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June 15, 2018

TO: Each Supervisor

FROM: Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Director of Public Health

SUBJECT: COUNTYWIDE OFFICE OF VIOLENCE PREVENTION

This is in response to the March 13, 2018 motion by your Board, which instructed the Department of Public Health (DPH) and the Chief Executive Office (CEO) to propose the infrastructure needed within the County of Los Angeles to create and support an integrated Countywide Violence Prevention Initiative. Specifically, your Board requested: 1) an outline of the staffing and resources needed for a countywide Office of Violence Prevention (OVP), including the possibility of expanding the scope and responsibilities of the Injury & Violence Prevention Program (IVPP), and the possible sources of funding or an approach to identifying funding sources for this Office; and 2) an overview of how OVP will work with partners from different sectors of the county to develop and roll out a countywide violence prevention strategic plan, including a timeline, the resources needed to complete such a plan, and funding to support the process. DPH was also asked to provide: 3) an assessment of the County's current violence prevention programs and initiatives in other jurisdictions; 4) an overview of place-based violence prevention approaches and their value for addressing violence in the community; and (5) an analysis of gaps in County's current violence prevention programs. The following are responses to these Board requests.

1. County Office of Violence Prevention

The proposed OVP structure is based on previous recommendations from a June 13, 2017 report submitted to your Board by County Counsel, which contained recommended actions and options to consider as strategies to address violence within the county. In this report, a workgroup led by County Counsel and representatives from the Sheriff's Department, District Attorney, Department of Health Services (DHS), Department of Mental Health (DMH), DPH, and Probation recommended expansion to include additional County programs, including those that focused on reducing exposure to violence among students at local schools, adult and youth probationers, advocates for individuals with mental illness and individuals with gang involvement, and other individuals at risk of gun violence.

The workgroup also recommended the formation of a centralized, County-staffed Office of Violence Prevention with the primary function of coordinating a comprehensive approach to violence prevention across different sectors to ensure the efficient use of resources. As an example of an opportunity for optimal coordination, the DPH Injury and Violence Prevention Program (IVPP) addresses community violence prevention in high needs communities through the Trauma Prevention Initiative (TPI), these efforts could be further coupled to or aligned with existing initiatives such as CEO's My Brother's Keeper initiative, Sheriff's gun buy-back program, the DPH Los Angeles (LA) Domestic Violence Council, DMH's trauma informed care training resources and crisis response, and the Office of Diversion and Reentry's Youth Diversion and Development.

This coordination function, and the expectation that OVP will work to implement evidence-informed strategies designed to address multiple forms of violence (e.g., gun violence, suicide, youth and community violence, domestic violence, date rape and sexual violence, child abuse, hate violence, and the subsequent trauma exposure among youth and adults), formed the basis for the proposed initial staffing and resources plan. The proposed OVP structure was also informed by input from key informant interviews, the experiences of and best practices from other jurisdictions' violence prevention (VP) efforts (Attachment I), and feedback provided by department heads at a meeting convened by DPH on June 5, 2018. The proposed Office will be housed in the Department of Public Health, Health Promotion Bureau. Aligned with the directives of your Board, the vision for the Office will be grounded in a comprehensive, public health-based approach to violence prevention and intervention.

Staffing and Resources

The OVP will be guided by a Violence Prevention Steering Committee, to be composed of County department heads and community representatives from each district. The OVP will initially require seven staff positions (Attachment II) to carry out core functions of the office. The day-to-day operations of the OVP will be supervised by the Director (Senior Staff Analyst), who will be supported by an administrator. OVP staff will be organized into four mutually reinforcing teams tasked with carrying out the core functions and activities of the Office:

- 1) The *Data and Surveillance* team (Epidemiology Analyst, Research Analyst II) will serve as a data management and epidemiology resource for County programs and community stakeholders working on VP. Development of data sharing agreements and the identification of metrics to evaluate violence prevention efforts was highlighted at the June 5, 2018 meeting as a critical need and a core function for the OVP. Towards that end, the data team will gather and synthesize current data of participating organizations, identify gaps or inconsistencies in data, develop and implement new strategies for surveillance and data sharing, and share information to support the development of policies and strategies that address violent injuries and deaths in the county. The DPH IVPP, which has expertise in injury and violence surveillance including leading County participation in the National Violent Death Reporting System (NVDRS), and the DPH Office of Health Assessment and Epidemiology will provide support for this work.
- 2) The *Policy* team (Health Program Analyst II) will facilitate the identification and communication of policy-related findings and best practices in VP to multiple audiences and stakeholders. The team will focus on priority areas such as gun violence, community

violence, suicide, domestic violence/sexual assault, child abuse, school violence (e.g., bullying, cyber-bullying), victim/survivor services, and other related forms of violence. This team will stay abreast of program and policy developments in the field and provide regular updates to the Steering Committee and community partners on important developments and advocacy opportunities.

- 3) The *Trauma* team (Health Program Analyst I), will work with community partners, and coordinate with DMH and other county departments to facilitate county-wide training on trauma informed practices, access to trauma informed resources and services for victims/survivors and family members impacted by violence, as well as ensure the alignment of community, school health, mental health, youth services, and culturally specific programs under trauma informed principles and practices.
- 4) The *Community Engagement and Outreach* team (Health Program Analyst II) will coordinate the efforts of eight selected community based organizations (CBOs), one in each SPA, that will be responsible for outreach efforts, resident engagement, communication in the community, and community driven violence prevention plans. The capacity to work with and effectively respond to the community and address their needs, or to assist with crisis management will be a priority for this team. This team will also integrate and support opportunities for community engagement and involvement through Parks After Dark (PAD).

Once a strategic planning process has been completed, and the core functions, timeline, and funding commitments for the OVP are more clearly established, it is anticipated that additional resources may be needed to support community-determined violence prevention plans that build on place based efforts in communities countywide.

Budget Summary	Estimated Annual Amount (\$)
Personnel (Salaries and Fringe Benefits)	\$919,271
Contracted Services	
<ul style="list-style-type: none"> • Mini-grants for community organizations that work on violence prevention • Contracts for 8 CBOs for core services, such as training and technical assistance, experts, communications, fund development 	<p>\$20,500</p> <p>\$960,000</p>
Supplies (computers, software, office supplies)	\$24,500
Mileage	\$5,000
Other (e.g., rent, parking)	\$13,608
Indirect Cost (33.6% of Salaries and Wages)	\$196,987
Total	\$2,139,866

Funding Sources and Fund Development

Possible funding strategies and sources for OVP include pooling of departmental resources, as well as funding through philanthropy, and grants.

