

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: PARKS AFTER DARK

DATE OF IMPLEMENTATION/ADOPTION: JULY 2010

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Parks After Dark (PAD) program was created as the prevention component of Los
 2 Angeles County's (County) Gang Violence Reduction Initiative and was launched in 2010
 3 at three County parks. Since then, PAD has successfully expanded to 33 parks and
 4 evolved into a key prevention and intervention strategy that effectively utilizes cross-
 5 sector collaborations with numerous government and community-based organizations to
 6 promote safety, health, social cohesion and equity in disadvantaged communities. PAD
 7 offers extended hours of park operation - when schools are closed - and provides youth
 8 and their families access to free, high-quality programming, including recreational
 9 activities, educational workshops, entertainment programming, resource fairs, volunteer
 10 and youth employment opportunities, family games, free meals and much more. A 2017
 11 evaluation conducted by University of California, Los Angeles (UCLA) showed that PAD
 12 decreases community violence, and increases physical activity rates, social cohesion,
 13 community well-being, collaboration among stakeholders, and access to recreational
 14 programming and innovative services. A co-benefit of these service enhancements has
 15 been a reduction of health expenditures and crimes in communities served.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 3,258,000	\$ 858,000	\$ 0	\$ 4,116,000	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS
 County of Los Angeles Department of Parks and Recreation
 1000 S. Fremont Ave., Unit #40, Alhambra, CA 91803

TELEPHONE NUMBER
 626-588-5382

PROGRAM MANAGER'S NAME
 Tatevik Magakyan

TELEPHONE NUMBER
 626-588-5353

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tmagakyan@parks.lacounty.gov

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE
(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)
 Elizabeth Mendez 

06/20/18

TELEPHONE NUMBER
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DEPARTMENT HEAD'S NAME AND SIGNATURE
 John Wicker 

06/26/18

TELEPHONE NUMBER
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CHALLENGE

The PAD communities have higher rates of poverty, violence, obesity, as well as mental health service use rates and systems-involved youth than the County overall (Pourat et al., 2016). PAD was designed to address many of the service gaps that often lead to these negative outcomes. For example, due to high rates of poverty, these communities have fewer resources to encourage physical activity and social gathering (e.g., lack of backyards and limited or no financial means to participate in health clubs or sports programs). Parks are typically the sole resource for recreation and social engagement. However, because of high levels of crime and fear of violence, parks are often underutilized, which inhibits active living, causes social isolation and leads to a wide range of physical health and mental health problems (Broyles et al., 2011). In fact, studies show that exposure to and fear of, violence has significant negative long-term impacts on health and well-being across an affected person’s lifespan. Manifestations of this impact include negatively affecting brain development, risk-taking behavior, post-traumatic stress disorder, physiological stress and elevated risk of obesity and chronic disease (Reingle et al., 2012). Furthermore, youth are disproportionately affected by the negative impacts of violence, and while the availability of free, quality out-of-school-time programming is an important protective factor, it is scarce in the County due to limited funding (Fight Crime Invest in Kids, 2004).

SOLUTION

PAD is offered when schools are closed, which is often when crime rates are at their highest because youth have fewer opportunities for organized recreation and social engagement. PAD extends hours of park operation from 6 p.m. until 10 p.m. and provides opportunities for youth and people of all ages to come together in a safe and welcoming space where they can access quality programming and a variety of important resources. PAD offers recreational activities including basketball, soccer, tennis, dance classes and swimming, all of which help increase physical activity and healthy living. PAD also provides educational programming, including financial literacy, healthy cooking and computer courses, which enhance participants’ knowledge around a variety of topics and foster the development of important skills. Employment opportunities are available to youth and volunteer opportunities are available to both youth and adults who are interested in gaining authentic work and training experience. Entertainment and cultural programming, including movies, concerts and talent shows, help to facilitate family and neighborhood bonding in a fun and positive setting. PAD also provides resource fairs where numerous government and community-based organizations connect participants to much needed health, social, economic and legal resources. In addition, County Sheriff’s Deputies patrol the PAD events and participate in activities alongside participants, ensuring everyone’s safety and helping to create positive interactions between law enforcement and community members. These services provide a comprehensive approach to addressing the complex social and health challenges that disproportionately impact the PAD communities, thereby enhancing overall well-being and quality of life for all participants.

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BENEFITS

Since 2010, PAD has been added to additional sites (from 3 to 33 sites) and will expand to additional seasons (from only summer to summer, winter and spring), helping to increase important social and health benefits for a greater number of constituents across the County. Over the years, PAD has helped transform gang-impacted parks into safe community hubs. A 2017 evaluation conducted by UCLA showed that PAD:

- Achieves high participation rates and increases access to quality services and programming (there were over 198,000 visits to the 23 PAD parks in 2017);
- Achieves high satisfaction rates (over 96 percent of attendees indicated they would participate in PAD again and recommend it to a friend);
- Increases collaboration among different stakeholders (over 90 percent of the agencies that participated in the 2017 resource fairs agreed PAD made it easier to reach their target populations and that their services were well-received by participants);
- Decreases community violence and increases perception of safety (an estimated 41 serious and violent crimes, and 478 lesser offenses were avoided from 2010 to 2017);
- Increases physical activity and reduces the risk of chronic disease (84 percent of participants engaged in physical activity during PAD, including those who previously led sedentary lifestyles);
- Increases social cohesion and community well-being (98 percent indicated PAD improved quality time with family, and 96 percent indicated PAD improved relationships with neighbors); and
- Achieves cost savings for the County (over \$3 million in estimated chronic disease and criminal justice costs were avoided in 2017).

