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# County of Los Angeles CHIEF EXECUTIVE OFFICE

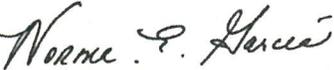
Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT  
Acting Chief Executive Officer

October 26, 2020

To: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

From: Fesia A. Davenport   
Acting Chief Executive Officer

Norma E. Garcia   
Director of Parks and Recreation

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## **ENSURING RELIABLE AND CONSISTENT PUBLIC SAFETY IN LOS ANGELES COUNTY (COUNTY) PARKS (ITEM NO. 3, AGENDA OF OCTOBER 13, 2020)**

On October 13, 2020, the Board of Supervisors (Board) directed the Acting Chief Executive Officer (CEO) and the Director of Parks and Recreation (DPR) to report back in writing, within 14 days, on options to immediately satisfy the public safety and community policing gap at County parks, including, if necessary, the feasibility of identifying a third-party to provide this service on a short-term basis. The Board further directed that the CEO consider the potential transfer of \$23.975 million from the Los Angeles Sheriff's Department (LASD) to the DPR budget to provide funding dedicated for preserving public safety at County parks – funds which were allocated in the Fiscal Year (FY) 2020-21 Supplemental Budget for the purpose of restoring the previously curtailed Parks Services Bureau funds.

### **Background**

On December 15, 2009, the Board merged the Office of Public Safety (OPS) into LASD. OPS had three operational bureaus, one of which was Parks Services. The Parks Services Bureau provides public safety services to all of the parks and facilities (i.e., trails, lakes, golf systems, etc.) operated by DPR and is funded by the County General Fund. LASD assumed responsibility for providing these services effective July 1, 2010, and has

continued to do so since that time. LASD is now indicating it plans to discontinue these services, as more fully detailed below.

On April 2, 2020, the CEO instructed all County departments to submit curtailment scenarios, ranging from 10 to 20 percent, given a projected \$935.5 million budget gap for FY 2020-21 due to the economic downturn caused by the COVID-19 pandemic. On April 27, 2020, LASD submitted a 10 percent curtailment proposal that included cuts to Unincorporated Area Patrol, Parks Services Bureau, Special Victims Bureau, Operation Safe Streets, Community Partnership Bureau, Fraud and Cyber Crimes Bureau, Major Crimes Bureau, and certain custody-related operations. Ultimately, the curtailment scenarios for all departments were scaled back to eight percent in the FY 2020-21 Final Changes Budget adopted by the Board on June 29, 2020. As a result, all of LASD's budgetary curtailment actions took place on June 29, 2020 with the adoption of the Final Changes Budget.

On September 29, 2020, the Board approved the FY 2020-21 Supplemental Changes Budget, which restored the LASD services identified above and shifted all cuts required under the eight percent curtailment scenario to Custody Operations. In addition, all potential layoffs were completely mitigated. This resulted in 203 budgeted positions and \$23.975 million (\$30.979 million annually) in net County cost being restored to LASD's operating budget to ensure public safety services continued at DPR's parks and facilities.

Despite these actions, on or about October 15, 2020, LASD gave notice to Parks Services Bureau staff of its plan to redeploy staff from Parks Services Bureau to other areas within LASD, including Custody Operations, effective November 1, 2020. If implemented, this will eliminate dedicated safety and law enforcement services from County parks and require DPR staff and park patrons to rely on local law enforcement or LASD patrol, in unincorporated areas, for service calls. LASD argues that staff is needed in Custody Operations despite a reduction in the inmate population. The actual number of staff needed for custody operations is unknown and LASD has not provided any data to the CEO's office to support its position.

The budget adopted by the Board in September 2020 appropriated funding for the Parks Services Bureau within LASD's County Services budget unit and not in the Custody Operations budget unit. This is noteworthy because LASD must obtain Board approval before transferring appropriation and funding between these two budget units as it is attempting to do with the transfer of Parks Bureau staff.

In response to LASD's plan to move Parks Services Bureau personnel to Custody Operations, the Board directed CEO and DPR to identify options to immediately satisfy the public safety and community policing gap at County parks should LASD redeploy all personnel from County parks. CEO has met with DPR and is cognizant of the complexity involved in developing a comprehensive plan for safety and community policing. Many

issues at County parks involve non-criminal behavior concerning violation of a County or park ordinance – often referred to as quality of life issues. For example, DPR has seen an increase in food truck vendors breaking the locks on gates to gain access to DPR parking lots to sell food after the parks have closed. Additionally, DPR has seen a spike in travelling athletic teams entering parks after hours to play in tournaments – sometimes bringing their own lights to illuminate the athletic field. On the other hand, some parks are the backdrop of violence and criminal behavior sometimes warranting a law enforcement response (the recent violence at Mona Park in Compton is an example). More time will be required to develop a thoughtful, sustainable plan that can adequately navigate DPR's needs in these areas. However, this report represents our collective thinking and contains early recommendations for consideration by the Board.