Pooling of Departmental Resources to Address Mutually Agreed Upon Priority Areas

The adverse impact of violence spans populations, departments, and programs. Because multiple forms of violence share similar risk and protective factors, pooling of departmental resources to support robust programming in priority areas is an efficient strategy that has been proven to work effectively. Parks After Dark (PAD) is an example of a program, which has been successfully funded through matching contributions from multiple departments. Since it began in 2010, PAD has expanded to 33 parks across the County and receives funding support from DMH, Probation, Department of Children and Family Services, Workforce Development, Aging and Community Services (WDACS), and DPH (Measure B). A similar funding strategy can be used to fund the staffing and priority areas of the OVP. Similarly, Measure B funds could be used to support the OVP, building upon the current funding and strategies of TPI, either as a singular award or built in as an integral component of these funds.

Philanthropy

Philanthropy is a viable funding source for programming needs that are identified through the community engagement process. For instance, the tailored services needed for particular populations, such as youth or gang-involved individuals, are only available through small and medium-sized CBOs, and require timely implementation. In this situation, philanthropy is often better equipped to provide direct funding, training, and technical assistance to these CBOs.

Grants

The OVP can coordinate with County departments to respond to VP funding opportunities from a variety of federal, state, and local sources. An example of this is a response to a Centers for Disease Control and Prevention grant opportunity by the DPH Division of Chronic Disease and Injury Prevention, which, if funded, will evaluate the health impacts of TPI hospital-based violence intervention services being implemented in South Los Angeles. Generating evidence to demonstrate the impact of interventions is critical to supporting efforts to obtain additional federal, state, and local funding for VP projects. Another source of grant or state/local funding is County departments' funding programs. For example, DMH has indicated the possibility of aligning existing prevention funding with efforts to address and reduce trauma.

2. Countywide Violence Prevention Strategic Plan

DPH is in the process of developing a strategic plan to inform the initial roles, focus areas and activities of the proposed OVP. The plan will be developed in partnership with key stakeholders, including other County Departments, community based organizations, local cities, community residents, and violence prevention experts.

Development and Rollout

DPH IVPP has posted information about the OVP on its website and reached out to key stakeholders to obtain input and ensure broad participation in the process. In addition, DPH has executed a small contract with Prevention Institute (PI), a national expert in the public health approach to violence prevention, to conduct interviews with VP leaders, listening sessions with residents across the county, focus groups about different forms of violence, and convenings with County department leads. The PI contract was executed during the first 90 days following the motion by your Board, and its findings will inform the forthcoming strategic planning process.

When completed, the overall strategic plan will include actionable goals, objectives and strategies that will prioritize the responsibilities of the OVP, use both evidence-based and innovative approaches to VP, leverage existing resources, and address gaps identified in the County. Similar to other strategic planning efforts by the County, such as youth diversion, the deliverables for this process will be a vision and mission statement and a 5-year roadmap. The timeline for completing this process will be late 2018.

Examples of key questions to be addressed in the strategic planning process:

- How can the OVP support: 1) creating a VP partnership network or coalition across unincorporated communities, 2) interfacing with the 88 cities of Los Angeles County, and 3) building a more regional approach to VP?
How can the OVP support and integrate ongoing County efforts relevant to this work, including existing programming in County departments, the Health Agency's Center for Health Equity, CEO's My Brother's Keeper and Women and Girls Initiative, and the LA Domestic Violence Council?
- How should the OVP effectively interface with the legal and criminal justice system, including law enforcement, civilian oversight commissions, and coordinating bodies across the region, such as the Countywide Criminal Justice Coordination Committee?
- What role should the OVP play in helping to build capacity within County departments, cities, and community partners to support/initiate violence prevention/intervention efforts?
- How can the OVP effectively communicate or inform its partners about prevention practices such as positive youth development and evidence driven trauma informed approaches?
- What steering committee structure would work best to provide guidance and oversight to the work of the OVP?

Anticipated Roles for the OVP

Once completed, the OVP will use the strategic plan to guide the work with partners across the county, as it pertains to coordination; surveillance, data collection, and information sharing; and design and implementation of collaborative initiatives.

Coordination

- Identify specific coordination opportunities related to policy, capacity and service gaps that the Office can address. To improve efficiency and reduce duplication, OVP will coordinate with parallel efforts such as those supported by the County of Los Angeles Strategic Plan, DPH's Community Health Improvement Plan, First 5 LA's Trauma Informed Systems Change, City of Los Angeles Mayor's Gang Reduction & Youth Development (GRYD), and the Violence Prevention Coalition.
- Convene a structured County OVP Steering Committee to guide communication, program development and implementation, data sharing and evaluation.
- Build networks for community outreach throughout the county, in partnership with identified community organization leads in each SPA, County department efforts, place-based initiatives, and other community groups. These networks will be important for informing how a community leadership infrastructure can be established and integrated into the Office's primary functions.
- Serve as a clearinghouse for aligning County policies, programs and resources with violence prevention efforts.

Surveillance, Data Collection, and Information Sharing

- Conduct, improve and connect surveillance on violent incidents and related data trends, using resources such as the National Violent Death Reporting System (NVDRS), surveys, hospital law enforcement, CBO data and fatality reviews.
- Align data from multiple departments to create a deeper understanding of root causes of violence and the impact of current efforts.
- Establish mechanisms to share information (de-identified) with community partners that can be used to drive innovation, policy changes, and realignment of resources.
- Create a centralized repository for information on best and promising practices, emerging issues, and funding opportunities.
- Develop a communications plan for the Office, including data sharing, updates on violence prevention work occurring in the county, and creative use of media to frame violence as a public health issue.

Design and Implementation of Collaborative Initiatives

- Identify opportunities for scaling successful programs and initiatives.
- Identify resources for targeted efforts to address community violence prevention efforts.
- Create a centralized contact point for residents to confidentially access services including LA County's Victim Witness Services, and related trauma and violence prevention resources, through options such as a call center, One Degree, or 211.
- Assist ongoing community and gang violence prevention work, such as hospital based violence intervention at trauma centers in high needs areas.
- Coordinate and support innovative initiatives that promote neighborhood safety and social cohesion, such as PAD.
- Support County and community partners to deepen collaborative work on VP and resiliency, such as assisting with the violence prevention efforts of the LA Domestic Violence Council, Violence Against Women Workgroup, and the Commercial Sexual Exploitation of Children and Human Trafficking initiatives.
- Provide training and technical assistance to support CBOs in building their capacity to work on VP.

