presence was rated as less effective.

### Community Engagement

TPI is building a model for meaningful community engagement that builds local leadership to identify community priorities.

- **Community Action for Peace** (CAP) groups in Westmont West Athens and Willowbrook engaged more than **400 individuals representing more than 150 grassroots organizations** across sectors. Each group has sustained community leadership infrastructure and developed strategic priorities for their communities.
- **TPI hosted a total of 5 community summits** in partnership with Westmont West Athens and Willowbrook CAPs, drawing more than **850 attendees in total**, to celebrate positive community identity, foster collaboration, and identify priorities to prevent violence and promote peace and healing.

- **Westmont West Athens CAP achievements**: advocating for Helen Keller Park to become a Parks After Dark site, developing Parks Are Safe Zones park safety campaign, establishing America's Job Center at LA Southwest College.
- **Willowbrook CAP achievements**: informing the development of the MLK Community Healing and Trauma Prevention Center, partnership with Best Start Watts-Willowbrook to connect with local residents, establishing Willowbrook Peace Mediators group, advocating for Carver and Mona parks to become Parks After Dark sites.

### Systems Change Efforts

TPI has foster collaboration across sectors to advance equity, resulting in TPI communities increasingly prioritized for services and initiatives, and leveraging CAP community networks for outreach.

- The TPI Advisory Committee has convened quarterly since 2016 and includes nearly 200 members from 70 different organizations.
- TPI has fostered coordination among public health divisions, and in partnership with other departments leveraged and lifted up parks as community hubs, aligned workforce development services and established a job center in Westmont West Athens, and aligned Vision Zero traffic safety and pedestrian planning.
- TPI has built innovative partnerships to support violence prevention and intervention, including integrating trauma informed practice, building a positive youth development framework, integrating healing arts, and investing in capacity building for grassroots organizations.

### Intervention

TPI is building sustainable infrastructure for violence prevention and intervention in county unincorporated communities.

- Since 2017 TPI has contracted with Southern California Crossroads to implement **Hospital Based Violence Intervention** (HVI). From 2017-2019, Crossroads has **engaged 692 victims of violence** at county trauma centers St. Francis Medical Center and Harbor UCLA Medical Center and provided case management for 318 clients.
- Crossroads has developed an **HVI protocol** to guide other hospitals in implementing this model. TPI has facilitated **HVI partnership meetings** with Crossroads, DPH, St. Francis and Harbor UCLA, and other partners to improve collaboration, share best practices, and develop joint research projects.
- TPI has contracted with agencies to provide **Street Outreach and Community Violence Intervention Services** in 4 communities since 2018.
- TPI contracted with and evaluator to develop data tracking tools and protocols for Street Outreach, including an **online App to track work in the field**.

- Between July and December 2019, agencies provide a mix of services to meet the unique needs of each community, including safe passages to and from parks and schools (39%), community meetings (14%), and conflict resolution (11%).
- Between July and December 2019, Street Outreach agencies **responded to a total of 48 incidents, including 6 homicides**.
- TPI has **established protocols for gang intervention services in unincorporated communities**, with clear roles and guidelines for Street Outreach to work with Parks and Recreation for safe passages, and with the Sheriff's Department for incident response.

## Capacity Building

TPI is investing in capacity building for peer specialists across sectors, and for grassroots organizations that provide violence prevention and intervention services, and elevating lessons learned to inform systems change.

- TPI developed a draft work plan and curriculum for a **Peer to Peer Violence Prevention Learning Academy**, which will build capacity of peer support specialists to address trauma and connect resources across sectors. To inform this plan, TPI contracted with consultants to develop a landscape analysis of existing peer support models and trainings and draft a curriculum for a pilot training cohort. TPI also convened a summit, **Elevating Peer Support in LA County**, which brought together a multi-sector group of 101 attendees including peers and employers. These efforts have identified opportunities for countywide systems change to support the peer model to be equitable and trauma informed.
- TPI launched a pilot **Training and Technical Assistance (TTA) project** in 2017 to build the organizational capacity of grassroots organizations providing violence prevention and intervention services in TPI communities. Over **45 capacity building workshops were provided** to a total of 260 participants, and a total of **1596 hours of TTA provided** to 30 participating agencies. About half of agencies receiving direct TTA advanced to the next stage of organizational development, and 90% of agencies agreed that the TTA helped them function more efficiently.
- As a result of the success of the TTA pilot project, **the Probation Department allocated nearly $1 million to TPI to provide capacity building workshops** to grassroots organizations countywide.

## Prevention

TPI is building prevention infrastructure in TPI communities, with direction from community partners and by leveraging other services and initiatives.

- TPI funded a total of **10 multi-disciplinary trainings** to build capacity of more than 120 community leaders and partners in the areas of group facilitation and decision making,

Community Resilience Model, mental health first aid and resilience, and gang intervention awareness.

- TPI supported the Department of Parks and Recreation's **Parks After Dark** (PAD) program by overseeing the **evaluation**, helping to fund the **expansion of PAD to a total of 10 parks in TPI communities from 2016-2019**, representing nearly half of total PAD park visits in 2019, and funding the Human Relations Commission to provide **youth development training** to park staff in 2017-2018.
- TPI also provides **safe passages** support to PAD parks, and implemented a **Parks Are Safe Zones campaign** developed by Westmont West Athens interventionists which Parks and Recreation formalized at all South Agency parks through permanent signage.
- TPI developed the **Park Therapy** pilot program in 2017 in partnership with the **Department of Mental Health** to use non-traditional approaches to provide a safe space for residents to explore mental health services. Park Therapy continues at five county parks in South LA and has engaged 777 children, youth and families to date.
- TPI contracted with the **Department of Arts in Culture** in 2018 to incorporate healing arts into community engagement including visual and performing arts during community summits, peer learning exchanges, and community art projects. **A total of 10 community-based arts organizations and 28 local artists participated across these strategies, reaching more than 500 community members.** Four artworks created from this partnership have been installed in TPI communities.
- TPI contracted with **the Human Relations Commission** in 2018 to provide human relations training for TPI communities. Human Relations created a comprehensive 44-session youth development manual titled **Resilience and Intergroup Solidarity Education (RISE)** and conducted two multidisciplinary **training sessions for a total of 100 participants.** They also designed and delivered a 20-hour **youth mentorship training for retirees, including 11 participants** from Willowbrook and Westmont West Athens. Human Relations **trained 58 participants in conflict mediation and implicit bias** across all 4 TPI communities and worked with Florence Firestone Community Leaders to plan and launch a **community-building, hate reduction campaign.**

## Conclusion

TPI achievements are the result of partnerships with community members and organizations, and with county departments. The comprehensive, community-driven model built by TPI served as an incubator for new ideas and systems change, many of which were directly inspired by the CAP groups in Westmont West Athens and Willowbrook. This work has also revealed many challenges and lessons learned to inform future work and proposed TPI expansion. TPI's approach and strategies are providing a strong foundation for building a countywide, community-driven crisis response system tailored to the unique needs of communities and informing core strategies of the OVP Early Implementation Strategic Plan.

# THE TRAUMA PREVENTION INITIATIVE – AN OVERVIEW

## Background & History

DPH's violence prevention work in South Los Angeles began in 2014 before the Trauma Prevention Initiative (TPI) was funded and established. **In response to an LA Times article which labeled the community of Westmont West Athens as "Death Alley"[1],** DPH programs including the Injury & Violence Prevention Program, PLACE Program, and the SPA7&8 and SPA5&6 Area Health Offices, convened a workgroup to determine how DPH could better support the community to prevent violence. In order to better understand the needs and assets in the community, and the workgroup met with local leaders and stakeholders, and attended local coalition meetings, and a detailed landscape analysis was conducted. DPH, led by the Injury & Violence Prevention Program, developed a parallel community stakeholder and county systems engagement process to develop agreed upon priorities for a comprehensive violence prevention strategy. This formed the basis of TPI's community engagement approach.

Recognizing the need to invest in prevention and reduce the burden on the county's trauma hospital system, the County Board of Supervisors and Emergency Medical Services Agency allocated ongoing Measure B funding to Public Health to implement TPI. This decision was also informed by findings from the 2014 DPH Health Impact Assessment of Parks After Dark, which recommended a comprehensive approach to violence prevention and intervention to promote community safety.[2] In 2015, the Los Angeles County Department of Public Health (DPH) began implementing TPI to reduce the disproportionate impact of violence and trauma among Black and Latinx communities of South Los Angeles. As of 2019, TPI is housed within the newly established Los Angeles County Office of Violence Prevention (OVP) in DPH. TPI is building a comprehensive, place-based violence prevention and intervention strategy, aligning county services and initiatives to support community-driven safety solutions, that can be tailored to additional communities. TPI serves as a foundation for supporting OVP's regional violence prevention work that models authentic community engagement, survivor centered and trauma informed approaches to healing and safety.

Violence takes a variety of forms and impacts individuals, families, and communities in complex ways. Community violence, including gang violence, is interconnected with other forms of violence such as sexual assault, intimate partner violence, child abuse, human and sex trafficking, elder abuse, bullying, hate crimes and suicidal ideation. Disproportionately impacting Black and Latinx communities, violence is deeply rooted in historical oppression and

[1] Santa Cruz N. and Schwencke K., *South Vermont Avenue: L.A. County's 'death alley'. LA Times. January 19, 2014.* https://homicide.latimes.com/post/westmont-homicides/

[2] Los Angeles County Department of Public Health. The Potential Costs and Health Benefits of Parks After Dark Rapid Health Impact Assessment, Executive Summary. September 2014.

systemic racism, which have deeply traumatized and created a cycle of disinvestment in communities and prevented their ability to thrive. Communities with high rates of violence also often have high rates of economic hardship and chronic disease. Violence contributes to social isolation and the breakdown of social networks, inflicts both physiological and psychological stress, reduces the freedom that a community has to safely play, work, worship, and connect, and perpetuates a lack of civic engagement and disinvestment in communities.

TPI has been implemented in four unincorporated communities in South Los Angeles: Westmont West Athens, Willowbrook, Florence Firestone, and Unincorporated Compton. Several indicators were used to identify priority communities for TPI implementation, including (1) status as an unincorporated community, (2) high violence: assault rates, homicide rates, violent crime rate, gang-related crime rate, assault-related trauma visits, and (3) established community infrastructure: adjacent to a City of Los Angeles Gang Reduction and Youth Development (GRYD) zone, Parks After Dark (PAD) parks in the community, DPH existing relationships with the community, and a Trauma Center within 5 miles .[3] TPI is building a comprehensive, place-based violence prevention and intervention strategy, aligning county services and initiatives to support community-driven safety solutions.

*Figure 1 Deborah Prothrow-Stith, M.D. speaking to attendees about violence prevention at the 2019 Launch of the Office of Violence Prevention*

## TPI Approach and Strategies

Violence is preventable and requires community-driven solutions and alignment of county services and initiatives to create conditions for communities to heal and thrive. Appendix XX includes a logic model of TPI's proposed impact on root causes of violence. Build on core values of community empowerment and systems change, TPI uses a three-pronged approach to reduce violence and promote healing:

4) intervention, using a peer approach to break the cycle of violence in hospital and community settings;
5) prevention infrastructure, leveraging community parks as hubs, facilitating community dialogue and decision making, and funding community identified strategies; and

[3] Criteria Based Assessment: http://www.ph.lacounty.gov/ovp/TPI_DataEvaluation.htm

6) capacity building, providing technical assistance for grassroots organizations and multidisciplinary training opportunities.

TPI was implemented through a phased approach. Appendix XX includes a timeline of TPI strategy implementation from 2015 to 2019, and planned work for 2020 to 2022.

### Community Empowerment & Systems Change

Parallel and complementary tracks of community empowerment and systems change are critical for violence prevention efforts to be sustained and achieve meaningful change. Community empowerment is the heart of TPI and ensures a violence prevention approach that is community-driven, culturally relevant, and effective. TPI established **Community Action for Peace** stakeholder groups, beginning with Westmont West Athens and Willowbrook, to empower leadership in disenfranchised communities, promote positive community identity, provide opportunities for shared decision making to inform TPI implementation, and create collaborative support networks in disenfranchised communities to leverage community strengths and inform systems change.

TPI works with county departments and initiatives to align resources to communities and identify opportunities to advance systems change. The **TPI Advisory Committee** brings together multiple county partners along with TPI community providers to guide the initiative during quarterly meetings and discuss opportunities to collaborate. TPI funds county and community agencies to implement community identified strategies, and applies lessons learned from our community networks and funded strategies to develop innovative programs and partnerships. TPI strategies are survivor-centered and invest in peer approaches which advance equitable policies and systems change.