### **Option 1 – Maintain Status Quo for FY 2020-21**

Option 1 is to maintain the existing model at current service levels. Under this option, law enforcement and community policing services at parks and park facilities would continue as-is through June 30, 2021. Parks Services Bureau funding would be transferred from the LASD budget to DPR's budget, and LASD would be required to bill DPR for the remainder of the fiscal year. The amount of funding transferred from LASD budget would be calculated on a prorated basis. This option is desirable for several reasons, namely because it maintains safety and community policing at current levels and allows the time needed to develop a comprehensive, alternative plan for the provision of dedicated security services and community policing models at County parks and facilities. This does not represent a long-term solution to the issue before us if LASD insists on transferring Parks Services Bureau staff to other areas of its operations.

### **Option 2 - Full-Service Contract with Sheriff's Department**

Option 2 envisions DPR and LASD entering into a Memorandum of Understanding (MOU) outlining the fiscal and operational terms for the provision of security services at DPR's parks and facilities. Parks Services Bureau funding would be transferred from the LASD budget to DPR's budget, and LASD would be required to bill DPR. DPR and LASD would have to identify and agree on services and service levels along with additional provisions to define expectations, roles, responsibilities, and timetables.

This option maintains a dedicated law enforcement presence at the parks; allows for an immediate response to calls for services; and creates efficiencies in communication and coordination by having service calls referred to a single law enforcement agency. However, moving to a contract model will likely have financial impacts to both departments. LASD would not receive funding for services it does not provide, potentially causing it to end the fiscal year in a deficit status or exacerbate any existing deficit. DPR may experience a decrease in service levels.

### **Option 3 – Hybrid Security Services**

The hybrid model will also require an MOU between DPR and LASD. An alternative service model and associated funding plan would need to be developed to complement the safety services provided by LASD. The scope and scale of law enforcement service levels would potentially remain at current levels yet could include alternative law enforcement service providers. Under the hybrid model, law enforcement services would also be complemented by alternative services designed to address the quality of life issues and enhance community policing and violence prevention.

This model protects funding for the Parks Services Bureau and could allocate any funding for increased costs to community policing efforts. This model may work well for some parks and not for others. It will also likely result in fragmentation of services and require greater coordination on behalf of DPR.

### **Option 4 – Reestablish the Park Ranger Model**

Staff from the CEO and DPR have also discussed the Park Ranger Model and will, in our 90-day report, provide more detailed information on what implementation of this model would entail and how it compares to the other options discussed above.

### **CEO Recommendation**

To effectuate the Board's original intent of protecting funding for parks services and the Board's most recent request to provide an immediate solution to protect parks, the CEO recommends that funding for the Parks Services Bureau be removed from LASD's budget and placed in DPR's budget. This would prevent the funding from being redeployed to other areas of LASD. Transfer of this funding would require LASD to provide services and then bill DPR for services. Although not flawless, this solution may provide a bridge to a longer-term solution which will be outlined in our 90-day report back.

In the interim, CEO and DPR will continue to explore options with a focus on developing a new model for public safety at County parks and facilities. The goal is to ensure parks facilities, programs, and services can continue to benefit a broad spectrum of community residents in a safe and welcoming manner.

**Next Steps**

As directed by your Board, the CEO, in collaboration with DPR, will issue a supplemental report in 90 days on potential opportunities to enhance and reimagine community policing at County parks. The report will also include:

- Recommendations for creating and funding a public safety division, such as a Park Ranger Program, within DPR that considers utilizing funds currently allocated for the Parks Services Bureau;
- Recommendations for alternative staffing models for providing public safety and community policing at County parks, including the use of unarmed staff trained in crisis response and violence prevention strategies; and
- An analysis of any policy, ordinance, or ordinance amendment needed to enable the recommendations referenced above.

Should you have any questions concerning this matter, please contact me or Sheila Williams at (213) 974-1155 or [swilliams@ceo.lacounty.gov](mailto:swilliams@ceo.lacounty.gov).

FAD:JMN:MM  
SW:CY:RP:cg

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Parks and Recreation



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

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Board of Supervisors

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First District

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Fifth District

December 1, 2020

To: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

From: Fesia A. Davenport  
Acting Chief Executive Officer

Norma E. Garcia  
Director of Department of Parks and Recreation

**ENSURING RELIABLE AND CONSISTENT PUBLIC SAFETY IN LOS ANGELES  
COUNTY PARKS (ITEM NO. 3, AGENDA OF OCTOBER 13, 2020)**

The purpose of this memorandum is to notify the Board of Supervisors (Board) that the Department of Parks and Recreation (DPR) and the Los Angeles County Sheriff's Department (LASD) have executed a Memorandum of Agreement (MOA) (Attached), dated November 23, 2020, which maintains the same level of public safety and law enforcement services at County parks, at no additional cost, through June 30, 2021. The MOA has been reviewed and approved by the Chief Executive Office and County Counsel.

**Background**

On September 29, 2020, the Board approved the FY 2020-21 Supplemental Changes Budget, which restored 203.0 budgeted positions and \$23.975 million (\$30.979 million annually) in net County cost (NCC) to LASD's operating budget to ensure public safety services continued at DPR parks and facilities.