Strategic Planning Needs and Funding

DPH will contract with a vendor with expertise in strategic planning, organizational development, and violence prevention to develop the strategic plan for the initial roles and functions of the OVP. The costs of the OVP strategic planning process have been estimated to be approximately \$150,000. Presently, DPH has identified approximately \$90,000-\$100,000 internally and an external funding agency has expressed an interest in providing matching funds and supporting this work.

3. Current Violence Prevention Programs

DPH Violence Prevention and Intervention Strategies

There are several ongoing DPH violence prevention strategies and interventions. The Trauma Prevention Initiative (TPI), funded by Measure B, is a place-based comprehensive approach to VP and intervention. This initiative is currently focused on reducing the disproportionate impact of violent injuries and related emergency department visits in South Los Angeles trauma centers.

The Office of Women's Health Violence Against Women Workgroup and Children's Medical Services' Human Trafficking and Commercial Sexual Exploitation of Children initiatives are two other DPH-led efforts that address VP in the county. The Policies for Livable and Active Community Environments (PLACE) program, has been working on incorporating injury and violence prevention strategies into pedestrian plans and safe passages programming for schools. Additionally, Community Health Services staff coordinate outreach to community members across SPAs, including for PAD and TPI community engagement efforts in South Los Angeles.

County Violence Prevention and Intervention Strategies

County Counsel's 2017 report inventoried and described existing strategies and ongoing programming for VP in the County. Other efforts have also been initiated since this report. These include the Department of Mental Health's Prevention and Early Intervention work and the Health Neighborhoods initiative; efforts of the Workforce Development, Aging and Community Services and projects of the Human Relations Commission; the multi-partnership, multi-sector Parks After Dark program; the Office of Youth Diversion and Development, Law Enforcement Assisted Diversion; My Brother's Keeper; Women and Girl's Initiative; the LA Domestic Violence Council; home visitation programming through the Nurse Family Partnership and the Department of Child and Family Services; the DPH Center for Health Equity; the South LA Promise Zone; and the Trauma Informed Community initiative in Willowbrook.

Violence Prevention Initiatives Across the Country

DPH conducted an environmental scan of jurisdictions nationally that have implemented either an office of violence prevention or violence prevention initiative (Attachment III). Findings from this assessment indicate a need to prioritize three promising practices: 1) a three-pronged approach that integrates community engagement, violence reduction, and efficient trauma informed services (San Francisco); 2) co-location of a multi-disciplinary team of professionals who provide and coordinate services for victims of community violence (Boston); and 3) implementation of gun violence prevention strategies and coordinated anti-gun violence initiatives to amplify community-based intervention and prevention services (New York and Oakland).

In addition to this assessment, a recent report by the Giffords Law Center to Prevent Gun Violence identified six key elements of successful state violence reduction programs that are relevant to the OVP and VP strategic planning process. These six elements are: 1) focus on high-risk people and places, 2) implement evidence-based strategies, 3) provide robust state-level coordination, 4) conduct regular program evaluations, 5) commit to long-term stable funding, and 6) facilitate community input and engagement. Nationally, strong evidence suggests several promising VP practices as well, including those recommended by the Community Guide, Giffords Law Center, and scientific literature.

The Community Guide recommends: early childhood home visitation to prevent child maltreatment; cognitive behavioral therapy (individual and group) to prevent psychological harm from traumatic events among children and adolescents; therapeutic foster care for chronically delinquent juveniles; and school-based programs to prevent violence. The Giffords Law Center recommends: group violence intervention; hospital based violence intervention; and Cure

Violence, which is a joint investment in a public health, community-based approach to violence prevention paired with a criminal justice approach focused on deterrence. Taken together, the two approaches in the Cure Violence model achieve more than either approach by itself. Additional evidence in the scientific literature supports: comprehensive community based and law enforcement partnership initiatives; multi-dimensional, community-based interventions; and gang intervention utilizing the Cardenas Model, which is an evidence-based, community-based approach that includes combined street outreach/violence interruption with more holistic services, such as youth development, links to services, mentoring, and community building.

4. Place-based Violence Prevention Strategies

Because violence is a leading cause of death, disability and morbidity in Los Angeles County (Attachment IV), a comprehensive approach to VP, especially one that invests in place-based interventions, is needed to reduce violence. This holistic approach can be especially valuable when addressing violence in focused geographical areas, where mutually reinforcing interventions can be concentrated to produce a greater impact. In Los Angeles County, violent injuries do not affect all populations equally. Data shows that populations living in certain geographic areas are disproportionately affected by violent injuries. For example, rates of homicide and hospitalized assaults were consistently the highest in Services Planning Area 6. In 2016, the homicide rate in this region, 17.3 per 100,000, was nearly three times as high as the overall county rate.

Many of the same communities that are disproportionately impacted by violence are also affected by other issues. For instance, communities with high levels of violent crime also have high levels of pollutants in their environments and elevated rates of chronic disease, such as diabetes (Attachment V). These factors, along with others, such as high levels of poverty and unemployment, low graduation rates, and lack of access to health care are inter-related, highlighting the importance of collaborative work across sectors. Violence prevention efforts will have the greatest impact when integrated with efforts to reduce inequity, to provide healthy environments, and to reduce the burden of chronic disease.

5. Gaps in the County's Violence Prevention Programming

DPH conducted a series of key stakeholder interviews to document and help identify gaps in the County's VP programming. Ten initial interviews with stakeholders from five CBOs, two County Departments, two city agencies, and one foundation were carried out to inform this report. Key themes and concepts that emerged from these interviews and subsequent qualitative analysis included the need for: 1) a comprehensive prevention focus by reducing siloes in VP efforts in the region; 2) a trauma-informed holistic framework that addresses life stages and various forms of violence; 3) more meaningful, consistent community involvement; 4) better law enforcement buy-in; 5) a messaging strategy that coordinates communications to the public and professionals in a responsive way; and 6) central coordination of VP program activities. Attachment VI provides a detailed summary of this analysis.