*Figure 2 TPI Training and Technical Assistance Pilot Project (2018)*

### Intervention

TPI invests in peer-based intervention strategies to address the immediacy of community violence and create a safe space for prevention strategies to take root. These include **Hospital Violence Intervention** (HVI) **Street Outreach and Community Violence Intervention** Services (Street Outreach). HVI offers case management services to victims of violent crimes at two trauma centers, namely St. Francis Medical Center and Harbor-UCLA Medical Center, engaging clients during a teachable moment in the hospital setting. Case managers respond directly to these hospitals when victims are admitted for treatment and engage with clients post release to provide linkages to services such as education, counseling, substance abuse programs, employment, housing, and victim compensation. Street Outreach is implemented in the 4 TPI

communities and employs Community Intervention Workers to respond to violent incidents to help mediate conflicts, control rumors, and stop retaliatory violence, and proactively promote peaceful communities by ensuring safe passages to schools and parks, and by providing links to social services, health services, and mental health services. Through these strategies, TPI aims to build infrastructure for violence intervention services in county unincorporated communities, to complement that built within the City of Los Angeles.

## Prevention

TPI engages its Community Action for Peace stakeholder networks to identify priority community needs, including programming that builds leadership and promotes dialogue and healing. With community input, TPI has partnered and contracted with community and county agencies to provide multidisciplinary trainings on group decision-making, community law enforcement relationships, resilience and trauma informed practice, healing informed arts instruction, and community storytelling. TPI also aligns with local initiatives such as Parks After Dark (PAD), which transforms local parks into safe community hubs to access free recreational programming and services. TPI community networks provide a strong foundation for other county initiatives to improve community outreach.

*Figure 3 Motivational Speaker and Activist Billionaire P.A. talks to youth participants at the 2019 Westmont West Athens CAP Summit*

## Capacity Building

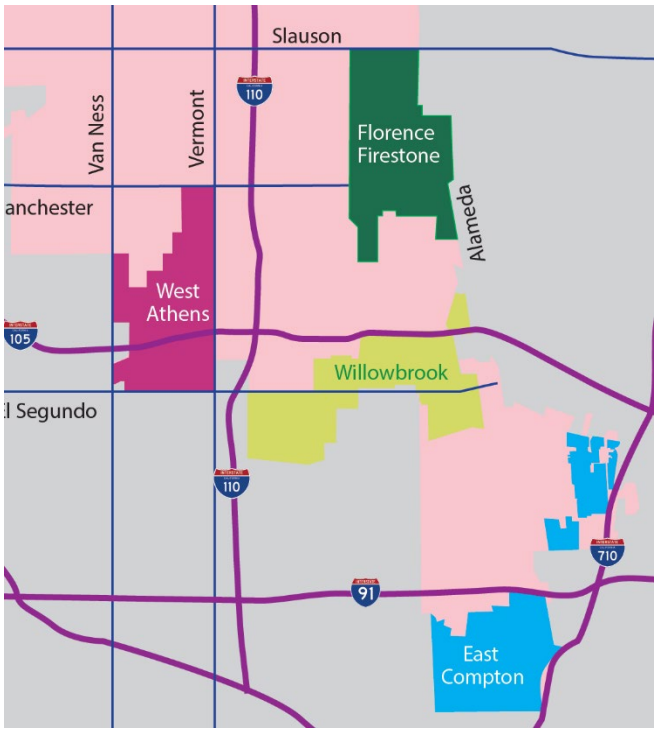
TPI invests in building capacity of grassroots organizations and peer support specialists to advance equity in disenfranchised communities and inform policies and practices to ensure that our systems are more responsive to community needs and strengths. Capacity building is comprised of two strategies, each of which began as pilot projects. The goals of the **Peer to Peer Violence Prevention Learning Academy** (P2P), in its planning phase, includes cross-training peer support specialists, such as community intervention workers, Promotores, community health workers, and others, in violence prevention and trauma and healing informed practice, and connecting peers to provide system navigation within TPI communities. The **Capacity Building Training and Technical Assistance** Pilot Project provided technical assistance to grassroots violence prevention and intervention agencies, in the areas of organizational development, funding, marketing, and evaluation. One-on-one consultation was provided to a select group of agencies, and a series of public workshops were provided.

## TPI Budget & Staffing

TPI receives ongoing funding in the amount of $1.985 million annually. There are five staff members within OVP specifically assigned to the Trauma Prevention Initiative. Kelly Fischer, the Violence Prevention Program Manager, oversees the team (in-kind). Aarti Harper and Keith Baker are the two team leads, supported by Patricia Hernandez, a Health Education Assistant, and a Student Professional Worker. This team receives additional in-kind support from OVP staff to support administration, research, and evaluation.

| **Item** | **Budget** |
|---|---|
| Personnel (4 staff) | $555,677 |
| Operating expenses (supplies, printing, rent) | $95,323 |
| Hospital Violence Intervention | $250,000 |
| Street Outreach (4 communities) | $600,000 |
| Community Engagement & Identified Strategies | $235,000 |
| Peer to Peer Violence Prevention Learning Academy | $150,000 |
| Evaluation | $100,000 |
| **TOTAL** | **$1,985,000** |

## TPI Communities




**Westmont West Athens** is the first TPI community. Second to the Crenshaw/Leimert Park hub, the Westmont West Athens area has traditionally been considered a vibrant urban hub of the African American community in South Los Angeles. It is home to Los Angeles Southwest College, and the focus of several community development efforts, particularly around the Vermont Manchester intersection. Several community coalitions operate here, including the West Athens Westmont Task Force and the West Athens Best Start Collaborative.

Despite the many historical and cultural attributes of the area and unlike other areas of South Los Angeles, the Westmont West Athens area has been plagued with a disproportionately high crime rates, violence, and poor health outcome. During interviews conducted for the landscape analysis, residents reported several challenges including: 1) A lack of coordinated services and economic infrastructure to support families, 2) a need for parent resources including peer support groups and parenting classes available outside of working hours, and 3) a need for more child development opportunities.

**Willowbrook** is the second community identified by TPI. Willowbrook is located next to Watts in the City of Los Angeles, a community with a long history of community organizing that has attracted many resources and initiatives. While stakeholders often regard the communities of Watts/Willowbrook as one, residents of Willowbrook have sought their own unique identity and dedicated resources to this unincorporated community. Willowbrook has the distinction of being the site of the first LA County Library, and home to the Charles R. Drew University of Medicine and Science, and the recently renovated Martin Luther King, Jr. Outpatient Center. Willowbrook is also currently the focus of several existing and planned community development efforts. During interviews conducted for landscape analysis, three themes repeatedly surfaced as key components for successful community-based work in Willowbrook: 1) Community Identity 2) Community Engagement, and 3) Coordination of Initiatives.

*Figure 4 Florence-Firestone Community Leaders logo*

**Florence-Firestone** (also known as Florence-Graham) is the third TPI community, and has a rich history, serving as an entry point for new arrivals to Southern California, including Blacks, Mexican and Central and South American Immigrants. Florence-Firestone has long been a hub for industry, including Goodyear and Firestone Tires, and is home to the first Sheriff's station and one of the oldest libraries in the county. Florence Firestone Community Leaders and the local Chamber of Commerce provides a backbone of community leadership here and there have been many community development initiatives focused here.[4] Community assets include three LA County parks: Bethune, Roosevelt, and Washington, as well as a new Board-adopted community plan led by the County's Department of Regional Planning.

The final TPI community is **Unincorporated Compton,** which comprises three small unincorporated areas that patchwork through the City of Compton, Rancho Dominguez, West Compton, and East Rancho Dominguez. Compton is one of the oldest cities in the county, incorporated in 1888 and is the home of Compton/Woodley airport which was opened in 1924 and remains an active link in Southern California's aviation network. Like much of South Los Angeles, Unincorporated Compton has experienced significant demographic shifts over the past two decades as more Hispanics moved into the area. Industrial flight, unemployment and poverty increases led to a rise in crime and street gangs including the establishment of the Bloods in Compton. During the 1980s Compton began to be internationally recognized as a hub of gang activity.[5] In addition to the notoriety brought to it by notable rappers, including Grammy Award winning Kendrick Lamar [6]and the 2016, Rock 'N Roll inductees rap group, N.W.A., [7]Compton's political and administrative history has been marred by several federal investigations and the prosecution of some of

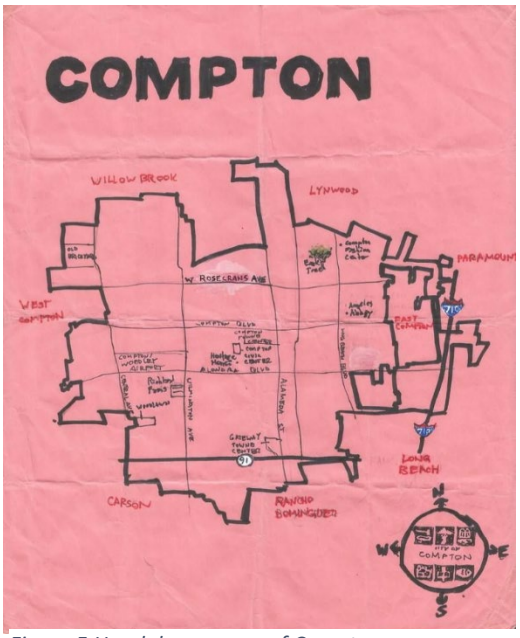



*Figure 5 Hand drawn map of Compton*

[4]https://www.kcet.org/history-society/everyday-heroes-of-florence-firestone
[5] https://blackpast.org/aaw/compton-california-1867
[6] https://www.grammy.com/grammys/artists/kendrick-lamar/17949
[7] https://www.rockhall.com/nwa

the city's leaders, including two mayors and other city personnel. Despite the many trials and tribulations, Unincorporated Compton has retained its deeply rooted agrarian characteristics and charm where it is not uncommon to see residents on horseback on local streets. A key community asset is East Rancho Dominguez Park which houses several youth and senior programs and services including Our SPOT and the annual Senior Prom.

## Evaluation Plan

The TPI Team has created a detailed process and outcome evaluation plan to measure the implementation and impact of each strategy and potential impact on community-level outcomes including violence and other factors. A detailed overview of the evaluation plan can be found on the TPI website.[8] TPI staff manage the overall evaluation and collect and analyze most process indicators for the initiative and the OVP Epidemiologist provides analysis of community-level data rates and trends. TPI has also contracted with agencies to develop data collection protocols and conduct the evaluation of HVI and Street Outreach strategies, and to conduct a door-to-door community safety survey. Overall, 2015 is regarded as the baseline year for the TPI evaluation, however, each strategy began implementation in different years and trends are examined accordingly. A brief overview of methods is included in the Key Findings section for each strategy. The following table provides a summary of the evaluation indicators for the TPI process and outcome evaluation plan.

| **Implementation Process** | **Data Source** | **Timeline** |
|---|---|---|
| # of communities | TPI records | 2015-2019 |
| # and type of stakeholders engaged | TPI records | 2016-2019 |
| # and type of partners aligning strategies | TPI records | 2016-2019 |
| **Strategy Outcomes** | Data Source | Timeline |
| Quality of community engagement and coalitions | Coalition Survey | 2016-2019 |
| # of joint policy and systems strategies implemented | TPI records | 2016-2019 |
| HVI engagement, clients, and outcomes | Civicore database | 2017-2019 |
| Street outreach activities by type | Exaktime App | 2019 |
| % of violent incidents responded to | Exaktime App, Crime data | 2019 |
| # of organizations receiving technical assistance, and outcomes | TPI records | 2017-2019 |
| # of participants in capacity building trainings and P2P | TPI records | 2016-2019 |
| **Community Impact** | Data Source | Timeline |
| Assault related trauma center visits | LA County EMS Agency | 2013-2017 |
| Serious and violent crimes | Sheriff's Department, LAPD | 2013-2019 |
| Community perceptions of safety and well-being | Community Safety Survey | 2015, 2018, 2021 |