PAD exemplifies an innovative model of violence prevention and intervention where organizations across different sectors leverage resources to address a multitude of challenges in underserved communities and are able to achieve greater collective impact than would be possible by any one organization. PAD is led by the Department of Parks and Recreation (DPR) with strong support from the County Board of Supervisors; Chief Executive Office; Sheriff’s Dept. (LASD); Dept. of Mental Health (DMH); Probation Dept.; Dept. of Children and Family Services; Dept. of Public Health (DPH); Dept. of Workforce Development, Aging and Community Services; and many other government and community-based organizations.

Success Story

There was a family of six that attended one of the PAD parks. The mom came and spoke to one of the coaches during a practice to express how grateful she was for PAD because it allowed all her children to participate in a structured sports league during the summer. Without PAD, she would not be able to afford involving all her children in a structured sports program. She would have to pick and choose which child could participate, which as a parent, was always heartbreaking. She was so happy that they were able to play on the same team free of charge!

We Support Plain Language

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

PAD was featured in the 2017 County Strategic Plan Highlights Report for helping to achieve **goal II**, which is to **Foster Vibrant and Resilient Communities**. PAD effectively meets this goal by achieving the following objectives:

- **II.2.1 - Reducing violence in communities** – The 2017 UCLA evaluation showed that an estimated 41 serious and violent crimes, and 478 lesser offenses were avoided from 2010 to 2017. Reduced crime rates also translate to higher perceptions of safety and willingness to attend the parks and access programming, resources and services (94 percent of participants felt safe participating in PAD in 2017, including those who otherwise did not feel safe in their communities);
- **II.2.2 - Expanding access to recreational and cultural opportunities** - The 2017 evaluation showed that PAD achieves high participation rates and increases access to quality services and programming. PAD had over 198,000 visits to the 23 PAD parks in 2017, and a diverse array of free, high quality recreational and cultural opportunities were provided to all participants in a safe and welcoming space;
- **II.2.4 – Promoting active and healthy lifestyles** – The 2017 UCLA evaluation showed that PAD increases physical activity rates by offering numerous, free opportunities for physical activity in a safe environment, including team sports, dance classes, walking clubs, aquatics programming and more. In 2017, 84 percent of participants engaged in physical activity, including those who previously led sedentary lifestyles. This also translates to a reduced risk of chronic disease. Educational programming aimed at increasing healthy lifestyles in the communities (e.g., various health workshops, healthy cooking classes, etc.) were also provided. In addition, health screenings and other health services and resources were provided during the PAD resource fairs.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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The UCLA evaluation showed that in 2017, there was an estimated \$3.258 million in cost avoidance, which included approximately \$1.078 million in reduced health expenditures due to reductions in morbidity and mortality in heart disease (30 percent), diabetes (29 percent), and dementia (24 percent), as well as \$2.180 million due to reductions in Part I crimes (serious and violent crimes, including homicide and aggravated assault) and Part II crimes (lower level offenses, including disorderly conduct and vandalism). When compared to the \$2.4 million budget to implement PAD in 2017, there was a total of \$858,000 in cost savings.

The reductions in morbidity and mortality are due to increased physical activity rates during PAD, and this is one of the many reasons why the DPH has been a long-term advocate of PAD over the years, providing funding, strategic support, assistance with the evaluation process, conducting health workshops and walking clubs, as well as participating in the PAD resource fairs. DPH views parks as community hubs that can help advance health equity in high need communities and has continuously promoted PAD as a promising practice to address violence and chronic disease in nation-wide conferences. DPR was also invited to introduce PAD as a model for addressing violence and chronic disease at a State of California DPH conference in Sacramento. The reductions in crime are one of the many reasons why LASD and the Probation Dept. have been long-term advocates for PAD. For example, in key informant interviews, Deputy Probation Officers have often said that they see PAD as an investment in prevention, stating that “PAD allows our department to identify at-risk youth populations and provide services in a safe place with the hopes of keeping young people from becoming more involved in the criminal justice system.”

Over the years, PAD has garnered support from more and more partners who see the program as an effective way of reaching their target populations and addressing a multitude of health and social issues that affect high-need communities.

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS

DEPARTMENT OF MENTAL HEALTH, 550 S. VERMONT AVE., LOS ANGELES, CA 90020

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

LETICIA XIMENEZ, Psy. D.
 EMAIL: lximenez@dmh.lacounty.gov

DEPARTMENT HEAD'S NAME AND SIGNATURE

JONATHAN E. SHERIN, M.D., Ph.D.
 EMAIL: JSHERIN@DMH.LACOUNTY.GOV

DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS

DEPARTMENT OF PUBLIC HEALTH, 313 N. FIGUEROA ST., LOS ANGELES, CA 90012

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

CATHERINE MAK
 EMAIL: CMAK@PH.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

BARBARA FERRER
 EMAIL: BFERRER@PH.LACOUNTY.GOV

DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS

DEPARTMENT OF CHILDREN AND FAMILY SERVICES, 425 SHATTO PL, LOS ANGELES, CA 90020

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

ARMAN DEPANIAN
 EMAIL: DEPANAN@DCFS.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

BOBBY CAGLE
 EMAIL: BOBBY.CAGLE@DCFS.LACOUNTY.GOV

DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS

PROBATION DEPARTMENT, 9150 E. IMPERIAL HWY, DOWNEY, CA 90242

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

RENE MARTINEZ
 EMAIL: RENE.MARTINEZ@PROBATION.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

TERRI McDONALD
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DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS

WDACS, 3175 W. 6TH ST., LOS ANGELES, CA 90020

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

STEPHANIE MAXBERRY
 EMAIL: SMAXBERRY@WDACS.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

CYNTHIA BANKS
 EMAIL: CBANKS@WDACS.LACOUNTY.GOV

DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS

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