Summary

The epidemic of violence has plagued Los Angeles County for too long and the negative impacts of multiple and interconnected forms of violence are significant, costly, and wide-ranging. While mass shootings have spurred a much-needed national conversation on gun violence, this dialogue

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has focused largely on the tragedy of singular and sporadic events, often ignoring the day-to-day violence and trauma experienced by marginalized and vulnerable individuals and communities of color. A myriad of health-related behaviors such as substance abuse, poor diet, smoking, lack of physical activity, chronic stress, self-harm and suicide are highly correlated with some form of exposure to violence and abuse. These behaviors directly impact a variety of health problems including addiction, obesity, cardiovascular disease, stroke, development of chronic pain disorders, chronic diseases, and premature death.

While significant progress has been made through the County's violence prevention efforts, particularly through the funding and implementation of several recent and beneficial County initiatives, including TPI, additional work is still needed. The County has a significant opportunity to leverage existing initiatives, and support focused programs with a comprehensive and coordinated framework, that keeps individuals and neighborhoods safe, increases access to County and community resources, and creates spaces and environments for healing. The creation of the OVP provides an institutionalized venue for creative leadership, innovative practice, and centralized accountability, especially in building the capacity to coordinate strategies and programming across multi-sector partners.

The proposed plan contained herein aims to outline the initial infrastructure and resources needed to advance this framework for countywide violence prevention that improves coordination, increases awareness of violence as a public health issue, promotes safety, advances equity, and, ultimately reduces violence related injuries and deaths. The proposed model and approach is grounded in community engagement, cross sector collaboration, evidence-based practice, and data from program evaluation. DPH and its partners will continue to move forward with the strategic planning process and advance the creation of a countywide OVP.

If you have questions or need additional information, please let me know.

BF:tk

Attachments

Cc: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

Sample Strategic Plans: Goals* and Types of Violence Addressed

	Hillsborough County, FL (2014)	Louisville, KY (2016)	Milwaukee, WI (2017)	Minneapolis, MN (2013)	New Orleans, LA (2013)	Santa Cruz County, CA (2015)	Seattle, WA (2015)
Types of violence	Community violence, defined as acts of interpersonal violence committed by people who are not related and may or may not know one another.	Youth violence	<ol style="list-style-type: none"> 1. Community violence 2. DV and IPV 3. Sexual violence, including human trafficking 4. Child maltreatment and exploitation 5. Drug-related violence 6. Suicide 7. Structural violence 	Youth violence	Youth violence	Youth violence	Youth violence
Goals	<ol style="list-style-type: none"> 1. Support the health and well-being of families 2. Cultivate a strong, connected community 3. Improve conditions in neighborhoods most impacted by violence 4. Coordinate efforts to maximize our impact 	<ol style="list-style-type: none"> 1. Create and promote opportunities for civic engagement 2. Improve conditions that hinder education attainment 3. Support economic growth with a focus on the most economically challenged neighborhoods 4. Enhance the quality of intervention with individuals and families at the first sign of risk 5. Promote a restorative justice community 	<ol style="list-style-type: none"> 1. Stop the Shooting. Stop the Violence 2. Promote healing and restorative justice 3. Support children, youth, and families 4. Advance economic opportunity 5. Foster safe and strong neighborhoods 6. Strengthen capacity and coordination of violence prevention efforts 	<ol style="list-style-type: none"> 1. Foster violence-free social environments 2. Promote positive opportunities and connections to trusted adults for all youth 3. Intervene with youth and families at the first sign of risk 4. Restore youth who have gone down the wrong path 5. Protect children and youth from violence in the community 	<ol style="list-style-type: none"> 1. Stop violence from happening before it occurs 2. Intervene at the first sign of risk and respond effectively when violence does occur 3. Repair and restore our youth, families, and communities that have been affected by violence 	<ol style="list-style-type: none"> 1. Promote positive child and youth development 2. Ensure supported and functioning families 3. Foster safe and vibrant neighborhoods 	<ol style="list-style-type: none"> 1. Youth and young adults transition to adulthood 2. Youth and young adults achieve academic success 3. Youth and young adults are safe from violence and free from justice system involvement 4. Youth and young adults are healthy, physically, socially, and emotionally 5. The Seattle Community is mobilized in support of these goals

*Note: The following goal language was pulled verbatim from sample strategic plans.

Violence Prevention Steering Committee
(Departments, Agencies, Community
Organizations, Others)

OFFICE OF VIOLENCE PREVENTION
DIRECTOR
Senior Staff Analyst

Secretary II

POLICY

Health Program Analyst II

DATA & SURVEILLANCE
With support and guidance from the
Office of Health Assessment and
Epidemiology

Research Analyst II

Epidemiology Analyst

**COMMUNITY ENGAGEMENT AND
OUTREACH**

Health Program Analyst II

Contracted Community Based
Organizations per Service
Planning Area
(SPA'S 1-8)

TRAUMA

Health Program Analyst I

Environmental Scan: National Prevention Offices and Initiatives



Prepared by

Brighton Kimbell, Intern for the
LA County Department of Public Health
Injury and Violence Prevention Program

Environmental Scan: National Prevention Offices and Initiatives 25 Jurisdictions

Summary

The Environmental Scan of National Offices of Violence Prevention and Initiatives was developed to inform the Injury and Violence Prevention Program about the infrastructure needed within the county to create and support a robust and integrated countywide Office of Violence Prevention (OVP) that will be tasked with coordinating the county's various violence prevention efforts, and will lead the County in a violence prevention strategic planning process.

The scan includes an overview of twenty-five (25) jurisdictions within the United States who have implemented either an Office of Violence Prevention or a Violence Prevention Initiative within their local government. The environmental scan of national jurisdictions looks at the level of staffing and other resources, key partners, gun violence inclusion, strategic plans, budget, and necessary elements to establish a successful OVP. More detailed information for the twenty-six jurisdictions is also included in the attached Excel spreadsheet

Included in this report is a closer analysis of three identified priority models: Boston, New York, and San Francisco. This scan also includes overarching themes and recommendations informed by key findings.