[8] TPI Evaluation Plan: http://www.ph.lacounty.gov/ovp/TPI_DataEvaluation.htm

# KEY FINDINGS

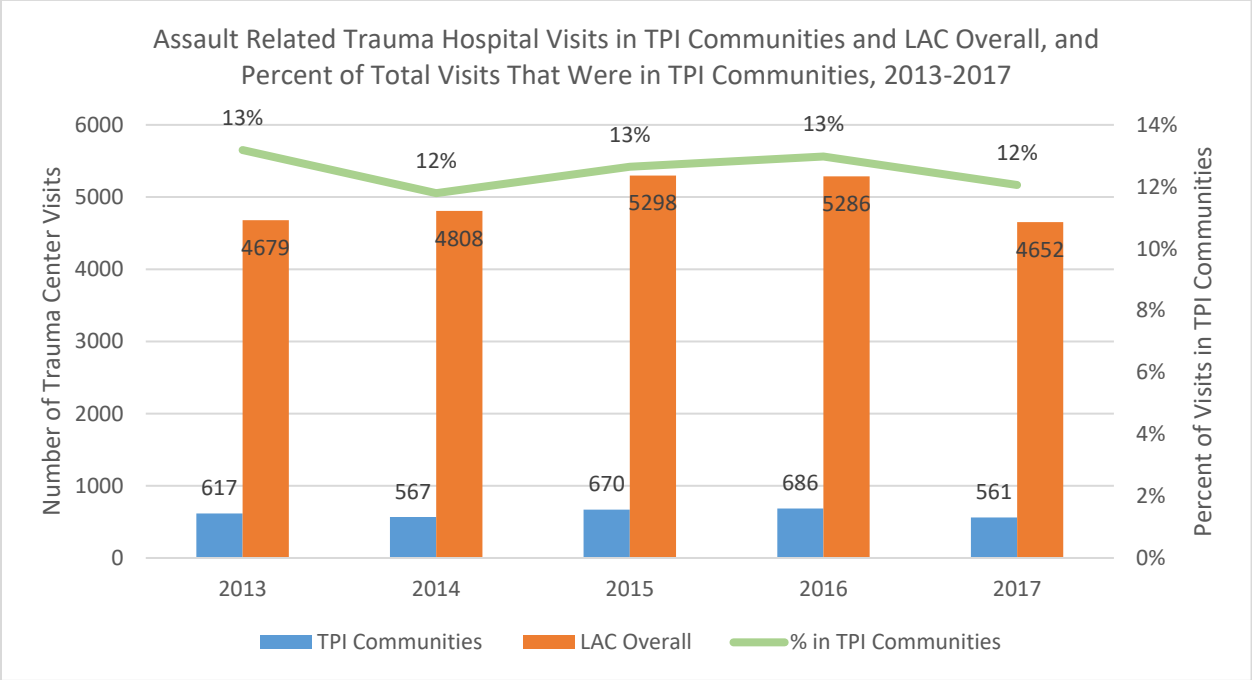
## Community Outcome Indicators

Community outcome indicators, including trauma hospital visits and violent crime rates, are used to estimate impact of TPI strategies, using the year prior to implementation of each strategy as baseline. While TPI overall began in 2015, HVI implementation started in July 2017, and Street Outreach in June-July 2018.

### Trauma Hospital Visits

TPI receives annual data from the LA County Emergency Medical Services Agency that includes assault-related trauma hospital visits. Trauma visits include severe injuries that are transported to hospitals with a trauma center designation, where individuals receive specialized care for violence related injuries, including shootings, stabbings, and blunt force.

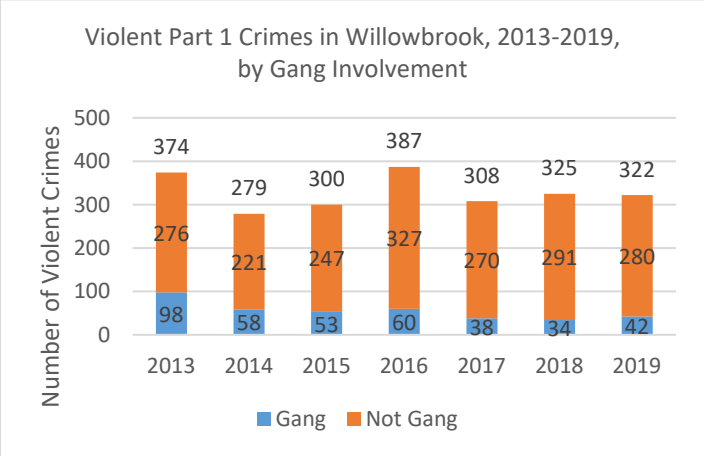
Between 2016 and 2017, the first year that HVI was implemented, TPI communities saw an 18% reduction in assault-related trauma hospital visits, compared to a 12% reduction in LA County Overall; and reduced their burden of countywide assault-related trauma hospital visits from 13% to 12%.

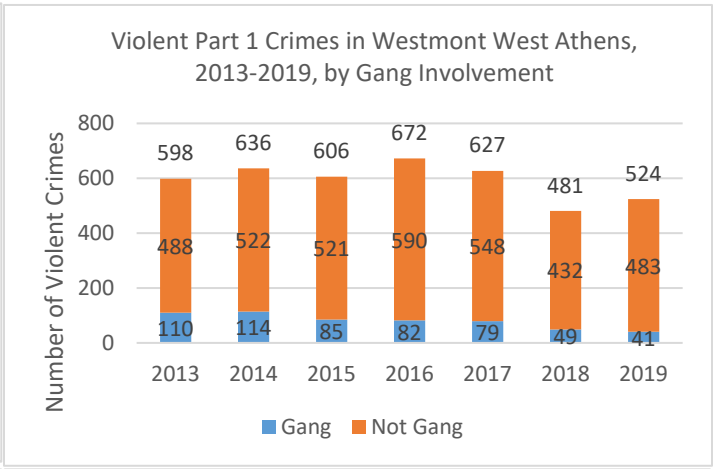


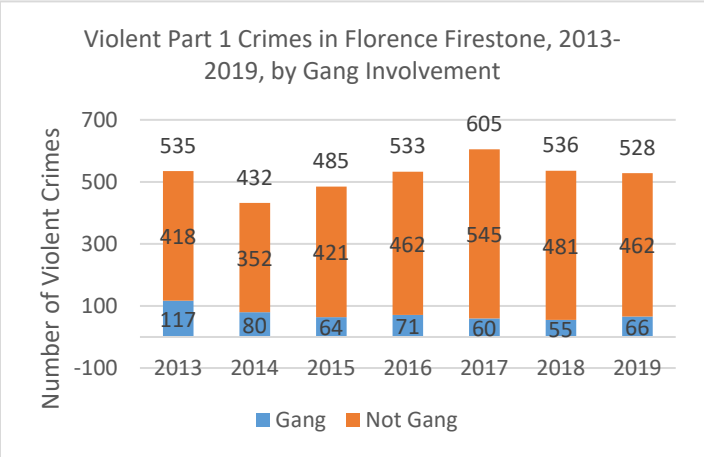
## Crime Trends

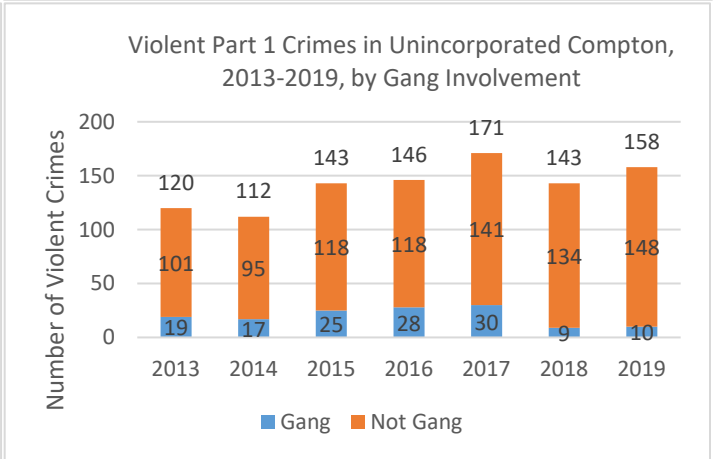
TPI receives monthly crime data from the Los Angeles County Sheriff's Department. This includes Part I serious and violent crimes: aggravated assault, arson, burglary, criminal homicide, forcible rape, grand theft auto, larceny theft and robbery. Sheriff's Department also includes a variable to identify crimes as "gang-related" however it is not clear how consistently it is defined and reported.

Among the four communities, violent crimes peaked from 2016 to 2017, the first year of HVI implementation, and the year before Street Outreach implementation. Between 2016 and 2019, violent crimes in 3 communities declined, while Unincorporated Compton increased slightly, showing promising early results for implementation of these strategies.



## Community Safety Survey

In 2015, Urban Peace Institute conducted a Community Safety Survey in three TPI communities, collecting a total of 312 surveys primarily in Watts-Willowbrook community (74%) and including a limited sample in Westmont West Athens and Florence Firestone. TPI contracted with them in 2018 to conduct a follow up survey in all four TPI communities, and a total of 1,785 surveys were collected with the addition of Unincorporated Compton. Urban Peace Institute used a unique approach to conduct the survey, hiring community intervention workers who are regarded as credible messengers, to go door-to-door and gather perceptions about civic engagement, access to service, main community issues and priorities, and the roles of groups and agencies in improving community safety.

Results of the survey are used to gauge impact of TPI on perception of safety and gather insights and recommendations to guide the work of TPI and county and community partners. Key findings between baseline (2015) and 2018 data include the following. Findings should be interpreted with caution as community sampling shifted between survey periods, however they provide a snapshot of how South Los Angeles community perceptions may have changed.

Demographics

- Respondent demographics changed. There was a decrease in the number of Hispanic/Latinx respondents (from 57% to 40%) and an increase in African American/Black respondents (from 29% to 43%).
- In 2018, there was an increase in respondents age 18-25 years.
- Other demographic characteristics remained similar.

Perception of Safety

- In comparison to baseline, respondents reported a decreased perception of safety in their neighborhoods during both the day and night. In 2018, 63% felt safe in their community during the day, and just 38% felt safe during the night.
- 2018 respondents perceived nearly all issues of violence as high priorities, with perceived increases in gang violence, domestic violence, police violence, and extortion.

Trust and Civic Engagement

- Compared to baseline, 2018 participants reported a slightly stronger perception of civic engagement, including attending community meetings and knowing their elected officials. Over half of the participants in both years are registered voters.
- Participants reported that trust and credibility between the police or elected officials and the community is important but could be improved, both averaging a 4-5 out of 10.

Community Law Enforcement Relationships

- Ratings of community law enforcement relationships remained similar to baseline, with only 33% of respondents indicating a positive relationship.
- Compared to 2015, 2018 participants reported an increase in community problems, such as lack of engaged public officials, police harassment, and too much police surveillance.

Access to Services

- In 2018, respondents reported the most difficult to access services were reentry, job training and placement, and counseling services; though perception of access to reentry services appeared to improve from baseline.
- Compared to 2015, 2018 participants reported increased problems around gang activity, mental health and trauma, fear of deportation, and too many smoke/marijuana shops.
- Participants in 2018 would like to see investments such as affordable housing, job training and job placement, education programs for youth and adults, and substance abuse counseling and treatment.

Public Safety Strategies

- Respondents indicated that religious organizations, schools, gang intervention workers, and family members/neighbors have been most effective in improving the safety of their communities.
- Conflict mediation was rated on average as more effective for improving safety in 2018 compared to participants in 2015. Having more law enforcement presence was rated on average as less effective for improving safety in 2018 compared to participants in 2015.

## Community Engagement (2015 – Ongoing)

TPI works closely with community stakeholders to provide backbone support for ongoing community engagement, determining how to best support existing leadership networks and coalitions in each community. After extensive relationship building and research, TPI supported stakeholders to establish Community Action for Peace (CAP) groups in Westmont West Athens and Willowbrook. CAPs meet at least once each month to develop community-driven strategies for violence prevention within their community. CAPs provide a space for community members to gather together to identify community issues relating to violence and to work together to create programs, events, and trainings that respond to present concerns. TPI is actively working to develop and strengthen relationships with community leaders and stakeholders in Florence-Firestone and Unincorporated Compton to eventually facilitate CAP groups in these communities as well. TPI contracts with community-based organizations to provide facilitation and strategic planning and leadership capacity building support for CAPs. Early work with CAPs mobilized stakeholders around convening community summits to foster collaboration and positive identify and later work transitioned to more focused capacity and leadership building. As a result of several years of community engagement, TPI has developed an infographic highlighting lessons learned that can be found on the TPI website.[9]

### Westmont West Athens

| | |
|---|---|
| **# of participating agencies** | 74 |
| **# of participating individuals** | 200 |
| **Average meeting attendance** | 13 |
| **Community Summits** | 3 |

#### *Overview*

DPH began learning about the Westmont West Athens community in 2014, before TPI was funded, through extensive stakeholder engagement and conducting a landscape analysis. Once TPI was funded in 2015, Westmont West Athens was established as the first TPI community. As DPH developed the implementation plan for the funding, they worked to mobilize collaboration among community stakeholders around plans to convene a community summit to promote dialogue and identify priorities for violence prevention. This helped secure buy-in from community partners to formally established the

*Figure 6 Official logo of the Westmont West Athens Community Action for Peace group*

[9] Community Engagement Model: http://www.ph.lacounty.gov/ovp/docs/TPI%20Documents/TPI%20News/TPI.CommunityEngagement.FINAL.5.20.19.pdf

first TPI Community Action for Peace group in 2016. Westmont West Athens CAP meets monthly at Helen Keller Park and is led by seven-member Steering Committee that was started in August 2018, two of whom are young adults, and all were elected by CAP members to guide the work of the CAP. Westmont West Athens community stakeholders originally mobilized around the idea of convening a community summit to build collaboration and develop priorities to prevent violence. After the summit, stakeholders agreed to formalize themselves as the CAP to move forward an action agenda for the community improve local collaboration.