Despite these actions, on or about October 15, 2020, LASD gave notice to Parks Services Bureau staff of its plan to redeploy staff from the Parks Services Bureau to other areas within LASD, including Custody Operations. If implemented, this redeployment would

Each Supervisor  
December 1, 2020  
Page 2

eliminate dedicated safety and law enforcement services from County parks and require DPR staff and park patrons to rely on local law enforcement or LASD patrol, in unincorporated areas for service calls.

On October 13, 2020, the Board directed the Acting Chief Executive Officer (CEO) and the Director of DPR to report back in writing within 14 days on options to satisfy the public safety and community policing gap at County parks, including, if necessary, the potential transfer of \$23.975 million from the LASD budget to the DPR budget to provide dedicated funding for public safety services at County parks.

The Acting CEO and the Director of DPR filed an initial report on October 26, 2020. Subsequently, on November 10, 2020, the Acting CEO submitted a Board letter recommending, as a short-term option, that DPR and LASD develop and enter into an MOA for LASD security services at County parks no later than November 30, 2020. Our office further recommended that the MOA must be effective through June 30, 2021 and maintain the same level of LASD services for County parks currently provided, at no additional cost (i.e., the status quo).

### **Next Steps**

As instructed by the Board on October 13, 2020, our office will continue to work with DPR and other stakeholders and provide a second report within 90 days (tentatively due on January 13, 2021). That report will explore additional options with a focus on developing a new model for public safety at County parks that ensures parks facilities, programs, and services can continue to benefit a broad spectrum of community residents in a safe and welcoming manner.

Should you have any questions concerning this matter, please contact me or Sheila Williams, Senior Manager, at (213) 974-1155 or [swilliams@ceo.lacounty.gov](mailto:swilliams@ceo.lacounty.gov).

FAD:JMN:MM  
SW:CY:RP:kd

### **Attachment**

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Auditor-Controller  
Parks and Recreation



# **MEMORANDUM OF AGREEMENT**

**BY AND BETWEEN**

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

**AND**

**LOS ANGELES COUNTY DEPARTMENT OF**

**PARKS AND RECREATION**

**FOR**

**LAW ENFORCEMENT AND SECURITY SERVICES**

**MEMORANDUM OF AGREEMENT  
BY AND BETWEEN  
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
AND  
LOS ANGELES COUNTY DEPARTMENT OF PARKS AND RECREATION**

This Memorandum of Agreement ("MOA") is made and entered into by and between the Los Angeles County Sheriff's Department ("LASD") and the Los Angeles County Department of Parks and Recreation ("DPR"), effective upon execution by both parties.

**WHEREAS**, since 2010 DPR has worked closely with the Sheriff's Parks Bureau ("PKB") within the LASD in providing critical public safety support to help ensure that DPR's facilities provide significant quality of life programs and services; and

**WHEREAS**, DPR relies heavily on PKB, as a partner, to keep our parks safe for the public's enjoyment to the 50,000,000 (million) visitors annually to Los Angeles County Parks. Operating under a community policing model, PKB is an essential partner in delivering safe park and recreation services; and

**WHEREAS**, LASD will provide a community policing model that emphasizes building relationships and trust with community residents and parks visitors, while supporting strong partnerships and problem-solving strategies with the DPR's field staff. PKB is centered on prevention through high visibility while fostering and maintaining relationships; and

**WHEREAS**, DPR desires to continue its partnership with LASD to uphold the highest standards of public safety for the patrons of DPR facilities; and

**WHEREAS**, on November 10, 2020, the Board of Supervisors directed DPR and LASD to finalize an agreement for Sheriff Security Services at County Parks; and

**WHEREAS**, the Statement of Work, attached herein, provides the same level of LASD services for County parks currently provided at no additional cost; and

**NOW THEREFORE**, in consideration of the mutual covenants contained herein, and for good and valuable consideration, the parties agree as follows:

**1. APPLICABLE DOCUMENTS**

**This base document, along with Exhibit A and Exhibit B, attached hereto by reference and listed below, collectively form and are referred to herein as the MOA.**

- 1.1 Exhibit A, Statement of Work
- 1.2 Exhibit B, LASD PKB Deployment Survey

**2. PURPOSE AND SCOPE**

- 2.1 Pursuant to this MOA, LASD shall provide law enforcement and security services to DPR in accordance with Exhibit A, Statement of Work, and Exhibit B, LASD PKB Deployment Survey, of this MOA. For the purpose of this MOA, PKB will be the actual provider for all services delivered to DPR under this MOA, unless some specific services are designated to another bureau within LASD as needed.
- 2.2 It is also the purpose of this MOA to promote and continue to provide harmonious relations, and cooperation of understanding between DPR and LASD. This MOA is also intended to provide an orderly and equitable means of resolving misunderstandings or differences which may arise in the course of providing law enforcement and security services at DPR facilities throughout Los Angeles County.