25 Jurisdictions at a Glance

- | | |
|---|--|
| <ul style="list-style-type: none"> • Boston Public Health • San Francisco Mayors Office of Violence Prevention Services • New York City Mayors Office to Prevent Gun Violence • Philadelphia Office of Violence Prevention • Milwaukee Office of Violence Prevention • San Diego County Office of Violence Prevention • Chicago Office of Violence Prevention • Stockton Office of Violence Prevention • Nebraska Office of Violence Prevention • Portland Office of Youth Violence Prevention • Solano Office of Family Violence Prevention • Oakland Ceasefire • Alameda County Violence Prevention Blueprint • City of LA Gang Reduction & Youth Development | <ul style="list-style-type: none"> • Baltimore Office of Youth Violence Prevention Baltimore • Hillsborough, FL County Violence Prevention • Louisville, KY Office for Safe & Healthy Neighborhoods • Minneapolis Youth Violence Prevention Initiative • New Orleans Youth Violence Prevention • Seattle Youth Violence Prevention Initiative • King County, WA Violence Prevention Initiative • City of Orange County Safe from the Start • Cure Violence – multiple jurisdictions • Safe Long Beach • Pasadena/Altadena Community Violence Initiative |
|---|--|

Overarching Themes

1. **Standardized data collection** across city and county departments, programs, and Community Based Organizations.
2. **Multi-sector coordination** to implement violence initiatives and programming is necessary.
3. Create **centralized touch points of engagement** for community members.
4. Integrate **community resiliency strategies** within an overall framework.
5. Build **networks for community outreach**.
6. **Street Teams** are important tools for interrupting community violence.
7. **Engaging community members as peer mentors** and anti-gun activists can impact success rates for reducing gun violence as seen specifically in the Cure Violence model.
8. **Build Trust between police and affected communities**.
9. **Improve outcomes for young people** at the highest risk of violence.

Recommendations

In order to be successful, the countywide Office of Violence Prevention should:

1. Achieve the triple aim of community engagement, violence reduction, and efficient trauma informed coordinated services through a 3-pronged approach of Interrupting, Organizing, and Predicting Violence.
2. Increase public safety efforts in identified violence prone “hot spots” and distinguish priority neighborhoods.
3. Implement prevention strategies that specifically target gun violence.
4. Track incidents of trauma and violence through surveillance systems such as the National Violent Death Reporting System (NVDRS), that collects data from multiple sources to implement a predictive approach to violence reduction through the use of various core strategies including: Community Engagement, Community Capacity- Building Training and Technical Assistance, Street Outreach and Intervention Services, Peer Specialists Training and Networks, Summer Park Programming such as Parks After Dark (PAD), Trauma Informed Services and Programs, and Hospital Based Violence Intervention.
5. Coordinate with community based services and expand their reach in the community.
6. Expand its political and social leverage to obtain key partnerships and coordinate an efficient and community accessible network of trauma informed violence prevention services and programs.
7. Establish a co-located Family Justice Center with a multi-disciplinary team of professionals who provide and coordinate services for victims of community violence under one roof.

Priority Model Boston: Work Scope Analysis

Boston Public Health Commission: Division of Violence Prevention

<http://www.bphc.org/whatwedo/violence-prevention/Pages/Violence-Prevention.aspx>

Component	Category	Potential Strategy
Violence Intervention and Prevention (VIP) Neighborhood Coalitions	Community Empowerment	Expand Reach of Community Based Organizations
“Our Community” Campaign	Communications/Media	Campaign <ul style="list-style-type: none"> - Violence/trauma as a public health issue - Community messaging
Violence Intervention Advocate Program	Intervention/Trauma, hospital based	
Family Justice Center	Hub for services – safe/welcoming space, trauma, multidisciplinary resources	Dedicate a physical building to community wellness and healing
Partners Advancing Communities Together	Youth wraparound services	Expand with additional resources to fund CBOs
Men’s Health Crew	Training, intern, and case management	Expand with additional resources to fund CBOs
Start Strong	Youth healthy relationships	Coordinate with youth focused programs
Defending Childhood Initiative (DOJ funded)	Training residents and providers, trauma Early child / family Youth engagement/social marketing Behavioral health services to children Data and policy advocacy	Coordinate with youth focused programs
Social Emotional Learning Initiative	ES and MS curriculum	Coordinate with school districts
Trauma Resource Guide	Published Resource Directory	

Priority Model NYC: Work Scope Analysis

New York City, The Mayor's Office to Prevent Gun Violence

<http://www1.nyc.gov/assets/peaceny/downloads/pdf/public-safety-toolkit.pdf>

Component	Category	Potential Strategy
<p>School Conflict Mediation: The school-based conflict mediation component is designed to provide culturally competent programming to at-risk youth to reduce the likelihood of their involvement in violence in their school and community while increasing their attendance, academic progress, and other social measures. The program includes school-wide activities to assist in changing culture around violence and to assist schools in their response to incidents that occur in the school or community</p>	<p>Youth wraparound services, youth healthy relationships</p>	<p>Coordinate with school districts, and coordinate with community led groups to discover best community-identified prevention strategies</p>
<p>Therapeutic Mental Health Services: Therapeutic mental health services are offered and designed to provide culturally competent therapeutic support to children, youth, and families impacted by gun violence by improving resilience, network support, and building skills in self-management and self-care.</p>	<p>Mental health, case management, wrap around services youth, community, behavioral health services to families,</p>	<p>Coordinate with school districts, Have mental health service providers table at trauma summits,</p>
<p>Anti- Gun Violence Employment Program: The Anti-Gun Violence Employment Program (AGVEP) is a seasonal employment program that employs participants (14-24) who are serviced through the New York City Crisis Management System. The program consists of two phases: a 6-week summer program and a 25-week school year program. Job responsibilities include but are not limited to community canvassing, asset mapping, data/research gathering, community outreach and coordinating/ conducting shooting responses.</p>	<p>Youth empowerment, Gun Violence reduction, Economic stimulus</p>	<p>Coordinate with Workforce Development, and youth employment services</p>
<p>Employment Program: Justice Plus is a flexible, wrap-around designed to support referred participants of neighborhood-based Cure Violence programs by providing a range of work readiness opportunities. These</p>	<p>Community Employment Programs, community empowerment, gun violence reduction, Economic stimulus</p>	<p>Coordinate with Workforce Development, and Youth Employment Services</p>

<p>opportunities include: work experience placements, hard/vocational and soft job skills development, and job search and career awareness/planning competencies. The program participants receive stipends.</p>		
<p>Legal Services: Cure Violence participants receive support from the Legal Aid Society such as how to identify a legal emergency and substantive legal issues such as criminal law, housing, family, employment issues, what to do post-conviction and the hidden civil consequences of a criminal conviction. Legal representation is provided as needed.</p>	<p>Policy and Law advocacy, legal education, legal representation as available</p>	<p>Implement Peer-to-Peer Violence Prevention Initiatives</p>
<p>The Crisis Management System: this network deploys teams of credible messengers who mediate conflicts on the street and connect high-risk individuals to services that can reduce the long-term risk of violence. In the last three years, the Crisis Management System has contributed to a 15 percent decline in shootings in the 17 highest violence precincts in New York City.</p>		