### *Community Summits*

Westmont West Athens CAP hosted a total of three annual community summits. The first summit, held on March 4, 2017 had more than 250 attendees. The goal was to provide a space for individuals to engage in dialogue to advance a collective vision and action plan for community peace and well-being and to begin and continue conversations among residents that align with this goal. The second annual summit was held on June 8, 2018 and was attended by 146 stakeholders. The summit focused on building and strengthening community relationships, developing community priorities, identifying next steps, and strengthening the CAP coalition in order to inform and develop a strategic plan.

The third Westmont West Athens CAP Summit was held in June 2019 in alignment with these priorities, with a specific emphasis on youth. To gain a strong understanding about youth needs and experiences, in late 2018 DPH worked with a number of local youth serving agencies and the Martin Luther King Jr. Community Healing and Trauma Prevention Center (MLK Healing Center) to conduct six listening tours with area youth on the topics of violence prevention and community strength-building. Approximately 62 youth between ages 13 and 17 participated. Youth members of the CAP were invited to participate in developing the programming for the Summit and worked together to lead and moderate panels and activities throughout the day. Over 126 community members attended the Summit. The summit focused on strengthening relationships with youth and parents, developing additional community priorities, identifying

*Figure 7 DPH Director Barbara Ferrer with youth who helped plan and facilitate the 2019 annual summit.*

**WWA CAP Priorities**

- Opportunities for community dialog and healing
- Intergenerational mentoring and support
- Leadership skills and employment for foster care and out-of-school youth
- Employment opportunities and skills building for the re-entry population

next steps, and strengthening the CAP coalition to further inform the development of a Westmont West Athens strategic plan.

### *CAP Achievements*

Westmont West Athens CAP has been very successful in identifying specific community issues and creating innovative solutions. Community Intervention Workers participating in the CAP developed the Parks Are Safe Zones project to promote park safety across South LA county parks (see section XX). As an outcome of the first summit, County Workforce Development, Aging & Community Services was able to establish an American's Job Center at Los Angeles Southwest College, bringing much-needed resources to the community. Additionally, DPH's PLACE program coordinating their pedestrian and bike planning efforts with the CAP.

In addition, the Westmont West Athens CAP conducted a Collaborative Survey among its members to determine the types and level of interaction among them. Strong cross-sector collaboration is key to addressing complex issues like violence, though effective collaboration takes time to build and is complex itself. Social network analysis can provide insights into the effectiveness of collaboration among community groups and organizations and identify challenges and opportunities.

From December 2016 to June 2017, a social network analysis survey was conducted with Westmont West Athens CAP members and distributed to 61 member organizations. TPI had three research questions for the surveys: 1) How can the public sector better engage community leaders in decision-making related to violence prevention, 2) How can the TPI collaborative improve local collaboration and capacity, and 3) How can community engagement support the goals of TPI strategies, including parks-based violence prevention, hospital violence intervention and case management, and gang intervention and street outreach.

There was a 67% response rate to the survey which included community-based organizations, public sector organizations, schools, medical systems, community coalitions, and faith-based organizations. Key findings include the following:

1. 98% of respondents felt that more collaboration was needed to prevent and reduce violence in their community.
2. Community members responded that building trust and improving relationships and bringing in new resources were the two most important perceived benefits of community collaboration.
3. Crime prevention, education and employment, and health (including mental health) were identified as the three issues of highest priority to respondents overall.

4. In general, community members in Westmont West Athens are well-connected and centralized. While there were no distinct subgroups, medical system partners were often less connected than other types of agencies.
5. Network members vary in their level and types of collaboration and capacity for violence prevention, but much of the network's current capacity is related to outreach and direct services.
6. Agencies in gatekeeper positions (such as TPI and DPH) with high levels of satisfaction can help build trust and awareness for capacity-building priorities across sectors.

   Overall, findings suggest that collaboration is critical for violence prevention to address the complex root causes and needs affecting communities. The analysis helped identify opportunities to improve collaboration among specific partners and sectors. TPI will continue to use social network analysis to evaluate collaboration across the 4 communities.

Westmont West Athens CAP also conducted a number of "Community Walks for Peace" and "Community Clean-up Days." CAP members jointly submitted and received funding from Best 5 as well as a grant from the Department of Public Health to conduct trauma training workshops in the community.

## Willowbrook

| | |
|---|---|
| **# of participating agencies** | 64 |
| **# of participating individuals** | 193 |
| **Average meeting attendance** | 15 |
| **Community Summits** | 2 |

### *Overview*

DPH conducted a rapid landscape analysis to understand the needs of the Willowbrook community in 2017 and began engaging stakeholders. Community stakeholders quickly bought-in to the idea to establish an action-oriented coalition and the Willowbrook CAP held its first meeting in December 2017. Willowbrook CAP meets bi-monthly, alternating at Mona and Carver parks.

*Figure 8 Official logo of the Willowbrook Community Action for Peace group*

### *Community Summits*

Willowbrook CAP hosted two community summits to provide specific training and support to residents about topics of self-advocacy, violence prevention, community healing, and empowerment. The first We Are Willowbrook CAP Summit was held on Saturday, May 19, 2018 at Charles Drew University, and attended by 159 community members. The summit focused on strengthening relationships, building a positive community identify, and developing community priorities. Participants attended workshops that focused on empowering teenagers and adolescents, economic and workforce development, civic engagement, and community activism and advocacy.

The second summit was held on Saturday, March 2, 2019, at Charles Drew University and was attended by 151 community members. CAP members spent six months planning and developing the summit with the goals of building relationships, developing community priorities, and identifying action steps. Discussions throughout the day identified community-based organizations and green spaces (e.g. parks) as two of the most prominent resources that the community has to offer and must protect. Attendees also voiced a need for more engagement with law enforcement within their community, and a need for the county to complete a needs assessment, with the intention to improve community safety. The summit provided a foundation for the CAP to continue ongoing collaboration and develop a strategic plan to reduce trauma and violence in Willowbrook.

**WBK CAP Priorities**

- Fatherhood support
- Trainings and resources for healing
- Increase knowledge of services and resources
- Increase Latinx resident membership

*Figure 9 Breakout panel presenters at the 2019 We are Willowbrook Community Building Summit*

### *CAP Achievements*

Willowbrook CAP members has been successful in implementing community-driven ideas in a very short time. CAP members were instrumental in informing the development of the MLK Healing Center, and also partnered with the DPH Center for Health Equity to conduct a community listening session at the site. They collaborated with Best Start Watts-Willowbrook, an organization that advocates for increased resources to support wellbeing of children and

families, to establish Carver and Mona Parks as a co-host locations for their bi-weekly community partnership meetings to encourage participation of Willowbrook residents from various neighborhoods. This has helped not only to increase the number of residents that attend each meeting, but the number of community members connected to and served by the Best Start Watts-Willowbrook program. Conversations within CAP residents and the organization also laid the groundwork for the Bridges to Fatherhood weekly support group that is facilitated by Willowbrook CAP and Best Start Watts-Willowbrook members. CAP members were especially inspired by a conflict resolution training funded by TPI and provided by the County Commission on Human Relations, which led to the creation of the Willowbrook Peace Mediators, who provide conflict mediation and safe passage to families and neighborhoods throughout Willowbrook.

Hosting the CAP at both Mona and Carver Park has greatly strengthened the relationship between DPH and Parks and Recreation. Due to advocacy from the CAP, both Mona and Carver Park are now included as Parks After Dark sites and Mona Park has been selected as an official Our SPOT (Social Places and Opportunities for Teens) program site, providing youth development programming for teenagers living in the Willowbrook area. For 2020 and beyond, the Willowbrook has identified three priorities: providing fatherhood support, conducting trainings and gathering additional resources for trauma and healing support, and increasing resident knowledge of and access to county and community resources in Willowbrook.

## Florence-Firestone

While an official CAP has not been established in Florence-Firestone, TPI began supporting existing community-driven violence prevention efforts in early 2019 by participating in Florence-Firestone Community Leaders monthly meetings. This group is well-established within the community and organizes community members to improve safety and reduce incidents of violence. Inner City Visions, which conducts Street Outreach and Safe Passage for TPI within this area, works closely with this group to implement collaborative approaches to violence prevention. On September 3, 2019, the Los Angeles County Board of Supervisors adopted the 2019 Florence-Firestone Community Plan. This plan was made in part due to a successful and intentional collaboration between this group and the Los Angeles Regional Planning Office. The Florence-Firestone Community Leaders worked

*Figure 10 Inner City Visions coordinated job interviews for clientele who receive intervention case management at the Local Target store.*

directly with departments that drafted each version of the plan to make sure that every component of the plan was community-informed and community-driven. Since the adoption of the plan, there has been two separate change in leadership within FFCL which have resulted in the lack of continuity and clarity relative to the specific direction of the group. Additionally, the leadership of the local Chamber of Commerce has recently emerged and have been providing some guidance in the area.

### Unincorporated Compton

At this time, community engagement has not yet formally begun in Unincorporated Compton. TPI is currently working to identify community leaders, organizations, and stake holders to guide initial efforts for the community. TPI has conducted a preliminary assessment of community programs that promote safety and well-being in Compton and worked with an intern to develop a photographic survey of community needs and assets. This photo survey identified faith communities, street art, community hubs such as parks and libraries, and community services. The information gathered during this stage will help TPI create a landscape analysis before beginning community engagement in this area.

*Figure 11 Identified services in Unincorporated Compton.*

## Systems Change Efforts

TPI builds collaborative networks with multiple county departments and initiatives to ensure that resources are better aligned to address community needs and the complex root causes of violence. These systems change efforts focus on developing innovative programs that invest in peer and community driven approaches to public safety and promoting equitable policies and infrastructure to support these efforts. TPI approach and strategies are providing a strong foundation for building a countywide crisis response system tailored to the unique needs of communities and informing core strategies of the OVP Early Implementation Strategic Plan.

### Coordination with Los Angeles County Board of Supervisors

Coordination with local governing bodies has proved instrumental in the success and growth of TPI. The Los Angeles County Board of Supervisors has been an advocate and supporter for violence prevention and trauma reduction and has laid a strong foundation for the program to continue to build. This support has largely come from Mark Ridley-Thomas, Supervisor for the 2nd District. The Supervisor has expressed a clear vision for health equity, violence elimination, and better quality of life for men, women, and children, of color and has been a key advocate

along the way. Mr. Ridley-Thomas has passed a variety of motions that not only led to the initial creation of the Trauma Prevention Initiative, but also the MLK Healing Center, and most recently the establishment of OVP. Without his dedication to the systems change efforts necessary for this growth, much of the work that TPI has done would not be possible. OVP staff continue to meet with and engage the Board offices to share TPI progress and identify opportunities to support and expand.

### Advisory Committee Meetings

Since 2016, TPI has host quarterly Advisory Committee meetings for a multi-sector group of county departments and initiative representatives, and TPI funded partners, to guide the initiative and identify opportunities for systems change. **The Committee includes nearly 200 members from 70 different organizations.** TPI staff update committee members on the progress of each strategy, provide space for organizations to present their work and to connect community providers with county services, and facilitate discussions of successes and challenges of work.

*Figure 12 A TPI Advisory Committee meeting held in 2018*

### Systems Change Achievements

Partnerships with other county departments and initiatives have allowed TPI to bring a variety of resources to high need communities. Additionally, county departments increasingly prioritize TPI communities for new services and initiatives and have grown to see TPI as an expected partner for service provision and for community engagement. Highlights of these partnerships include:

- **Coordination of public health initiatives:** A variety of Public Health divisions have supported TPI beginning with two Area Health Offices and the PLACE Program early collaboration with IVPP to begin engagement in Westmont West Athens. PLACE has prioritized TPI communities for development of **pedestrian plans** and their Vision Zero initiative to reduce traffic deaths. TPI continues to partner with the Area Health Offices for **community engagement** and informed the design and ongoing programming of the MLK Healing Center. TPI also partners with the Substance Abuse Prevention and Control division to align **substance use services** in communities, with Maternal Child Adolescent Health to align the **Youth Advisory Council**, and with the Office of Women's Health and Domestic Violence Council to integrate and address **gender-based violence**. Additionally, the DPH **Center for Health Equity**, leveraged CAPs to provide community input for their strategic plan.