**3. TERM**

- 3.1 The term of this MOA shall commence upon execution by both parties and shall continue in full force and affect through June 30, 2021, unless sooner extended or terminated, in whole or in part, as set forth herein.
- 3.2 The term of this MOA may be extended upon agreement by both parties. Any such extension shall be in the form of a written Amendment in accordance with Section 11, Amendments, of this MOA.

**4. TERMINATION**

- 4.1 If conditions arise in which either party cannot continue to fulfill the provisions of this agreement, the MOA may be suspended or terminated by either party with 60-day written notice.

**5. ADMINISTRATION OF MOA**

- 5.1 Each party shall appoint a person responsible for administration of the MOA and to serve as the official contact to coordinate the activities of LASD and DPR in carrying out this MOA.

5.2 The contact person for LASD shall be:

Benjamin Torres, A/Captain  
Los Angeles County Sheriff's Department  
Parks Bureau  
2101 N. Highland Avenue, Building. D  
Los Angeles, CA 90068  
btorres@lasd.org  
(323) 845-0070

5.3 The contact person for DPR shall be:

Director Norma E. Garcia-Gonzalez  
Department of Parks and Recreation  
1000 S. Fremont Avenue, Building A-9 West  
Alhambra, CA 91803  
negarcia@parks.lacounty.gov  
(626) 588-5382

## **6. COMPLAINT RESOLUTION**

6.1 Complaints or commendations about law enforcement shall be resolved as follows:

6.1.1 Complaints or Commendations Regarding LASD - All complaints or commendations regarding LASD and/or LASD Personnel will be directed to the County Services Bureau (CSB) Watch Commander assigned to the Hall of Records Sheriff's Dispatch (213) 974-8000, or through the LASD Complaint Line at (800) 698-8255.

6.2 LASD and DPR personnel with primary responsibility for receiving and resolving complaints shall be as follows:

Benjamin Torres, A/Captain  
Los Angeles County Sheriff's Department  
Parks Bureau  
2101 N. Highland Avenue, Building D  
Los Angeles, CA 90068  
btorres@lasd.org  
(323) 845-0070

Director Norma E. Garcia-Gonzalez  
Department of Parks and Recreation  
1000 S. Fremont Avenue, Building A-9 West  
Alhambra, CA 91803  
negarcia@parks.lacounty.gov  
(626) 588-5382

**7. RECORDS RETENTION AND INSPECTION**

- 7.1 LASD will maintain and complete financial records of its activities and operations relating to this MOA in accordance with its normal business practices. LASD will also maintain accurate and complete employment and other records relating to the performance of this MOA.
- 7.2 All such material, including but not limited to, all financial records, timecards and other employment records, and proprietary data and information shall be kept and maintained by LASD and shall be made available to DPR during the term of this MOA and for a period of five (5) years thereafter, unless DPR's written permission is given to dispose of any such material prior to such time, to the extent that this period does not conflict with LASD policy and State Law.

**8. DISPUTES**

- 8.1 In the event that LASD and DPR cannot resolve a dispute, including a billing dispute, the matter will be referred to the County's Chief Executive Officer ("CEO") for resolution.

**9. FISCAL PROVISIONS**

- 9.1 LASD will provide law enforcement and security services to all the parks and facilities at Net County Cost (NCC) not to exceed \$18,490,000 for the remainder of Fiscal Year 2020-21.
- 9.2 The Service Level will be adjusted annually in accordance with budget allocations by the Los Angeles County Board of Supervisors, at NCC.
- 9.3 LASD will adhere to strict fiscal and accounting standards and must comply with the principles established in all applicable federal regulations.
- 9.4 This MOA shall be reviewed annually by both parties to determine the effectiveness of this MOA and to ensure that it is fulfilling its purpose.

**10. MUTUAL INDEMNIFICATION**

- 10.1 LASD shall indemnify, defend, and hold harmless DPR from and against any and all liability, including but not limited to demands, claims, actions, fees, costs, and expenses (including attorney and expert witness fees), arising from or connected with LASD's acts and/or omissions arising from and/or relating to this MOA.
- 10.2 DPR shall indemnify, defend, and hold harmless LASD from and against any and all liability, including but not limited to demands, claims, actions, fees, costs, and expenses (including attorney and expert witness fees), arising from or connected with DPR's acts and/or omissions arising from and/or relating to this MOA.

**11. NOTICES**

- 11.1 Unless otherwise specified herein, all notices or demands required or permitted to be given or made under this MOA shall be in writing and shall be hand delivered with signed receipt or mailed by first class registered or certified mail, postage prepaid, addressed to the parties at the following addresses and to the attention of the person named. Addresses and persons to be notified may be changed by either party by giving ten (10) calendar days prior written notice thereof to the other party.