Priority Model San Francisco: Work Scope Analysis

San Francisco Mayor's Office of Violence Prevention Services

<https://www.dcyf.org/modules/showdocument.aspx?documentid=80>

Component	Category	Potential Strategy
<p>Youth Employment Program: As a long-term strategy to promote public safety, OVP works with city and community partners to connect young people in areas with high levels of street violence with opportunities that put them on a path to success</p>	Youth empowerment, Gun Violence reduction, Economic stimulus	
<p>The Street Violence Intervention Program: Aims to reduce street violence and homicides through street-level prevention and intervention. The SVIP focuses especially on young people. SVIP outreach workers engage in three main activities: street outreach, crisis response, and community mobilization</p>	Community Intervention/outreach	Implement Street Outreach and Intervention Services
<p>The Crisis Response System (CRS) AKA Street Violence Response Team is a partnership between many city departments and local organizations. The CRS makes sure that people affected by a violent incident get the services and support they need immediately. Violent incidents are incidents such as shootings, homicides, or serious assaults</p>	Coordinated services, trauma, multidisciplinary resources, navigation	Street Outreach and Intervention Services,
<p>Policy Reform (Police) The reforms include a review of and changes to the police's policies on use of force. They also expand training for officers about de-escalation and implicit bias training</p>	Policy	Expand with additional resources to fund CBOs
<p>Policy Reform (Gun Violence) advocate for more responsible gun sales. One approach the Mayor is pursuing is to support gun manufacturers and distributors who follow best practices for responsible gun sales</p>	Policy, Gun reform,	Expand with additional resources to fund CBOs

National References:

Boston, MA

1. Violence Prevention One Sheet:
[http://bphc.org/whatwedo/violence-prevention/Documents/To%20Send%20Community%20recommendations%20poster%20\(%20with%20revisions\)%202016_CF%20\(2\).pdf](http://bphc.org/whatwedo/violence-prevention/Documents/To%20Send%20Community%20recommendations%20poster%20(%20with%20revisions)%202016_CF%20(2).pdf)
2. Operating Budget:
<https://budget.boston.gov/operating-budget/cabinets/health-and-human-services/public-health-commission/>

San Francisco, CA

1. City and County of San Francisco Violence Prevention Plan 2008-2013: <https://www.dcyf.org/modules/showdocument.aspx?documentid=80>
2. 2016 summer violence prevention plan: <http://d1qmdf3vop2l07.cloudfront.net/rose-pine.cloudvent.net/compressed/106f42511e8aeb8c142c191d1c591af7.pdf>

New York City, NY

1. Tool Kit:
<http://www1.nyc.gov/assets/peacenyc/downloads/pdf/public-safety-toolkit.pdf>

Philadelphia, PA

Press Release from the Office of the Mayor:

<https://beta.phila.gov/press-releases/mayor/mayor-kenney-establishes-office-of-violence-prevention/>

Milwaukee, WI

1. Gun Safety Brochure: <http://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/MCDVSA/OVPGunSafetyGuideEnglishFinal.pdf>
2. Blueprint for Peace by OVP Milwaukee: <http://city.milwaukee.gov/414Life/Blueprint>
3. Strategic plan:
<http://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/OVP/Reports/20171117OVP-Report-MKEBlueprintforPeace-Low-Res.pdf>
4. Violence Prevention Plan (<https://spark.adobe.com/page/9RUmi6YFnc2Jd/>)

Chicago

1. National Forum on Youth Violence Prevention Chicago Focused:
<https://www.ccachicago.org/wp-content/uploads/2015/08/Youth-Violence-Prevention-Plan-FINAL.pdf>
2. Chicago Violence Prevention Strategic Plan:
https://www.cityofchicago.org/dam/city/depts/cdph/chron_dis/general/Office_Violence_Prevention/OVP_Chicago_Violence_Prevention_Strategic_Plan.pdf

Stockton, CA

1. Global Status Report on Violence Prevention 2014 - 292 pages
http://stocktongov.com/files/GlobalStatusReportOnViolencePrevention2014_292Pages.pdf
2. Braga Report Stockton- 63 pages
http://stocktongov.com/files/BragaReportStockton_63Pages.pdf
3. Braga Evaluation of Boston Reentry Initiative - 24 pages
http://stocktongov.com/files/BragaEvaluationOfBostonReentryInitiative_24Pages.pdf

Portland, OR

1. <http://www.portlandonline.com/safeyouth/index.cfm?c=49758>

Hillsborough County, FL

1. Strategic Plan: <http://safeandsoundhillsborough.org/wp-content/uploads/2016/09/SafeAndSound-StratPlan-081414.pdf>

Louisville, KY

1. https://louisvilleky.gov/sites/default/files/safe_neighborhoods/youth_edition_action_plan_updated-printersmarks-07072016.pdf
2. Annual Report: https://louisvilleky.gov/sites/default/files/safe_neighborhoods/oshn-annualreport-final-spreads-04012016_0.pdf

Other Louisville reports:

- 1 - 4 available at <https://louisvilleky.gov/government/safe-healthy-neighborhoods/key-reports>
1. Strategies to Prevent Violence in Louisville Metro: Short and Long-term Recommendations

New Orleans, LA

1. NOLA Participation in National Forum on Youth Violence:
https://www.nola.gov/getattachment/Health/Violence-Prevention/National-Forum-on-Youth-Violence-Prevention/NOLA-FOR-LIFE-PLAYbook_for-web-9-2-14.pdf/

Part I Crimes, Overall and Gang-Related Reported by LASD, by Year 2007-2016

Year	All Part I Crimes	Gang-Related	
		Number	Percent
2007	88429	3500	4.0%
2008	84279	3110	3.7%
2009	74665	2851	3.8%
2010	73433	2757	3.8%
2011	70296	2823	4.0%
2012	72151	2557	3.5%
2013	70345	1949	2.8%
2014	66705	1746	2.6%
2015	71104	1579	2.2%
2016	74142	1328	1.8%

Note: Crimes that occurred before 2007, but were reported during 2007-2016 and crimes with missing year of occurrence are not included.