- **Engaging parks as community hubs:** Recognizing parks as critical community hubs, TPI has partnered with Parks and Recreation since it began, by hosting CAP meetings at local parks, supporting expansion of Parks After Dark to TPI communities and providing safe passages and community outreach, implementing the Parks Are Safe Zones community campaign, and aligning and evaluating the new Our SPOT youth program.
- **Aligning employment initiatives:** Workforce Development, Aging and Community Services (WDACS) coordinates with TPI communities to provide a consistent employment resource and specialized programs designed for system-involved youth and adults. And as a result of the first Westmont West Athens summit, a new America's Job Center was established at Southwest College. America's Job Centers staff participate in CAP meetings on an ongoing basis.
- **Improving traffic safety:** The DPH PLACE program has prioritized TPI communities for various traffic safety initiatives and continues to engage CAPs for community input. This includes coordinating with Regional Planning and Public Works for the Vision Zero initiative, to implement a collision corridor pilot project in Westmont West Athens, developing pedestrian plans, facilitating installment of new streetlights and bike lanes.
- **Developing a regional intervention approach:** With a goal to build infrastructure for street outreach in county unincorporated communities, TPI included proximity to a City of Los Angeles Gang Reduction and Youth Development (GRYD) zone as part of its criteria for community selection. TPI coordinates with GRYD to share implementation progress, learn about best practices and lessons learned from GRYD, share resources and referrals, and pursue a regional interview approach.
- **Integrating trauma informed practice:** TPI partnered with the Department of Mental Health (DMH) Prevention and Early Intervention Bureau to implement an innovative program, Park Therapy, to bring innovative and community responsive healing services to TPI communities. DMH leveraged the TPI Advisory Committee to provide guidance for early planning of the Trauma Training Center of Excellence. TPI continues to partner with Service Area 6 Health Neighborhoods to coordinate resources and partnered with DMH to provide a series of trauma trainings for CAP members and Street Outreach contractors.
- **Coordinating Hospital Violence Intervention (HVI) programs:** TPI provided the first sustainable funding for HVI services, beginning with Southern California Crossroads and Saint Francis Medical Center. Interest in this model has quickly expanded to additional trauma centers. TPI has convened research partnership meetings across partners and is working with Harbor UCLA Medical Center to formalize collaboration through the LA County HVI Consortium.
- **Building a positive youth development framework:** TPI has hosted 2 community summits focused on youth. TPI provided early support to Parks and Recreation to train park staff in positive youth development principles and practices and provided evaluation support for the new youth development program implemented at 10 parks

around the county. TPI also works closely with the DPH Youth Advisory Council to integrate local youth in TPI work and co-leads the county Youth Networking Group with Parks and Recreation and Probation. As a result of this work, **Probation funded TPI to oversee a Positive Youth Development Evaluation** of 10 Probation funded programs, to inform development of a countywide framework.

- **Building community trust**: TPI partnered with the Human Relations Commission to integrate a variety of human relations strategies in TPI communities, including youth development, intergenerational mentorship, conflict mediation and implicit bias trainings. This pilot partnership provided a strong foundation for incorporating human relations work as a core component of TPI.
- **Integrating healing arts**: TPI partnered with the Department of Arts and Culture to integrate arts to support building a positive community identify and facilitate healing. This pilot partnership, which included community artwork, community performances at summits, and peer learning exchanges, provided a strong foundation for incorporating arts into TPI.
- **Building capacity of grassroots organizations:** TPI implemented a pilot capacity building training and technical assistance initiative to support grassroots organizations implementing violence prevention and intervention programs. As a result of the success of this program, the Probation Department invested in an expansion of the program countywide, and TPI is partnering with other county initiatives to align efforts.
- **Building community trust with law enforcement**: The Sheriff's Department has been supportive of TPI's investment in Street Outreach services since TPI began. TPI is collaborating with Sheriff's Department leadership to develop a protocol for incident response and communication. TPI also funded a pilot gang intervention awareness training for Deputies and county service providers.

## Intervention Strategies

### Hospital Violence Intervention (July 2017 – Ongoing)

Hospital Violence Intervention (HVI) was launched in July 2017 in contract with Southern California Crossroads (Crossroads) at St. Francis Medical Center. Crossroads began this work and had established relationships with St. Francis Medical Center several years ago. TPI facilitated a partnership with LA Care to provide seed funding to Crossroads to begin HVI services while the county contract process was determined. TPI provided sustainable funding to expand and sustain this work in LA County for the first time and Crossroads was able to expand to Harbor UCLA Medical Center with funding from California Community Foundation, expanding their reach in South LA and coverage of TPI communities.

*Figure 13 Case managers from the HVI team attending the June 2019 Elevating Peer Support Summit.*

Crossroads hires and trains culturally competent case managers to provide 24/7 support to survivors of violence treated at the trauma hospital. After initial engagement, case managers provide linkages to services post discharge such as education, counseling, housing assistance, substance abuse, victim compensation services, and more. Crossroads has developed relationships with local service providers and coordinated across initiatives to provide seamless services to clients. HVI has proved to be highly successful. From July 1, 2017 to June 30, 2019, Crossroads has engaged 692 patients, which include victims of gunshot wounds, assaults, stab wounds, or other serious violent, penetrating injuries. The Table to the right provides a summary of clients served. Crossroads also began offering tattoo removal services to 26 clients during 2019.

| HVI Engaged Client Demographics | | |
|---|---|---|
| **Gender Identity** | 14% identify as female<br>86% as male<br>1% as neither | |
| **Race/ Ethnicity** | 51% Hispanic/Latinx<br>44% Black/African American<br>5% other | |
| **Age** | 3% under age 18<br>40% age 18-29<br>42% between ages 30-49<br>15% age 50+ | |
| | | |
| **Engaged** | 692 | |
| **Enrolled** | 318 | 46% |
| **Successfully completed** | 91 | 29% |

Based on lessons learned so far, Crossroads is developing a detailed HVI Protocol to guide implementation of this model at other hospitals throughout the county, state, and nation. Lessons learned include taking time to build relationships between hospital and community organizations, fidelity to a peer approach that employs credible messengers with lived experience and maintaining a feasible caseload. Since 2017, TPI has facilitated HVI partnership meetings with Crossroads, DPH, St. Francis Medical

Center, Harbor UCLA Medical Center, and other partners, including Dr. Rochelle Dicker at UCLA, to improve collaboration, share best practices, and develop joint research projects.

| HVI Case Example |
| --- |
| *A young man was admitted to the Trauma Center at St. Francis suffering a gunshot wound to the head, and unfortunately, he succumbed to his injuries. The case manager engaged his family while in the hospital and they enrolled in the program. The case manager connected the family to receive assistance for funeral expenses and to Trauma Recovery Center (TRC) services at Crossroads, where multiple family members were able to receive and complete all of their scheduled therapy sessions.* |

## Street Outreach (July 2018 – Ongoing)

*Figure 14 LASD, Captain April Tardy awarding interventionists for their commitment to intervene in violent crimes and promote peace.*

In June-July 2018, TPI began contracting for Street Outreach and Community Violence Intervention in each of the 4 communities. Street Outreach employs credible messengers with lived experience and specialized training to intervene in violent incidents and promote peace. Street Outreach workers have a pulse on the community and act with compassion to build community, promote healing and link hard to reach populations to resources. Street Outreach helps to build equity and change community norms around violence by empowering a community-driven approach to public safety.

Prior to the implementation of Street Outreach, as there were delays with contracting, TPI partnered with LA Care to identify and fund three agencies to do early work in street intervention. This bridge funding was given to

| Street Outreach Examples |
| --- |
| *A community member died and after services family members and friends congregated at Mona Park. What started as a peaceful gathering turned into alcohol and marijuana consumption in the park. A Deputy Sheriff engaged the group and explained that he does not want to break up the gathering, but they would not be allowed to continue to consume alcohol and drugs. CIWs worked to get the group to disperse after members refused to stop consuming alcohol and drugs. It was evident that they preferred to communicate with the CIWS versus the potential for an escalated interaction with law enforcement. The Deputy and Parks and Recreation were grateful to the Crossroads team.* |

Southern California Crossroads, Watts/Century Latino Organization, and R.A.C.E. (Reclaiming America's Communities through Empowerment). Each agency was given $275,000 over two contract cycles to conduct street outreach in the various communities in which they are located. While R.A.C.E. and Southern California Crossroads used this funding to focus solely on violence prevention, Watts/Century Latino Organization expanded their reach by focusing primarily on immigrant populations and youth and assisting with housing and immigrant's rights services as well.

TPI contracted with three agencies beginning in 2018 via competitive bid process—Soledad Enrichment Action (SEA) for Westmont West Athens, Inner City Visions (ICV) for Florence-Firestone, and Crossroads for Willowbrook and Unincorporated Compton. Each agency is required to have one half-time Project Lead, at least one full-time Community Intervention Worker, and at least two part-time Street Outreach Ambassadors, who are required to have certified gang intervention training and pass county background checks. Each agency is required to create quarterly safety plans to address the unique needs of each community, including crisis intervention, safe passages to and from parks and schools, youth development, informal case management, and community engagement. All agencies follow Standards of Conduct for Intervention Workers and Ambassadors based on local best practices. TPI staff work closely with contractors to understand the work in each community and learn about the model.

*Figure 15 Southern California Crossroads Community Intervention Workers hosting a booth to talk with community members about safe passages and Street Outreach programming*

## Street Outreach Examples

*Inner City Visions has been working in two local LAUSD schools with high risk youth that many different challenges both at school and at home yet through the support of the team and her desire to change she graduated school this year, was a youth advocate for our program and now has a job. She has shown major growth since we first met her.*

*Soledad Enrichment Action Ambassadors have conducted 8 Baseball games and tournaments to keep community youth engaged and out of harm's way and to help bring acts of violence down. During and after the games, the 75 participants and community members were provided with rules of always keeping the peace and providing a safe place for everyone who came out to participate along with food and drinks free of charge. This has been a popular and effective way to lower the violence in the community and to bring residents together.*

DPH contacted with an evaluator to develop data tracking protocols and assess the impact of Street Outreach and HVI contracts towards meeting their deliverables. Generated by an idea from TPI partner RACE in Westmont West Athens, a time tracking app called Exaktime was customized to allow interventionists to track and monitor work in the community, including incidents, responses to events, and time dedicated to certain conflicts. Preliminary data from June to December 2019 shows the following:

- 2,412 total activities recorded, most of which are from Florence-Firestone
- Safe passages (39%), community meetings (14%), and conflict resolution (11%) are the most common activities
- About a third of time was spent at community events took place during Parks After Dark
- Safe passages activities were provided at schools and parks, with most activity in Florence-Firestone and Willowbrook.
- Youth development services were provided to on average 80 youth per community, including social and peer networking (55%), leadership development (22%), sports (22%), and arts and educational workshops (11% each).
- Agencies provided crisis response to a total of 48 incidents, including 6 homicides
    - 38% of all crisis intervention was related to a shooting
    - Most incidents reported by community members (46%)
    - 31% of incidents reported potential for retaliation
    - 34% of incidents, victims were transported to a hospital for injuries

TPI is providing sustainable funding for Street Outreach in LA County unincorporated communities for the first time and working with county partners to build infrastructure and protocols to support and expand this model as a part of the county's public safety approach. These initial contracts, while limited funding of $150,000 per year for each community, provided baseline funding for Street Outreach and enabled TPI to better understand and shape their approach to this work. TPI has established an ongoing relationship with the Sheriff's Department to develop protocols to support Street Outreach in county unincorporated communities, including establishing clear roles and guidelines and communication systems to respond to incidents in the field.