- 11.2 Notices to LASD shall be addressed as follows:

Benjamin Torres, A/Captain  
Los Angeles County Sheriff's Department  
Parks Bureau  
2101 N. Highland Avenue, Building. D  
Los Angeles, CA 90068  
btorres@lasd.org  
(323) 845-0070

- 11.3 Notices to DPR shall be addressed as follows:

Director Norma E. Garcia-Gonzalez  
Department of Parks and Recreation  
1000 S. Fremont Avenue, Building A-9 West  
Alhambra, CA 91803  
negarcia@parks.lacounty.gov  
(626) 588-5382

**12. AMENDMENTS**

All changes, modifications, or amendments to this MOA must be in the form of a written Amendment executed by both parties.

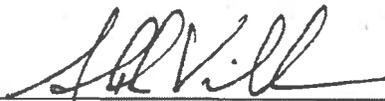
**13. ENTIRE AGREEMENT**

This MOA, including Exhibit A, Statement of Work, Exhibit B, LASD PKB Deployment Survey, and any executed Amendments hereto, constitute the complete and exclusive statement of understanding of the parties which supersedes all previous agreements, written or oral, and all communications between the parties relating to the subject matter of this MOA. No change to this MOA shall be valid unless prepared pursuant to Section 11, Amendments, of this MOA.

**MEMORANDUM OF AGREEMENT  
BY AND BETWEEN  
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
AND  
LOS ANGELES COUNTY DEPARTMENT OF PARKS AND RECREATION**

IN WITNESS WHEREOF, the parties have caused this MOA to be executed on their behalf by their duly authorized representatives on the dates written below.

Los Angeles County Sheriff's Department

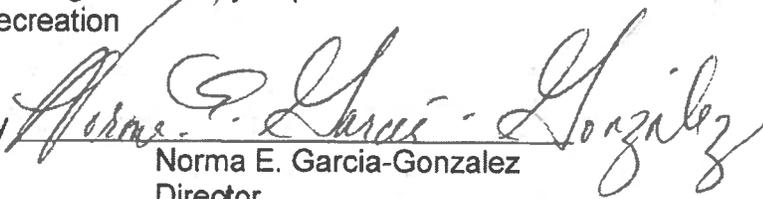
By   
Alex Villanueva  
Sheriff

Date 11.23.20

APPROVED AS TO FORM:  
Rodrigo Castro Silva, Acting County Counsel

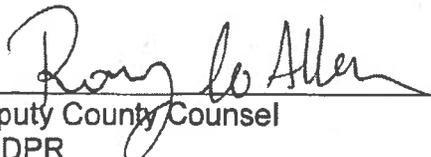
By   
Deputy County Counsel  
for LASD

Los Angeles County Department of Parks and Recreation

By   
Norma E. Garcia-Gonzalez  
Director

Date 11/23/20

APPROVED AS TO FORM:  
Rodrigo Castro Silva, Acting County Counsel

By   
Deputy County Counsel  
for DPR

## **EXHIBIT A STATEMENT OF WORK**

### **1. SCOPE OF WORK**

- 1.1 Los Angeles County Sheriff's Department (LASD) Parks Bureau (PKB) shall provide law enforcement, safety and security services, including community engagement, and referral services (to Los Angeles Homeless Services Authority and Mental Evaluation Teams), at DPR facilities, as required herein and as required in Exhibit B, LASD PKB Deployment Survey.
- 1.2 The services required herein shall be provided by sworn and civilian personnel within LASD, as described in Section 3.13, Staffing and Deployment, herein and in accordance with Exhibit B, LASD PKB Deployment Survey.
- 1.3 LASD personnel shall present a professional, respectful and courteous demeanor. The LASD strives to promote and continue to provide harmonious relations, and cooperation of understanding between DPR, the community, and LASD.
- 1.4 LASD shall advance the mission of DPR, including serving as a steward of parklands, build healthy and resilient communities, and advance social equity and cohesion.
- 1.5 LASD shall work in cooperation with DPR to determine and implement community strategies, particularly in low-income communities of color in areas with disproportionate amount of people burdened by housing insecurity, mental health, and substance abuse.
- 1.6 LASD and DPR shall create an advisory group to develop a Community Policing Model that emphasizes building relationships and trust with community residents and park visitors, and supports strong partnerships and problem-solving strategies with DPR's field and executive management staff, for work in and around DPR facilities and centers PKB on prevention through high visibility while fostering and maintaining relationships. The committee shall meet monthly to identify specific strategies with the goal of building safer and more accessible parks and recreation facilities.
- 1.7 LASD shall build community relationships with community leaders and stakeholders and engage with the community and community leaders to address quality of life issues.

