

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
"Leading with Excellence"

2021 APPLICATION

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

NAME OF PROJECT: TPI: Putting the Public Back in Public Safety

DATE OF IMPLEMENTATION/ADOPTION: 2015 – PRESENT

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE **COVID-19 IMPACT AWARD ONLY**. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

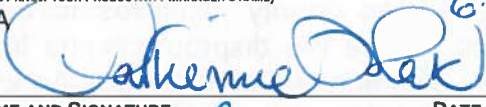

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Trauma Prevention Initiative (TPI) invests in community safety solutions that center
 2 survivors and engage community members in public safety decision-making. TPI has
 3 been implemented in South Los Angeles since 2015 and includes Street Outreach and
 4 Community Violence Intervention, Hospital Violence Intervention, grassroots capacity
 5 building, and community leadership development strategies. TPI has fostered
 6 partnerships with Health Services, Mental Health, Parks and Recreation, Probation,
 7 Sheriff, Workforce Development, and others to advance systems change and align
 8 services to support communities. **Between 2016 and 2020, violent crimes in two**
 9 **communities with ongoing community engagement infrastructure declined,**
 10 showing promising early results. TPI's proactive and intentional countywide coordination
 11 facilitated critical COVID-19 response and support to communities hardest hit. TPI's
 12 approach improves police-community relations and creates safe spaces for prevention
 13 efforts to take root, addressing the epidemic of violence as a public health issue. This
 14 submission represents a countywide effort of teamwork and systems change,
 15 championed by Supervisorial Districts 1 and 2, eligible for multiple award categories.

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
\$ 1,977,395	\$	\$	\$ 1,977,395	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Public Health, 313 N. Figueroa St., Los Angeles, CA 90012		TELEPHONE NUMBER 213-288-8117
PROGRAM MANAGER'S NAME Kelly Fischer, Office of Violence Prevention kfischer@ph.lacounty.gov		TELEPHONE NUMBER 323-236-6858
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Catherine Mak, MBA 		TELEPHONE NUMBER 213-288-7240
DEPARTMENT HEAD'S NAME AND SIGNATURE Barbara Ferrer, MPH, M.Ed, PHD 		TELEPHONE NUMBER 213-288-8117

****ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE****

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and specify assessment time frame. Use Arial 12 point font.

Challenges: Communities with high rates of violence are often disproportionately impacted by economic hardship, increased risk of chronic disease, alcohol and drug use, and other negative factors, and these inequities are rooted in historical oppression and systemic racism. Conditions such as social isolation, lack of investment in communities, lack of economic infrastructure, racial and gender inequality, and lack of education and basic resource contribute to this. Violence exposes communities to complex trauma and toxic stress, risk of re-victimization and contact with law enforcement.

In LA County, there are over 50,000 serious violent crimes reported each year, including over 500 homicides. Between 2013 and 2018, over 23,000 people were treated in the County’s trauma centers for injuries sustained in assaults. Community violence has increased alongside the devastating impacts of the COVID-19 pandemic, both of which disproportionately impact communities of color and highlight deep inequities. According to the Sheriff’s Department, homicides increased 37% in 2020 compared to 2019, and tripled in January and February 2021 compared to the same period in 2020. The County estimated cost of violence from medical care and loss of work was over \$870 million in 2019.

Exposure to violence is a public health issue and a social determinant of health that has lasting impacts on individuals, families, and communities, even long after the violence has stopped. The most effective approaches to preventing violence include: (1) A collaborative approach that works across sectors to address risk and protective factors, social determinants of health such as housing, employment, and education; (2) A comprehensive approach that includes strategies that address primary prevention (general population), secondary prevention (at-risk populations), and tertiary prevention (Impacted populations), across an ecological model (individual, family, community, policy and systems); and (3) Engaging those most impacted, as survivors or as perpetrators, in developing and implementing the solution in their communities.

Solution: The Trauma Prevention Initiative (TPI) is a comprehensive, place-based approach to community violence. TPI invests in community safety solutions that center survivors, employ peer specialists, and engage community members in decision-making, and collaborates across county initiatives to align resources in communities. TPI began in 2015 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, Supervisorial District 2 and Emergency Medical Services Agency allocated ongoing Measure B funding to Public Health to implement TPI. TPI invests in three key areas: 1) Intervention, using a peer approach to break the cycle of

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violence in hospital and community settings; 2) Prevention infrastructure, leveraging Parks After Dark (PAD) programming, 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. TPI is guided by an Advisory Committee comprised of more than 30 county department representatives. TPI includes the following key strategies:

- **Hospital Violence Intervention (HVI)** employs credible messengers to establish rapport and trust with victims of violence in the trauma hospital setting, conducts a brief assessment regarding status and needs, provides links to community resources and ongoing case management services. OVP has contracted for HVI services at St. Francis Medical Center and Harbor UCLA Medical Center since July 2017.
- **Street Outreach and Community Violence Intervention (SOCVI)** agencies employ credible messengers to respond to violent incidents, conduct rumor control and maintain peace across neighborhoods, conduct safe passages to and from schools and parks, and link gang-impacted and affiliated community members to resources and services. OVP has contracted for SOCVI services in 4 South LA communities since July 2018. TPI has established protocols with Parks and Recreation for safe passages for key programs including PAD. TPI partnered with the Sheriff's Department to establish clear roles and guidelines to support SOCVI implementation.
- **Community Action for Peace (CAP)** networks support local leadership for shared decision making and promote positive community identity and collaboration. Westmont West Athens CAP has convened since 2017 and Willowbrook CAP since 2018. TPI CAPs held 5 community summits and facilitated mini grants to promote peace and well-being. To increase inclusivity and health equity for our diverse communities, bilingual translation is provided for meetings, events, and materials through staff and contracted services. TPI has also implemented community-identified healing-informed strategies via county partnerships including healing arts programs with Arts and Culture, mental health training and Park Therapy with Mental Health, a job center and aligned employment with Workforce Development, Aging and Community Services, and aligned hate violence prevention with the Commission on Human Relations.
- **The Peer to Peer Violence Prevention Learning Academy (P2P)**, in its planning phase, will implement cross-training cohorts of peer support specialists, such as community intervention workers, promotores, and others, in violence prevention and trauma and healing informed practice and connect peers to collaborate on system navigation.
- **The Capacity Building Training and Technical Assistance** project supports grassroots violence prevention and intervention agencies, in the areas of

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organizational development, funding, marketing, and evaluation.

Originally implemented in TPI communities in 2017-2018, the Probation Department funded an expansion of this service countywide to provide short-term technical assistance from TPI's Nonprofit Impact Team (NIT) during the COVID-19 pandemic from 2019-2020. TPI staff participate in the Countywide Capacity Building Workgroup which brings county departments together to discuss coordination and systems change.

Benefits (2020 Data): Between 2016 (the year before Street Outreach implementation) and 2020, violent crimes in 2 communities declined, while unincorporated Compton increased and Florence Firestone remained steady, showing promising early results. Westmont West Athens and Willowbrook, which have had ongoing community engagement infrastructure, saw the greatest declines.

- **Between 2015-2018, year two of HVI implementation, TPI communities saw a 37% reduction in assault-related trauma hospital visit rates**, compared to a 21% reduction in LA County Overall.
- During 2020 Crossroads provided **HVI case management to 175 clients** out of 460 referrals at St. Francis and Harbor UCLA Medical Centers.
- During 2020, **Street Outreach agencies conducted more than 4000 activities** including safe passages at parks and schools (33%), community meetings and relationship building (16%), client engagement (10%), and conflict resolution (6%). Agencies responded to a total of 119 incidents including 29 homicides.
- **In 2020 during the COVID-19 pandemic, Street Outreach workers were lifelines for some of the county's hardest hit communities**, addressing food insecurity, COVID safety and education, while still addressing existing community violence. **CAPs were able to pivot and disseminated food and personal protective supplies to hundreds of local residents.**
- Through December 2020, TPI NIT provided **technical assistance to over 100 community-based organizations**, with participants reporting a very high level of satisfaction with the technical assistance they received.

TPI advances equity by investing in grassroots community organizations, providing career pathways for individuals who have been previously incarcerated, and building more trusting relationships between community, government, and law enforcement. Supervisor Hilda Solis, District 1, put forth a motion in February 2019 to expand TPI to 3 new communities in her district as a transformative approach to public safety for equity and healing.

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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.

TPI aligns with the County Strategic Plan goal II: Foster Vibrant and Resilient Communities, Strategy II.2.1: Reduce Violence in Communities: *Develop comprehensive, place-based plans to reduce violence in high need communities experiencing high levels of violence.*

OVP provides an update to the CEO on TPI progress each year in response to this goal and strategy. TPI has successfully implemented a comprehensive place-based plan to reduce violence in communities of the county with the highest rates of violence. This data-driven approach informed TPI implementation in four unincorporated communities in South Los Angeles (Supervisory District 2) where the work has centered thus far. While these communities continue to be disproportionately impacted by violence, TPI has helped to reduce violence between initiative start in 2015 to 2020 and built infrastructure to continue this work and expand to additional communities in the County.

In response to a recent Board Motion led by Supervisory District 1, *Piloting a Crisis Response and Trauma Informed System of Care* (February 2021), OVP has developed a plan to expand the scope of TPI services within current South LA communities and to expand to three additional communities in District 1.

TPI has also established protocols to support the expansion of this work, including a safe passages protocol with the Department of Parks and Recreation, an incident response protocol with the Sheriff's Department, and has fostered strong partnerships with a variety of county departments and initiatives via the TPI Advisory Committee to align services and prioritize TPI communities for resources.