Grounded in community engagement and systems change, TPI intentionally works to connect Street Outreach as a central component of the initiative. Community Intervention Workers and Ambassadors participate and play a leadership role in CAPs and participate in TPI Advisory Committee to inform systems change. Additionally, TPI has facilitated partnerships between intervention agencies and Parks and Recreation to provide safe passages support during Parks After Dark and other community events. TPI also provides opportunities for Street Outreach staff to participate in multi-disciplinary training and capacity building opportunities.

| Street Outreach Examples |
| --- |
| *A Compton high school principal contacted Crossroads as several fights broke out on campus and they were concerned that it may be racially motivated with students also having ties to local gangs. Crossroads ambassadors and intervention workers and arrived on campus within an hour. Upon arrival, Crossroads staff identified one of the female students as being from a well-known Compton family with significant gang ties. After several phone calls, and conversations with family members, the situation was de-escalated. Crossroads staff quickly deployed to the communities in which the students reside, to prevent any potential for on-going conflict or further violence.* |

## Capacity Building Strategies

### Peer to Peer Violence Prevention Learning Academy (2018 – 2019; Planning Phase)

The Peer to Peer Violence Prevention Learning Academy (P2P) focuses on building the capacity of Peer Support Specialists (Peers)--who include community intervention workers, promotores, community health workers, survivor advocates, and others, to address trauma and connect resources across sectors. The goals of this pilot program are: 1) **to increase knowledge about trauma and resilience** on the individual, community, and systems level through intersectional and culturally-sensitive programming; 2) to **improve trauma-informed communication and advocacy** competence for Peers to respond to county residents experiencing trauma; 3) to **develop Peer capacity for self-awareness and self-regulating to prevent secondary trauma** and improve the capacity to access mutual support; and 4) to **strengthen Peer cross-sector collaboration** and support the development of an organic Peer referral and systems navigation network. TPI seeks to develop a pilot training cohort for South LA communities, and work with peer employers across sectors to develop recommendations to build infrastructure to support the peer model to be equitable and trauma informed.

*Figure 16 Nkem Ndefo (Lumos Transforms), a peer to peer specialist gives a presentation at the 2019 Peer Support Summit*

During the first phase of P2P in FY 17-18, TPI contracted with a consultant team from Lumos Transforms and the Edworks Consulting Firm consisting of adult learning and trauma-informed specialists to conduct a landscape analysis, develop a draft P2P curriculum and recommended structure. Lessons learned from the Landscape Analysis included:

- Role definition and valuing of peer support is necessary, especially in multidisciplinary teams, programs, and collaborations.
- The intersection of multiple forms of violence and oppressions informs the understanding of individual and collective trauma needed for effective prevention and intervention.
- Trauma and resilience are connected concepts and processes; both need to be addressed simultaneously.
- Cross-sector collaboration supports peer support workers in their work.

*Figure 17 Peer support specialists participating in dialogue at the 2019 Peer Support Summit*

During the second phase of P2P in FY 18-19, TPI contracted with Lumos Transforms to refine an **implementation plan for a pilot cohort of peer support specialists in TPI communities.** TPI also contracted with Peace Over Violence to plan and facilitate a summit, Elevating Peer Support in LA County, with a multi-sector group of peers and employers to share lessons learned from the landscape analysis and facilitate dialogue regarding cross-sector collaboration, and needed systems change to build equitable infrastructure for supporting peers. **The Peer Summit welcomed 101 attendees from various sectors** that included gang intervention, mental health, public health, health care, substance abuse, human trafficking, domestic violence, sexual assault, and more. The summit opened with a Panel Discussion that engaged peers across social issues and sectors to dialogue around the need for top-down organizational buy-in to support Peers, and need for organizational support for violence and trauma experienced by peers through reliving their stories and by working with community members with trauma. The summit also included a presentation on the Peer to Peer Landscape Analysis by Nkem Ndefo, Lumos Transforms, and interactive panels on topics of equity and opportunities, collaboration among prevention and intervention, and the roots of violence, and keynote closing remarks from Keris Myrick, Chief of Peer Services for DMH.

The third phase of P2P will build on planning and landscape analysis conducted in 2018 and 2019 and bring together a cross-sector pilot cohort of Peers who provide services within TPI communities that will participate in a 10-12 week cross-training program. TPI will also engage various county departments that employ peers to discuss opportunities for systems change.

## Capacity Building Training and Technical Assistance for Grassroots Organizations

Pilot Project – TPI Communities (2017-2018)

TPI launched the Training and Technical Assistance (TTA) Pilot Project in 2017. Four consultants with expertise in the areas of resource development and philanthropy, data management, nonprofit capacity building, and branding and marketing were contracted to develop and implement the program. Thirty agencies serving the four TPI communities were selected from a pool of applicants to participate. Agencies were eligible to participate if they met the following requirements: focused on addressing violence and trauma, served at least one TPI community, held an active nonprofit (501(c)3) status. Applicants were selected for participation based on a scoring system that examined several factors including staff size, diversity of service population, existing agency capacity, and operating budget size. Agencies with a low budget that had headquarters in a TPI Community were prioritized.

*Figure 18 TTA Consultants lead a group workshop on the topic of Earned Income*

Selected agencies were given ongoing customized technical assistance through personalized one-on-one meetings to identify agency priorities, work towards these goals, and to smoothen operations with the intention of increasing sustainability. TTA hosted monthly community-specific capacity-building workshops that were held at local community hubs (such as county parks and libraries) that were open to a larger group of nonprofits as well as to the public.

*Figure 19 Participants of the Pilot TTA Project participate in group workshops*

**Over 45 capacity-building workshops were provided to a total of 260 participants**. Workshop topics ranged from strategic planning to data and surveys, board development, resource development, and branding and social media marketing. **A total of 1596 hours were provided through TTA, to a total of 30 agencies, averaging about 52 hours per participating agency**. The average number of hours per agency who made significant progress following program completion was nearly double at 101.5 hours. Of the agencies included in evaluation, over 85% reported that their expectations for program participating were met or exceeded.

Unfortunately, there were challenges in program implementation. Competing priorities or personal and/or organizational challenges made it difficult to schedule appointments. Pre-program self-assessment data may have been affected by information bias as respondents had

an incorrect understanding of capacity-building support and answered questions according to their personal definitions. Initially, it was difficult for the TTA team to quickly build relationships and earn trust of agency staff. Consultant teams learned that leadership development, including supports for self-care and healing form trauma, were critical for building capacity of grassroots organizations.

Despite this, post-program assessments reflected key achievements in participating agencies. Of the 13 agencies ranked pre-program as having "nascent operations," seven (54%) moved up to "very limited capacity." Of the eight agencies ranked "very limited capacity" pre-program, two (25%) moved to the next stage, "limited capacity." Of all respondents, 95% said Consultants helped provide greater insight about their operational needs. 90% of respondents agreed Consultants helped provide support/services that will help them function more efficiently.

Countywide Capacity Building Technical Assistance and Training Workshops (2019 – 2020)

Following the success of the TTA workshops, TPI partnered with the Los Angeles County Probation Department to develop and implement a second cohort of the project. The Capacity Building Technical Assistance and Training (CBTAT) Workshops were developed to enhance the resources and capacity of small community-based organizations in each of the eight Service Planning Areas (SPAs) in Los Angeles County. These workshops aim to increase the number of grassroots community-based organizations in Los Angeles County that eligible for and are awarded grant funding. CBTAT will address the mutual needs of DPH, the Probation Department, and others, to build capacity of community-based organizations that serve youth and adults in the criminal justice system and will align with other county initiatives focused on capacity building such as, the Center for Health Equity, the Department of Mental Health's Incubation Academy, and the newly established countywide Office of Violence Prevention. Implementation and evaluation of CBTAT is funded by the Probation Department, Juvenile Justice and Crime Prevention Act funding.

## Prevention Strategies

### Multidisciplinary Trainings

In response to community-identified priorities, TPI invested in several multidisciplinary trainings to build capacity of partners for collaboration to advance peace and healing. A total of 10 trainings were convened, building capacity of more than 120 local stakeholders::

- TPI contracted with Community At Work in 2018 to provide two 3-day trainings on **group facilitation, dynamics and decision-making**, with one training that brought together a multidisciplinary group of county staff, and one training that co-trained TPI staff along with community leaders. Nearly 40 participants attended the two trainings. The opportunity to co-train with partner agencies and community leaders was a powerful experience that built trust in addition to enhancing the skills of participants to work collaboratively.
- TPI contracted with Westmont Counseling Center to provide two one-day trainings on the **Community Resilience Model** for Westmont West Athens and Willowbrook communities. A total of 42 participants attended the trainings, which built skills for balancing body, mind and spirit, understanding common reactions from individual and community trauma, and wellness skills to increase resiliency and reactions to stress.
- In 2019, TPI partnered with the Department of Mental Health to offer a series of 4 **Trauma informed trainings** to TPI community members and partners. A total of 12 individuals from Willowbrook participated and were trained on youth and adult mental health first aid, impact of toxic stress and promoting resilience, access to mental health care, and compassion fatigue. TPI's Health Education Assistant was also trained to be a compassion fatigue trainer.
- TPI contracted with Urban Peace Institute in 2018 to facilitate and plan two one-day **Gang Intervention Awareness** training sessions to increase understanding of the gang intervention model and discuss how it can be valuable approach for county partners. One training brought together 15 Deputies and leadership from the Sheriff's Department, and the other training brought together 20 staff from various county departments service TPI communities, connecting both groups with local Community Intervention Workers who co-facilitated the trainings.

TPI is planning additional trainings on historical oppression, trauma and healing, gang intervention awareness, community law enforcement relations, and gender-based violence and gang violence.

## MLK Healing Center Parnership (2018 - ongoing)

Designed and programmed with input from the Willowbrook CAP, the MLK Healing Center was established by DPH Service Planning Area 5/6 Area Health Office in Fall of 2018 and has become a trusted and safe community space to promote healing and increase access to trauma prevention and intervention services. The Center repurposes space within the MLK Public Health Clinic and features a *Touchstone Mural* that was created during the 2018 We Are Willowbrook summit hosted by TPI. The Center provides a variety of free programming in partnership with community and county partners. Between September 2018 and December 2019, there were more than 7,800 visits to the MLK Healing Center, including cultural and arts programming (45%), support groups (13%) and educational classes (10%) to promote healing and well-being, meditation classes (8%), and other programs including community meetings, youth programs, and leadership development. The space has become an incubator for community-driven trauma and healing programming and a model for transforming space into safe hubs for community members to access a variety of services.

*Figure 20 Touchstone Mural featured at the MLK Community Healing and Trauma Prevention Center*

## Partnership with the Department of Parks and Recreation (2014 – ongoing)

Recognizing parks as a critical social institution for communities, TPI has partnered with the Department of Parks and Recreation on several strategies. CAP meetings are hosted at county parks, and TPI has helped support and expand the Parks After Dark program, bring innovative mental health programming via Park Therapy, and align Street Outreach and Safe Passages services at county parks.

**Parks After Dark**

Parks After Dark (PAD), led by the Department of Parks and Recreation in collaboration with county and community partners, transforms parks into safe hubs to access free recreational programs and health and social services. PAD extends the hours that local parks operate during the summer months in unincorporated communities through Los Angeles and offers residents and community members free activities and resources for all ages in a safe, protected space. TPI has

*Figure 21 A young participant attends an art class at a Summer Parks After Dark event*

partnered with Parks and Recreation since PAD began at 3 parks in 2010, to coordinate the evaluation, provide strategic planning and technical assistance support, and align DPH health outreach and services, and provide safe passages support. TPI also supported PAD by funding expansion of PAD to parks in TPI communities from 2016-2019. As of 2019, PAD has expanded to a total of 33 parks with additional funding from DMH, DCFS, Probation, and Workforce Development, Aging and Community Services (WDACS). In 2019, PAD began piloting programming during spring and winter school breaks. Additionally, TPI funded Human Relations Commission to provide youth development training to park staff in 2017-2018.

PAD has consistently demonstrated positive impacts on county communities in the areas of safety, well-being, and chronic disease, resulting in significant cost savings to the county. Highlights from the 2018 evaluation are included below and the 2019 evaluation is currently being finalized for release in 2020. During Summer 2019, PAD parks in TPI communities accounted for about one-third of all parks but nearly half of all visits. Additional information about PAD and previous evaluations can be found on the TPI website.

- Estimated reduction of 75.4 serious and violent crimes since PAD began in 2020
- 89% of participants felt safe attending PAD
- 89% of participants felt PAD improves relationships between community and Deputies
- 89% of participants indicated PAD makes it easier to get services they need
- 91% of participants indicated PAD helps them get to know their neighbors better

| PAD Parks in TPI Communities (*TPI funded) | Summer 2019 Visits |
|---|---|
| Helen Keller Park*<br>Mona Park*<br>Carver Park*<br>East Rancho Dominguez Park*<br>Athens Park*<br>Bethune Park*<br>Washington Park<br>Jesse Owens Park<br>Roosevelt Park<br>Watkins Park | **105,625** |
| **Total PAD Park Visits** | **232,905** |

**Our SPOT (2019)**

In Fall of 2019 the Parks Department launched Our SPOT (Social Places and Opportunities for Teens), a youth development program for teens age 12-18 that offers young people a physical space of their own to build relationships with one another and participate in a variety of trainings and skill building programs offered by Parks and Recreation and other county and community partners. Our SPOT is a fun, safe, and supportive place where teens can check-in daily, Monday through Friday all year long. The Our SPOT

*Figure 22 Our SPOT at Mona Park*

program has been implemented at nine county parks, including Mona and Jesse Owens Parks in TPI communities. TPI supports Our SPOT by coordinating the program evaluation, referring local youth to participate, and providing safe passages support at the parks.