Number of Gang-Related Part 1 Crimes Reported by LASD, by Year and Crime Category

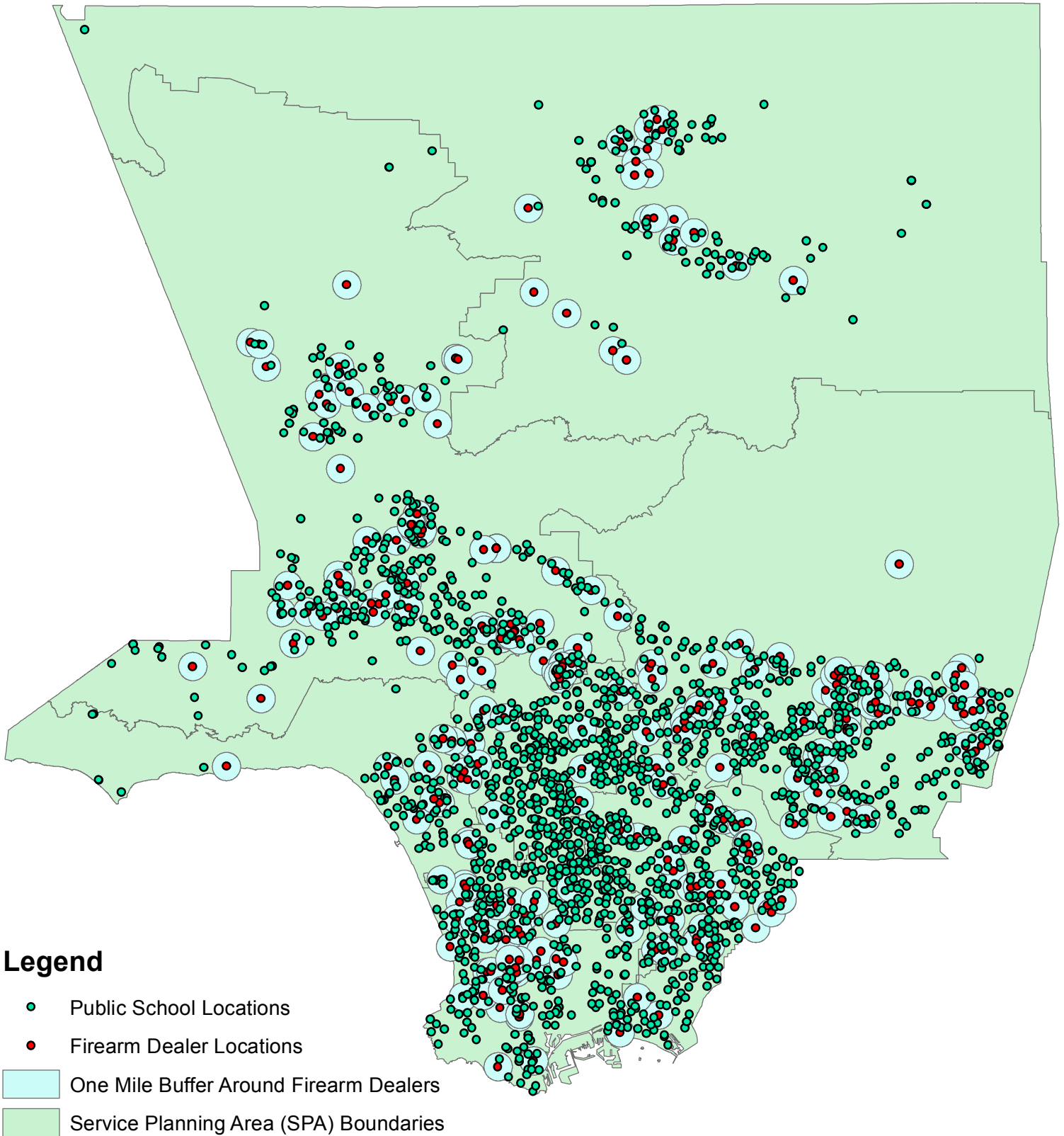
Year	CRIME CATEGORY								Total
	AGGR ASSAULT	ARSON	BURGLARY	CRIMINAL HOMICIDE	FORCIBLE RAPE	GRAND THEFT AUTO	LARCENY THEFT	ROBBERY	
2007	1735	7	192	155	18	256	283	854	3500
2008	1457	2	186	147	32	160	242	884	3110
2009	1288	4	164	122	20	138	248	867	2851
2010	1162	3	194	103	11	117	206	961	2757
2011	1139	4	171	90	24	92	231	1072	2823
2012	1224	1	159	101	7	94	247	724	2557
2013	944	2	125	117	12	109	193	447	1949
2014	946	2	112	88	4	68	162	364	1746
2015	903	4	59	91	3	106	137	276	1579
2016	865	2	40	118	3	67	62	171	1328

Reporting Districts with 200+ Part I Gang-Related Crimes Reported by LASD, 2007-2016

Reporting District	Number of Crimes	Community/City
2174	342	Florence-Firestone
2170	313	Florence-Firestone
453	300	Norwalk
1365	289	Paramount
2116	257	Lynwood
2112	254	Lynwood
372	249	Westmont/West Athens
2610	231	Palmdale
375	227	Westmont/West Athens
455	226	Norwalk
2812	226	Compton
2835	226	Compton

2171	225	Florence-Firestone
454	224	Norwalk
451	218	Norwalk
1351	217	Hawaiian Gardens
278	207	East Los Angeles
2813	206	Compton
2608	204	Palmdale
1335	203	Bellflower
2172	202	Florence-Firestone
2137	200	Willowbrook

Locations of Firearm Dealers & Public Schools



Data Sources:

Federal Firearm License Dealer Information for January 2018 from Bureau of Alcohol, Tobacco & Firearms
Public School Locations from Los Angeles County Location Management Service

Prepared by Los Angeles County Department of Public Health, Division of Chronic Disease and Injury Prevention, Injury and Violence Prevention Program, May 18, 2018

Summary of OVP Stakeholder Interview Themes

To inform the Office of Violence Prevention (OVP) planning process, the Los Angeles County Department of Public Health's (DPH) Injury and Violence Prevention Program conducted 10 interviews with key stakeholders in spring 2018 (5 community-based organizations, 2 county departments, 2 city agencies, and 1 foundation). DPH's Health and Policy Assessment unit conducted a thematic analysis based on interview notes and discussions with Injury and Violence Prevention staff who conducted the interviews. Key themes, identified based on density and summarized in the below table, were: (A) current violence prevention needs, (B) potential roles of OVP, and (C) infrastructure needs for OVP.