## **2. DEPARTMENT OF PARKS AND RECREATION (DPR) RESPONSIBILITIES**

DPR shall:

- 2.1 Provide PKB with the reporting protocols for emergencies and incidents that occur in DPR park facilities involving LASD.
- 2.2 Provide PKB personnel with a twenty-four hour means of communication with DPR staff, executives, and/or facility administrator's in order to ensure maximum security and safety of both employees and the public.
- 2.3 Provide a secure entrance and exit to each DPR facility for the dedicated PKB personnel.
- 2.4 All current LASD PKB sub-stations within DPR facilities shall maintain status quo with regards to maintenance, payment of utilities, and supplies.
- 2.5 When and if both parties to this Agreement concur as to the necessity of creating additional PKB sub-station(s) within DPR facilities, DPR shall furnish at its own cost and expense all necessary office space, and the two Departments shall have authority to negotiate which entity shall pay for furniture and furnishings, office supplies, janitor service, telephone, light, water, and other utilities.
- 2.6 Include PKB space requirements in additional facilities outlined in Paragraph 2.4 above. Space needs shall include:
  - 2.6.1 Adequate male/female locker room space.
  - 2.6.2 Separate locked office for full-time on-site PKB supervisor when space permits.
  - 2.6.3 Separate interview room, if required.
- 2.7 If space allows, parking for all personnel shall be provided. AQMD requirements would supersede the provisions of this paragraph.
- 2.8 Designate a Security Coordinator to do the following:
  - 2.8.1 Contact the LASD PKB Watch Commander at the County of Los Angeles Hall of Records at (213) 974-8000 for emergencies (issues that pose an immediate threat to personal safety or facility security), or significant non-emergent issues outside of normal business hours.

- 2.8.2 Contact LASD PKB Zone Lieutenants at the following phone numbers for non-emergent issues during normal business hours. East Zone: (909) 394-9705, North Zone: (661) 257-0881, South Zone: (310) 965-8659.
- 2.8.3 Submit requests for special event/planned overtime in writing/email or by telephone to LASD PKB Zone Lieutenants. Telephone requests shall be confirmed in writing/email.
- 2.8.4 DPR initiated emergency overtime requests can be submitted by the Security Coordinator or his/her designee to LASD PKB Zone Lieutenant or Watch Commander.

### **3. LASD RESPONSIBILITIES**

- 3.1 Provide law enforcement, security services, and community outreach and referral services at DPR facilities as required herein, and as required Exhibit B, LASD PKB Deployment Survey. DPR facilities currently include 183 park and recreational facilities and 5 DPR headquarter offices that encompass the following:
- 70,079 acres of parkland
  - 183 Local and Regional Parks, including:
    - 15 Wildlife Sanctuaries
    - 10 Nature Centers
    - 20 Golf Courses
    - 60 Community Centers
    - 5 Senior Centers
    - 4 Gardens and Arboreta (Descanso, Los Angeles Arboretum, South Coast and Virginia Robinson)
    - Performance Venues (Hollywood Bowl and John Anson Ford Theater)
    - 6 Off-Highway Vehicle Areas
    - 14 Lakes – 3 of which are boating and recreation/swimming lakes
    - 475 Sports Fields and Amenities
    - 42 Swimming Pools
    - 23 Splash Pads
    - 13 Skate Parks
  - Trails and Equestrian Facilities
    - 210 miles of Trails
    - 15 Staging Areas
    - 4 Equestrians Centers
    - 6 Equestrian Parks

- 3.2 Be the primary law enforcement agency at all currently serviced locations within DPR facilities and handle all law enforcement issues at those locations. PKB shall have general oversight over the day-to-day law enforcement security and referral services operations provided at these facilities.
- 3.3 Not increase base service costs in excess of the established budget allocation by the County Board of Supervisors, at Net County Cost. If funding is adjusted during the operating fiscal year, LASD reserves the right to adjust service levels according to the funding adjustment.
- 3.4 Ensure that appropriate LASD personnel are properly P.O.S.T Certified and trained in Homeless Outreach Service Teams (HOST), Mental Evaluation Teams (MET), Community Policing and Outreach, Parks After Dark (PAD), and implicit bias.
- 3.5 Ensure that no person shall be subjected to discrimination on the grounds of race, color, national origin, age, political affiliation, religion, marital status, sex or disability in the provision of law enforcement and security services under this MOA.
- 3.6 Alert DPR Facility Administrator or designee of any maintenance or potential problem areas that may cause safety concerns for park visitors, i.e., broken windows, door, locks.
- 3.7 Actively patrol DPR parks and facilities, including activities such as driving around the park, parking patrol vehicle and walking in the park, and making contact with DPR staff and park visitors; be visible and accessible to the public and DPR staff; treat the public and DPR staff with respect and courtesy.
- 3.8 Adhere to the following guidelines for dispersing non-emergent information:
  - 3.8.1 Refer officials of other agencies and media personnel to the DPR Facility Administrator or designee.
  - 3.8.2 No statement shall be made representing the position of DPR on any issue or information given on any event.
- 3.9 Provide the following patrol and public safety services:
  - 3.9.1 Patrol Services to DPR facilities:
    - Provide high level of patrol, suppression and engagement at high use parks with high incident/crime (gang activity, violence/assaults, trafficking, robbery, theft).