**Park Therapy (2017-ongoing)**

In 2017, after identifying that the stigma of attending therapy is a barrier for residents in TPI communities to accessing mental health services, TPI partnered with the Department of Mental Health (DMH) and Parks and Recreation to develop the Park Therapy program. The purpose of Park Therapy is to use innovative, non-traditional approaches to engage residents in positive dialogue about mental health and to create a safe, nonjudgmental environment for individuals to explore mental health services. Park Therapy uses the following strategies as guidelines for services: non-branded approaches, using existing safe community events and activities, (e.g. PAD), to introduce mental health prevention activities in a welcoming, engaging, participatory and interactive way. This includes the use of information roundtable discussion groups and workshop activities that invite community members to actively participate in topics of interest that relate to mental wellness. These strategies provided a safe space, and culturally humble approach to healing and wellness in South LA parks in TPI communities.

Park Therapy began at 5 parks and currently takes place at 10 county parks: Jessie Owens Park, Mary Bethune Park, Carver Park, Franklin D. Roosevelt Park, Ted Watkins Memorial, Athens Park, Mona Park, East Rancho Dominguez Park, Helen Keller Park and Washington Park. DMH was able to leverage existing contracts with community-based providers to provide innovative programs to meet the needs of the communities. Participating providers include: UMMA Clinic, Wellnest, Tessie Cleveland Community Services, and DMH Promotores. Activities included the Mental Health Mobile Game Truck used by Tessie Cleveland; Healthy Cooking and Line Dancing classes, Wellness Health Screenings, Art Therapy, Fotonovela and Stress Management classes, and more. DMH continues to seek other agencies to provide services in TPI communities and explore expansion to other county parks.

**Parks are Safe Zones (2017-2018)**

In 2017, the Westmont West Athens CAP identified the safety of local parks as a priority issue. The community outreach project “Parks are Safe Zones” was created to serve two purposes: 1) communicate to gang-affiliated individuals that parks are off limits for violence, providing a public face to local gang interventionists’ efforts to secure a truce with local gang leaders, and 2) increase the community’s confidence in using local parks. The project was designed by CAP members and with support from Parks and Recreation and the Sheriff’s Department, Parks are Safe Zones was implemented in ten

South LA county parks between June 2017 and June 2018. These parks include Athens Park, Roosevelt Park, Bethune Park, Watkins Park, East Rancho Dominquez Park, Alondra Park, Helen Keller Park, Adventure Park, Jesse Owens Park, and Amelia Mayberry Park.

In preparation for the initiative, 30 vinyl banners, 1,000 posters, 10,000 flyers, 200 t-shirts, and 2 scroll banners were ordered and distributed to the ten parks, local schools and colleges, community-based organizations/nonprofits, and community coalitions and task forces. DPH also hosted a meeting that brought together Street Outreach Intervention workers, Parks and Recreation staff, and local law enforcement prior to program implementation to discuss the potential for the program and the best methods for collaboration between all three groups to ensure that the goal was achieved. The City of Los Angeles' GRYD initiative also promoted the messaging in city parks. As a result of the success of this pilot, Parks and Recreation purchased permanent metal signage and installed in all South LA parks.

**Park Safe Passages (2017 – Ongoing)**

TPI provided funding to GRYD to pilot safe passages services at Jesse Owens and Watkins parks during Summer 2017 PAD before Street Outreach contracts were in place. Beginning in Summer of 2018, TPI Street Outreach agencies have provided safe passages and community engagement support to South LA PAD parks. An infusion of Justice Assistant Grant funds via Supervisorial District 2 from 2019-2020 allowed TPI Street Outreach contractors to expand safe passages support at the parks, including support during winter PAD. To support implementation of safe passages, TPI facilitates regular conversations between interventionists, park staff, and Deputy Sheriffs to discuss roles and responsibilities and develop protocols.

*Mr. Willie Williams from Southern California Crossroads was a great asset to the Parks After Dark program at Carver Park. He was there every night and assisted with playing Bingo, serving food, and interacting with the community. He helped us open a line of communication with community members that will lead to new programming in the future for Carver Park. – Parks and Recreation*

## Arts & Culture Partnership (2018)

TPI contracted with the County Department of Arts & Culture during Spring of 2018 to facilitate arts installations and programming to build community well-being and healing. Arts & Culture partnered with Arts for Incarcerated Youth Network, who met with Westmont West Athens and Willowbrook CAPs to co-design arts programming which included: interactive performing and visual arts activities during community summits, peer learning exchanges focused on healing-informed arts engagement, and community arts projects. These activities helped to build community resilience, and encourage storytelling and advocacy, building trust and positive community identity.

*Figure 23. "Still I Rise" mural by artist Bryant Mangum installed in Westmont West Athens.*

**A total of 10 community-based arts organizations and 28 local artists participated across these three strategies, reaching more than 500 community members**. **Four artworks created** from this partnership has been installed in the community and highlighted throughout this report. Myraculous Media created a photography exhibit documenting people and places of Willowbrook, now housed a the Willowbrook Public Library. LA Commons worked with artist Grace Lynne Haynes to create a Willowbrook Touchstones mural, which is now housed at the MLK Healing Center. Artist Bryant Mangum installed a mural, "Still I Rise" in Westmont West Athens, and also created an art installation, "Freedom Wings" composed of paper feathers with messages of hope during the 2018 Westmont West Athens Unity Summit.

## Commission on Human Relations Partnership (2018)

TPI contracted with the Commission on Human Relations, in Workforce Development, Aging and Community Services Department (WDACS) during Spring 2018, to provide a variety of human relations training for TPI communities. **Human Relations created and compiled a comprehensive 44-session youth development manual titled Resilience and Intergroup Solidarity Education (RISE)** and conducted two multidisciplinary **training sessions for a total of 100 participants** from youth-serving organizations including representatives of multiple county departments and community organizations. The funding also

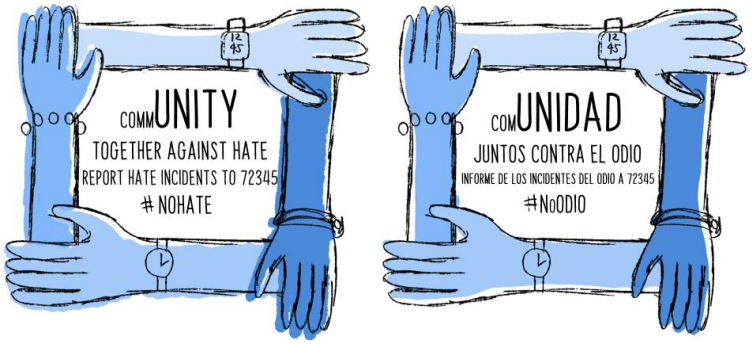



*Figure 24. Florence Firestone Community Leaders: Anti-Hate Campaign, 2018, Human Relations Commission*

supported 100 youth from high schools in TPI communities to attend the Gender and Social Justice Conference. Human Relations staff designed and delivered a 20-hour **youth mentorship training for retirees, including 11 participants** from Willowbrook and Westmont West Athens. Human Relations **trained 58 participants in conflict mediation and implicit bias** across all 4 TPI communities including community intervention workers and other community leaders. The training included implicit bias, de-escalation, restorative practices, working with difficult people, youth and trauma, conflict mediation for youth and adults, and working with gangs. Finally, Human Relations partnered with Florence-Firestone Community Leaders to plan and launch a **community-building, hate reduction campaign**. A system was also created for automatic responses to text message reports of hate incidents in English and Spanish.

# Conclusion

## Lessons Learned: Unexpected Benefits and Challenges

The creation of TPI has resulted in a myriad of unexpected benefits thanks to the partnerships made with community members and organizations, and with county departments. The comprehensive, community-driven model built by TPI allowed it to serve as an incubator for new ideas and for systems change, many of which were directly inspired by the CAP groups in Westmont West Athens and Willowbrook. This work has also revealed many new challenges and lessons learned to inform future work and proposed TPI expansion.

- **Building a foundation for countywide work:** TPI investment in community-driven safety strategies, meaningful community engagement, and cross-sector systems change has provided a strong foundation for the countywide place-based work of the Office of Violence Prevention, and opportunities to scale up and refine multiple strategies via the Early Implementation Strategic Plan.
    - *Additional funding is needed in existing TPI communities, and to expand to more high need communities, to effectively address violence.*
- **A model for meaningful community engagement:** TPI has learned a lot from the CAPs including a need to invest in engagement long-term, step back to facilitate community leadership and decision making, and facilitate collaboration both within communities and between community and county agencies. Additionally, working with county partners to leverage existing leadership networks for outreach, and properly resourcing engagement (i.e., food, stipends, translation). Community voice is critical to advancing meaningful systems change and promoting equity.
    - *Additional resources are needed to build similar collaborative infrastructure in the TPI communities of Florence Firestone and Unincorporated Compton. Unincorporated communities need formally recognized leadership infrastructure and funding for community identified strategies, similar to neighborhood councils.*
- **Aligning systems in high need communities:** TPI has built strong partnerships with many county departments and initiatives, to help leverage resources through collaboration. As a result, county partners increasingly prioritize TPI communities for new programs and initiatives and look to TPI and CAPs as expected partners for community outreach and engagement.
    - *Formal agreements are needed to institutionalize existing partnerships and pilot strategies implemented with county departments and explore new opportunities.*
- **Building infrastructure for violence intervention in unincorporated communities:** TPI has provided ongoing investment in Street Outreach and HVI for the first time in county unincorporated communities and has made significant strides in establishing protocols

with Parks and Recreation and the Sheriff's Department. Though funding for both strategies is limited, TPI has learned a lot from these peer approaches to shape plans for a more robust, fully funded model. It has also become clear that investing in peer violence intervention is an equity initiative.

  - *Additional funding is needed to provide Street Outreach coverage in existing TPI communities, expand to other sites, and provide more robust case management, youth engagement, and safe passages services. These strategies provide an opportunity to build trust with law enforcement, though more support and resources are needed to facilitate ongoing dialogue between community and law enforcement, and to provide training for Deputies in gang intervention, implicit bias, and youth development.*

- **Elevating the role of peer specialists**: Planning for the Peer to Peer Violence Prevention Learning Academy began as an idea to better connect community intervention workers with other peer specialists, to help ensure that multigenerational gang families have access to support services, and ensure that peers were trained in trauma informed practices. As TPI explored this work, it quickly became clear that this work was much larger than a pilot program. We learned that there are dozens of different peer specialists, training is inconsistent, roles are unclear, career pathways are limited, and supports for vicarious trauma are largely missing.
  - *Additional resources are needed to fully fund a planned pilot cohort for Peer to Peer, and coordination is needed with county employers of peer specialists.*
- **Building capacity of grassroots organizations**: When TPI was planning the Street Outreach contract solicitation process, we realized that there were inequities in how funds are dispersed to community organizations, specifically in violence intervention. Funding for violence intervention is very limited, and a few large organizations tend to get most of the contracts, while dozens of small grassroots organizations that have the expertise and connections on the ground are underfunded. The CBTAT pilot helped organizations in TPI communities advance as nonprofits and provided important lessons about what kinds of support organizations need, and more importantly, how our systems need to be redesigned to be more equitable. These lessons learned were shared with the DPH equitable contracting workgroup, which seeks to streamline contracting processes and ensure that they are accessible to high need communities and nonprofits that serve them.
  - *Additional resources are needed for intensive capacity building services tailored to violence prevention and intervention organizations.*
- **Building a framework for positive youth development:** TPI has made some investment in youth engagement via the CAPs and community summits and supporting training county departments in positive youth development principles, and new youth development programming. New funding from Probation to conduct a Positive Youth

Development Evaluation will help TPI inform systems change and bring more programming to TPI communities by leveraging partnerships.