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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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TPI has saved the County an estimated \$1,977,395 per year in criminal justice costs between the baseline year of 2016 and 2019, based on analysis of decreased aggravated assaults in TPI communities compared to Sheriff’s Department communities overall. Compared to LASD overall, there was no significant decrease in other types of violent crime in TPI communities during this time period. TPI is continuing to assess the impact of COVID-19 on community violence. While overall violent crimes in TPI communities declined between 2016 and 2020, there were no significant decreases in aggravated assaults or homicides in TPI communities relative to Sheriff’s Department communities overall.

2016 – 2019 aggravated assaults:

TPI communities: decreased from 947 to **846** (10.7% decrease)
 Sheriff’s Department overall: decreased from 6983 to 6745 (3.4% decrease)
 If TPI communities had experienced just a 3.4% decrease they would have expected **914** assaults in 2019.

Difference between actual (846) and expected assaults (914) = **68**
 RAND study¹ average cost per serious assault = **\$87,238**
 Estimated savings for reduction in violence in TPI communities compared to reduction in LASD overall:
 $\$87,238 * 68 = \$5,932,184 / 3 \text{ years} = \$1,977,395 \text{ per year}$

¹ Heaton, Paul. Hidden in Plain Sight: What Cost of Crime Research Can Tell Us About Investing in Police. 2010. RAND Center of Quality Policing. Available: https://www.rand.org/pubs/occasional_papers/OP279.html

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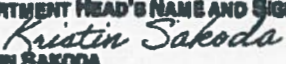
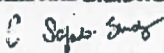





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FOR COLLABORATING DEPARTMENTS ONLY

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

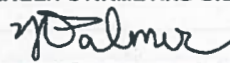

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS THE HONORABLE HILDA L. SOLIS SUPERVISOR, DISTRICT 1, 500 W. TEMPLE ST., 8TH FLOOR, LOS ANGELES, CA 90012	
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DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS THE HONORABLE HOLLY J. MITCHELL SUPERVISOR, DISTRICT 2, 500 W. TEMPLE ST., 8TH FLOOR, LOS ANGELES, CA 90012	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE KIRK SHELTON 	DEPARTMENT HEAD'S NAME AND SIGNATURE SUPERVISOR HOLLY J. MITCHELL 
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DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS ARTS & CULTURE 1055 WILSHIRE BLVD., SUITE 800, LOS ANGELES, CA 90017	
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PRODUCTIVITY MANAGER'S NAME AND SIGNATURE CONNIE SALGADO-SANCHEZ 	DEPARTMENT HEAD'S NAME AND SIGNATURE CHRISTINA R. GHALY, M.D. 
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DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS MENTAL HEALTH 550 S. VERMONT AVE., LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE ANGEL BAJER 	DEPARTMENT HEAD'S NAME AND SIGNATURE JONATHAN E. BERNARDI, M.D., P.L.D. 
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DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS PARKS AND RECREATION 1000 S. FREMONT AVE. ALHAMBRA, CA 91805	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE ELIZABETH MENDEZ 	DEPARTMENT HEAD'S NAME AND SIGNATURE NORMA E. GARCIA-GONZALEZ 
EMAIL: LMENDEZ@PARKS.LACOUNTY.GOV	EMAIL: NEGARCIA@PARKS.LACOUNTY.GOV

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DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS
PROBATION DEPARTMENT
9150 E. IMPERIAL HIGHWAY, DOWNEY, CA 90242

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE YVONNE C. PALMER  EMAIL: YVONNE.PALMER@PROBATION.LACOUNTY.GOV	DEPARTMENT HEAD'S NAME AND SIGNATURE DR. ADOLFO GONZALES EMAIL: ADOLFO.GONZALES@PROBATION.LACOUNTY.GOV 
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DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS
SHERIFF'S DEPARTMENT
211 W. TEMPLE ST., LOS ANGELES, CA 90012

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE RICK CAVATAIO <i>Signature on File</i> EMAIL: RMCAVATA@LASD.ORG	DEPARTMENT HEAD'S NAME AND SIGNATURE ALEX VILLANUEVA <i>Signature on File</i> EMAIL: AVILLANUEVA@LASD.ORG
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DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS
WORKFORCE DEVELOPMENT
AGING AND COMMUNITY SERVICES, 3175 W. 6TH STREET, LOS ANGELES, CA 90020

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE STEPHANIE MAXBERRY <i>Signature on File</i> EMAIL: SMAXBERRY@WDACS.LACOUNTY.GOV	DEPARTMENT HEAD'S NAME AND SIGNATURE OTTO SOLORZANO <i>Signature on File</i> EMAIL: OSOLORZANO@WDACS.LACOUNTY.GOV
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