- Provide patrol and engagement at moderate incident/crime (theft, non-permit gathering, issues related to people experiencing homelessness, some gang activity).
- Dedicated coverage and community policing model, developed in partnership with DPR staff, aimed at keeping crime and vandalism at the parks to a minimum.
- Provide assistance for victims of violent crimes, crime reports, and court orders including stay away orders.
- Provide immediate response to calls for service (congruent with LASD's calls for service response protocols) and provide report information for each incident. This documentation has assisted with obtaining restitution for some of these incidents.
- Provide evening and holiday patrols and monitoring support when park offices are closed.
- Provides stationary coverage at parks during peak usage days/times. Peak times include summer weekends and holidays.
- Provides coverage to DPR crafts (painters) during removal of gang-related graffiti. Provide assistance to lock and assist park staff empty out and safely clear parks at closing.
- Assist with incidents or referrals for individuals experiencing homelessness.
- Develop suppression plans when parks have an increase in gang activity, violence or robbery.
- Support for stopping or deterring unauthorized events and activities.
- Assists and provide coverage/crowd control for various park programs including but not limited to special events, holiday events, festivals, concerts in the parks, movies in the parks and food distributions.
- Collaborate with DPR staff to prepare safety plans for all DPR events exceeding 2,000 park users.
- Provide additional support/coverage to high use, specialized park amenities such as skate parks and dog parks.
- Provide comment on the design of new facilities and amenities.

3.9.2 Mounted Enforcement Detail: The primary mission of the Mounted Enforcement Detail is to provide a well-trained equestrian unit capable of conducting directed patrol, crime suppression and event security throughout the County of Los Angeles. This mission also includes our ability to supply mounted resources for Crowd Management, Wildfire Response for Equine and Livestock Evacuation, and support community and special events.

- 3.9.3 Trails Team: Provide a safe environment for DPR trail users in over 210 miles spanning throughout the County. Via foot patrols, provide service to areas where off-highway vehicles are not able to safely maneuver through rough, rural terrain. It is comprised of deputies who are emergency medical technicians who are trained in rappelling from fixed object as aerial vehicles and land navigation. They render medical aid to injured trail users and assist lost hikers. They also educate inexperienced trail users on safety measures and hazards commonly encountered in the outdoors. PKB's high-profile presence and enforcement activity are critical in the deterrence and prevention of illegal hunting or poaching in our natural areas. DPR experiences a high degree of vandalism and car theft to public vehicles as well as County vehicles and equipment, the Sheriff's Parks Bureau is critical in investigating and deterring this type of activity. They also provide a critical role in supporting our park safety operations during large special events and activities.
- 3.9.4 Lake Operations Unit: Provide public safety services at Castaic Lake. Sheriff's Parks Bureau has specially trained deputies who can respond to all emergencies, including but not limited to, law enforcement matters, accident investigations, rescue operations, and medical emergencies. Six (6) deputies and one (1) sergeants are assigned to Lake Operations. Each deputy is an Emergency Medical Technician (EMT) and has received specialized training in rescue boat operations and marine law enforcement.
- 3.9.5 Special Problems Team (SPT): Combat gang activity and quality of life issues by using the Community Based Policing philosophy. Address and impact crime by utilizing the Offender-Based and Place-Based ("Hotspot") policing method to reduce violent crime and quality of life matters in and around DPR parks.
- 3.9.6 Off-Road Vehicle Team: Provide security and a law enforcement presence for the San Gabriel Canyon Off-Highway Vehicle area. This area shall be patrolled by deputies who are trained with specialized operating techniques of off-highway patrol vehicles in areas inaccessible to standard patrol vehicles.
- 3.9.7 Aquatic/Pool Services: Sheriff's Parks Bureau plays a critical role in providing for the safety of the public and DPR employees in DPR's Aquatic facilities. DPR's South Agency 10 deputies are assigned to 8 facilities from open to close with 2 officers assigned to Jesse Owens Community Regional Park Pool and Ted Watkins Community Regional Park Pool. At DPR's North and East Agency Parks officers routinely patrol ensuring a constant presence.

3.9.8 Provide additional LASD services to PKB and DPR, as-needed:

3.9.8.1 Operation Safe Streets (OSS) Bureau: Provide selective enforcement aimed at combating the criminal activities of targeted hardcore gangs. As an attempt to discourage youths from continuing in gang activities by referring them into intervention/diversion programs. Additionally, OSS gathers gang intelligence, investigates gang-related crimes, and assists in gang-related tactical suppression operations throughout the department's patrolling areas.

3.9.8.2 Aero Bureau operates twelve AS 350 B2 "A-Star" helicopters. Each are equipped with the latest, most advanced equipment available to the Airborne Law Enforcement mission. Aero provides a resource unmatched by any patrol car. They have the ability locate suspects, victims, missing children, and rescuing injured pedestrians. They can search an area in minutes and provide up to date communication with ground patrols instantly.

3.10 Provide Community Outreach Programs:

3.10.1 Outreach to Individuals Experiencing Homelessness: Sheriff's Parks Bureau shall continue to put forth an effort to refer homeless to supportive services and prevent homeless encampments from developing in the County parks, including the continued use of HOST and homeless outreach and supportive services organizations to assist with the matter on a case-by-case basis. The joint efforts of deputies, park staff, and social services have proven to be effective in supporting homeless populations at parks.