  - *Additional resources and alignments are needed to bring intentional youth development programming to TPI communities, including leadership opportunities, and programming tailored to hardcore gang-involved youth.*

- **Establishing community hubs:** TPI communities, like many communities disproportionately impacted by violence and economic hardship, have few safe spaces to gather or access programs and services. Parks and libraries emerged as critical community hubs in TPI communities, safe and trusted spaces, with a wealth of innovative programming. Additionally, the MLK Healing Center has become a model for providing community-driven healing programs and services.
  - *Additional investment is needed in safe community gathering spaces in TPI communities including park and green space and healing centers, but also need to establish youth centers, and provide meeting and office space for coalitions and grassroots organizations.*
- **Healing community trauma:** The need to provide supports for healing community and individual trauma, and address the inequities resulting from historical oppression and systemic racism, are made clear through all strategies of TPI. CAPs have provided support and lifted up the voices of communities impacted by trauma. Capacity building technical assistance has been provided to organizations serving communities impacted by trauma. TPI invests in peer intervention approaches that employ credible messengers who relive their trauma as part of their work. And while TPI has invested in healing arts programs and trauma trainings, much more work needs to be done.

*Figure 25. Bryant Mangum, "Freedom Wings", Westmont West Athens. 2018*

  - *Additional funding is needed to provide trauma and healing informed community crisis response, and to provide vicarious trauma and self-care support systems for peer specialists such as Community Intervention Workers. Service providers and first responders also need support for vicarious trauma and self-care. Finally, meaningful systems change is needed to address the root causes of violence, ensure that communities that have been too long impacted by violence are able to thrive and have access to the resources they need.*

- **Building evaluation infrastructure for complex community initiatives:** Evaluating a complex and evolving initiative like TPI is challenging. TPI prioritized its evaluation budget to build data tracking protocols for Street Outreach and HVI to better understand and support expansion of these models and worked closely with intervention contractors to refine tools. TPI also invested in an innovative approach to community safety survey conducted by community intervention workers.
    - *Additional funding is needed for a comprehensive evaluation of TPI, including effectiveness of coalition building and community engagement, tracking of systems change efforts, and repeat the community safety survey.*
- **Public-private investment**: TPI has garnered partnerships to help advance a collective vision and to expand the breadth and reach of its work. This includes early investment from L.A. Care and CCF to provide bridge funding for Street Outreach and HVI respectively, from Kaiser and L.A. Care to support the community summits, and from Probation, which has invested in an expansion of the Capacity Building TTA project countywide.
    - *TPI will explore additional opportunities to partner with county departments and philanthropy to advance common goals to address violence. This includes need to set up flexible funding to address urgent community priorities.*

## Plans For 2020

As we reflect on the growth that TPI has experienced, we look forward to the goals we would like to accomplish in 2020 and years to come.

- **HVI Consortium**: TPI is working with Southern California Crossroads, Saint Francis Medical Center, Harbor UCLA Medical Center, and other partners to develop a countywide consortium to improve coordination, align best practices, and research.
- **Intervention Protocol**: TPI is working with contractors, Sheriff's Department, Parks and Recreation, and other partners to establish a formal protocol for the work and will identify funding to provide gang intervention awareness training for Deputies and partners.
- **Building capacity of community stakeholders**: TPI will refocus community engagement contracts to incorporate leadership and collaboration capacity building.
- **Capacity building pilot expansion**: TPI is partnering with the Probation Department to scale up the CBTAT project to be offered to more violence prevention and intervention nonprofits countywide.
- **P2P implementation**: Based on initial years of planning, TPI will develop a contract to implement 2 pilot cohorts of P2P in South Los Angeles.
- **Gender based violence:** TPI will coordinate with the Los Angeles County Domestic Violence Council to contract with a nonprofit to build capacity of Street Outreach, HVI

and CAP stakeholders to address the intersection of gender-based violence and community violence.

- **Positive Youth Development Evaluation & Workgroup:** TPI will continue to play a leadership role in the Youth Networking Workgroup to improve countywide collaboration and development of a positive youth development framework. With funding support from Probation, TPI will coordinate an evaluation of up to ten youth development programs to inform recommendations for the framework.
- **Communications Plan**: TPI will continue to develop its website to be an effective outreach tool for the program and partners and develop materials to highlight the work of TPI and its partners.
- **Evaluation**: TPI will expand its evaluation plan to include coalition satisfaction surveys for CAPs, implement a third phase of the Community Safety Survey, and more comprehensive evaluation of HVI and Street Outreach strategies including developing evaluation briefs and academic articles.
- **Systems Change:** TPI will continue to convene the TPI Advisory Committee to inform the evolution of the initiative and identify partnerships, policies, and systems change, including formalizing agreements to align services in TPI communities.
- **Expansion plan:** Based on achievements and lessons learned, TPI will work to develop a plan to expand the initiative in scope and reach, including more robust prevention and intervention strategies, and expansion to new high need communities.

# APPENDIXES

## 1. Acronyms

CBTAT – Capacity Building Technical Assistance and Training Workshops

CIW – Community Intervention Worker

DMH – Department of Mental Health

DPH – Department of Public Health

HVI – Hospital Violence Intervention

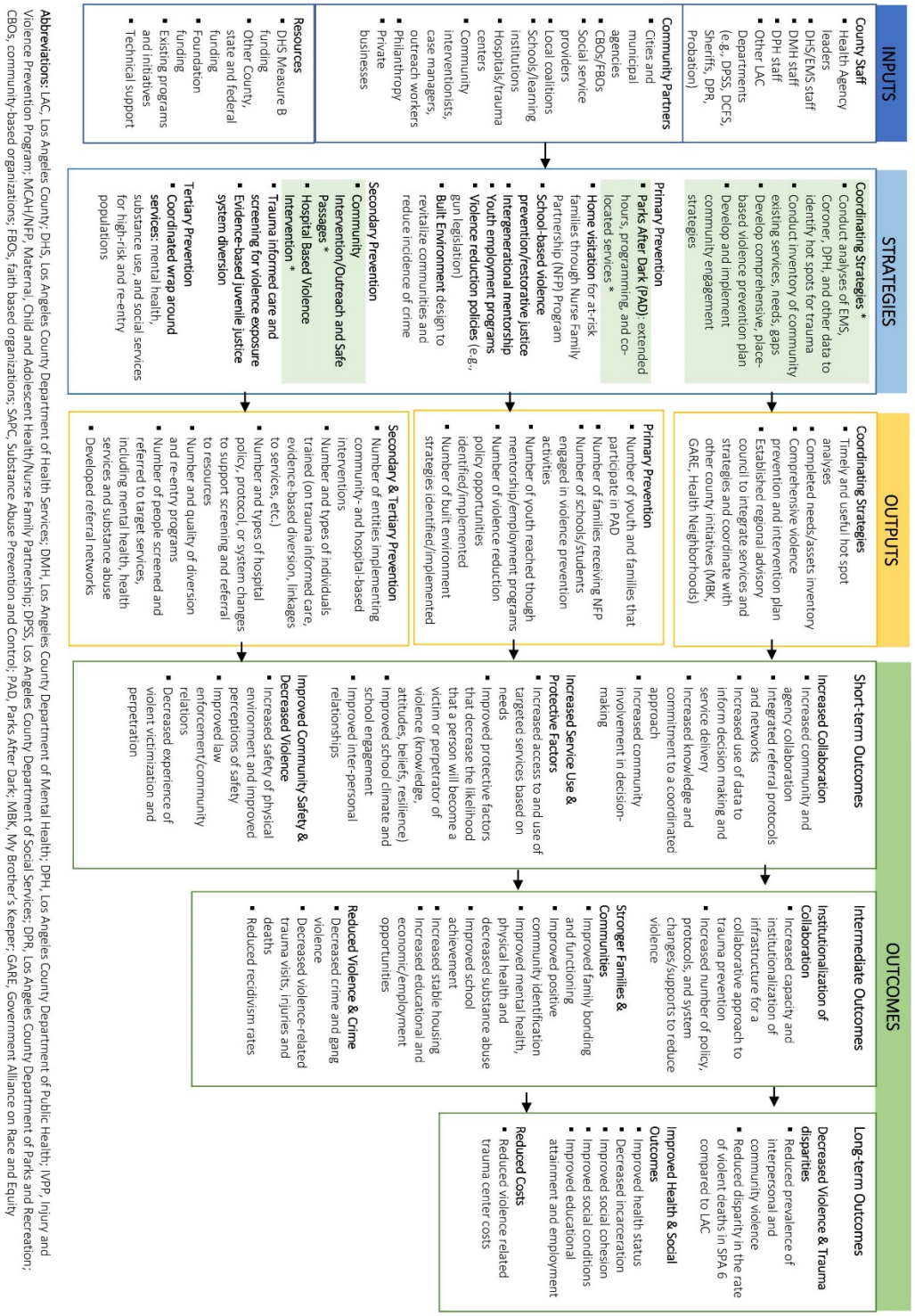
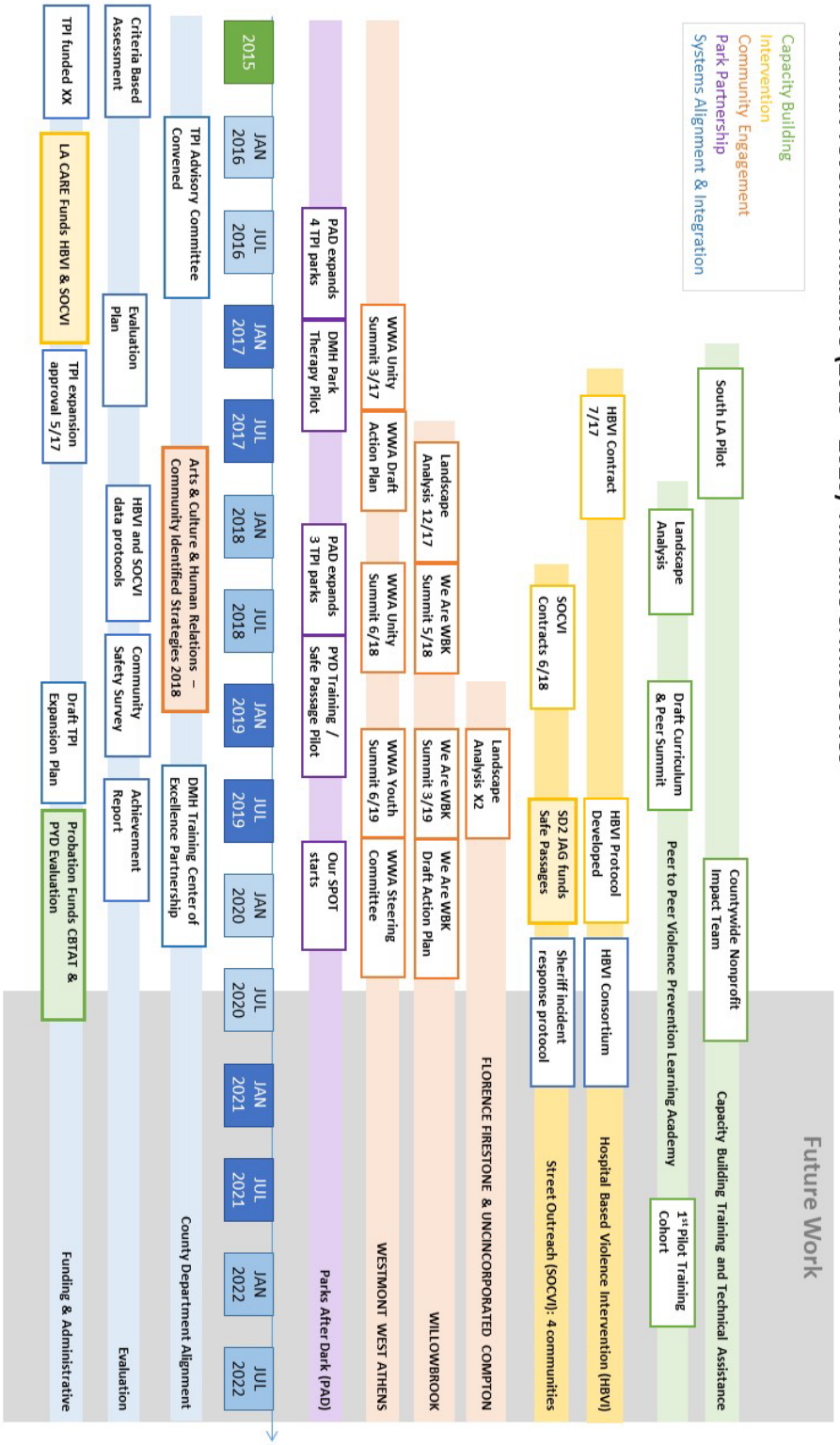
OVP – Office of Violence Prevention

P2P – Peer to Peer Violence Prevention Learning Academy

TPI – Trauma Prevention Initiative

TTA – Training and Technical Assistance Pilot Project

## 2. TPI Logic Model



## 3. TPI Implementation Timeline