Table 1. Key Domains, Themes, and Concepts Discussed in Office of Violence Prevention (OVP) Scoping Stakeholder Interviews

Domain	Theme	Key Concepts Discussed
(A) Current Violence Prevention Needs in Los Angeles County	Comprehensive prevention focus	<ul style="list-style-type: none"> • Limitations of operating in siloes for violence prevention (e.g., organizations tend to have a primary, secondary, or tertiary focus) • Need for shift from suppression/reactionary approach • Need to support protective factors/resilience/social connectedness
	Trauma-informed holistic framework	<ul style="list-style-type: none"> • Need for trauma-informed approach to root causes of violence • Need to make conceptual connections across: <ul style="list-style-type: none"> – Life stages – Various forms of violence – Settings (home, school, community, state/structural)
	Central coordination	<ul style="list-style-type: none"> • Need a central body/agency to fill in gaps/connect dots <ul style="list-style-type: none"> – Lack of centralized research and data – Disparate/fragmented communication strategies – Work is siloed and no one is responsible for pulling it together
	Meaningful/consistent community involvement	<ul style="list-style-type: none"> • Need to better center community members: <ul style="list-style-type: none"> – As credible messengers (e.g., seen by the community as authentically representing them) in violence prevention efforts – As truly empowered and equal partners in violence prevention efforts – As driving community strategies instead of solely informing them – As direct beneficiaries of investments in violence prevention (e.g., hired to do the work)
	Law enforcement buy-in	<ul style="list-style-type: none"> • Need to develop buy-in with law enforcement to align their efforts with: <ul style="list-style-type: none"> – Prevention focus – Understanding of violence within a trauma-informed, holistic framework • Need to train public safety officers and first responders in mental health and diversion • Need to have trauma training for law enforcement to address: <ul style="list-style-type: none"> – Their fears and resulting consequences – Their perception of community members
	Capacity-building for front-line	<ul style="list-style-type: none"> • Limited capacity for engaging in efforts beyond direct service/interventions • Limited data/research/evaluation capacity • Need for additional training/support

	community-based organizations	
	Targeted programmatic efforts	<ul style="list-style-type: none"> • Clear programmatic gaps/low hanging fruit are: <ul style="list-style-type: none"> – Victim navigation services – Investing in/scaling GRYD-type work at the County-level – Place-based/regional approaches (expand TPI, utilize Best Start communities) – Leverage technology (social media, mobile apps) – Serve as spokesperson to counter misinformation (both in general and after violent events) – Promote protective factors (family support, early-childhood development, mindfulness)
(B) Role of OVP	Develop and advance trauma-informed holistic framework	<ul style="list-style-type: none"> • Articulate a common, holistic framework for understanding violence • Serve as a best practice and resource hub to help agencies adopt framework • Promote systems change in line with the framework by helping to coordinate across violence prevention efforts instead of continuing a siloed approach • Provide trainings for staff and funded partners • Document current efforts and map these to the framework to identify gaps <ul style="list-style-type: none"> – Advance both short- and long-term strategies
	Connect/convene	<ul style="list-style-type: none"> • Help make connections and facilitate dialogue across sectors: <ul style="list-style-type: none"> – County and external jurisdiction – Jurisdictions within County – Organizations within County – Community members and agencies within violence prevention space – Public safety officers and first responders (e.g., firefighters) • Promote meaningful community engagement <ul style="list-style-type: none"> – Enable a community-driven rather than County-driven process – Foster a safe space for open, honest dialogue – “Flatten the hierarchy” to enable community engagement at multiple levels – Ensure everyone is represented at the table • Identify ways to fill gaps resulting from funding models that are restrictive and advantage large agencies <ul style="list-style-type: none"> – Build/leverage funding opportunities that connect work within the holistic framework – Address the need for more flexible County contracts that allow for changes based on evolving/shifting needs and circumstances – Make OVP effective and accessible across a diverse range of initiatives, programs, agencies and community-based organizations
	Coordinate data/research	<ul style="list-style-type: none"> • Serve as the clearinghouse for violence prevention-relevant data and research <ul style="list-style-type: none"> – Facilitate data sharing – Identify new channels/sources of data – Disseminate data and findings • Assess current landscape in terms of violence prevention work and funding <ul style="list-style-type: none"> – To assist with initial OVP planning – To identify opportunities/gaps over time

		<ul style="list-style-type: none"> • Develop and disseminate tools to build data/research capacity of others
	Coordinate messaging	<ul style="list-style-type: none"> • Develop messaging strategy around violence <ul style="list-style-type: none"> – Build common vocabulary in alignment with holistic framework – Provide training to stakeholders as a key messaging strategy (e.g. train law enforcement on root causes of violence) – Develop and disseminate messaging to respond to specific incidents of violence
	Promote infrastructure modifications to streamline efforts	<ul style="list-style-type: none"> • Develop approaches to modify infrastructure to better align efforts with holistic framework: <ul style="list-style-type: none"> – Agency structures – Funding streams
	Build capacity	<ul style="list-style-type: none"> • Need for additional training and funding for current front-line community organizations working in violence prevention (do not duplicate efforts): <ul style="list-style-type: none"> – Engage in research/data – Meaningfully connect to other forms of violence/audiences beyond their traditional purview
(C) Infrastructure Needs for OVP	Position	<ul style="list-style-type: none"> • Trusted/neutral • Central/not duplicating other efforts • Demonstrated value such that OVP is a natural partner/leader for any future violence efforts • Properly positioned within County to execute OVP's scope of work <ul style="list-style-type: none"> – Benefits of Health Agency- vs. Department-level
	Authority	<ul style="list-style-type: none"> • Decision-making/delegated authority • Specific authority over law enforcement agencies (need to be able to influence their actions) • Provide oversight for information-sharing between partners • Need to develop clear: <ul style="list-style-type: none"> – Goals/objectives – Logic model – Deliverables
	Access to resources	<ul style="list-style-type: none"> • Enough and the right kind of: <ul style="list-style-type: none"> – Funding (flexibility is key) – Staff • County funding needs to be structured/managed in ways that allow for topical and logistical flexibility <ul style="list-style-type: none"> – Contracting mechanisms need to be able to allocate money when needed (quickly) / where needed (provider/jurisdiction)
	Location	<ul style="list-style-type: none"> • Promote accessibility of OVP with both a central office as well as satellite offices across the County
	Technology/communications	<ul style="list-style-type: none"> • Ability to advance ongoing research on root causes and structural inequity • Ability to engage advocacy around local, state, national policy opportunities • Mechanisms and plans in place to effectively execute key communication functions