3.10.2 Park Watch is an educational based presentation designed to teach Park and Recreation employees and park patrons how to correctly reach out to law enforcement when reporting a crime or requesting law enforcement services. The program encourages and empowers Parks and Recreation employees to pass on information about their parks to Parks Bureau deputies so we could mold services to each park's specific needs. Over 150 Parks and Recreation employees have been trained in Park Watch and a brochure with detailed reporting procedures was given to them for future reference.

- 3.10.3 Off-Highway Police Activities League (OHPAL): The Sheriff's Parks Bureau shall continue to connect with California State Parks in an established program called Off-Highway Police Activities League. OHPAL is a mentoring program that utilizes all-terrain vehicles (ATVs) to build positive relationships between youth, law enforcement and California State Parks.
- 3.10.4 Parks After Dark (PAD): This nationally award-winning program for the crime reduction and health benefits is a partnership between DPR, Los Angeles County Department of Public Health, Sheriff's Parks Bureau and many other County Departments and community agencies. PAD offered extended hours and programming for 32 Los Angeles County parks in underserved communities. The program delivers educational classes, sports programs, concerts, food and provided several other county services to youth, families and local communities. The Sheriff's Parks Bureau, on foot, are trained and required to engage with the community by participating in sporting events and other activities. PAD has been delivered for over 10 years and is held three nights (Thursday thru Saturday) a week during the summer months. Two deputies are assigned to each park hosting the program – this is in addition to Parks Bureau's normal field deployment. In 2018, DPR implemented a Winter PAD, for the first time since inception of the program.
- 3.10.5 Brave: The Brave program teaches children verbal and physical skills to defend themselves against sexual abuse, violence and abduction. Parks Bureau launched Brave in 2014, which replaced the Rad Kid's program that was taught in 2012. The program was another popular program held at 33 different parks to over 970 children. Seven deputies and two security officers were trained on the Brave curriculum and taught age appropriate safety lessons to children in kindergarten through sixth grade.
- 3.10.6 Sexual Predator Training: Collaborate with DRP to develop a program to provide training to Parks and Recreation staff and parents at local parks on how to identify sexual predators and keeping families safe. The training may include presentations and information from Special Victims Bureau and the Human Trafficking Taskforce.
- 3.10.7 Youth Activities League (YAL): Sheriff's Parks Bureau shall provide YAL programming at Salazar Park (SD1) Mona Park (SD2) and Pamela Park (SD5). These three parks have a significant high level of gang activity. Sheriff's Parks Bureau augments and supports DPR programming to youth, 8 to 16 years old, in order to provide a safe environment for outdoor recreation after school. *This program is currently suspended due to budget curtailments.*

### 3.11 COMMUNICATION

3.11.1 PKB shall follow DPR's reporting and notification protocols for all emergencies and incidents in DPR's facilities that involve LASD.

3.11.2 PKB shall provide dedicated patrols and 24/7 direct personal hands-on focus on customer service to parks users and DPR staff. A critical outcome of these daily patrols by the PKB deputies is the prevention of various crimes. These include but are not limited to the following:

- Deterrence of vandalism of park facilities, including graffiti and other property damage.
- Monitoring sex offenders and child molesters to prohibit their presence at parks.
- Robberies at parks, especially of children coming to and from school passing through parks which were being targeted for their cell phones.
- Violence against families and park users.
- Vehicle thefts while park patrons go on long walks or hikes.
- Gang deterrence of large gatherings of gang members at various parks.
- Referrals for people experiencing homelessness (LAHSA, HOST and MET).

3.11.3 PKB Captain and Zone Lieutenants and DPR Director/Chief Deputy and Field Agency Deputy Directors shall set a standing monthly meeting to review incidents, case reports, quality of life and crime trends analysis and PKB budget and use of overtime. At this meeting, PKB shall provide DPR a monthly report on incidents, case reports, and quality of life and crime trends analysis.

### 3.12 ON-GOING PROGRAM DEVELOPMENT

3.12.1 The PKB and DPR shall cooperate to form an advisory group to continue to guide and evolve the implementation, and evaluation of a Community Policing Model unique to PKB operations in and around DPR facilities. The advisory group shall meet within two months of the execution of the MOU and shall be amended when mutually agreeable thereafter.

3.12.2 The community policing model shall implement values of DPR including:

- Compassion: cultivating emotional and cultural awareness that ensures empathy toward LA County's diverse population.
- Health and Wellness: dedication to the health of wellness of the communities served by PKB and DPR.

- Inclusion: seeking diversity in the experience of staff to ensure service reflects the diversity of the communities served.
- Innovation: dream big and combine creativity and productivity to design forward looking solutions.
- Integrity and dedication: exhibit loyalty, commitment, honor, and truthfulness in actions, and deeds.
- Stewardship and Sustainability: balance social, economic, and environmental needs.

3.12.3 Ensure consistency and alignment with the County of Los Angeles' Anti-Racism, Diversity, and Inclusion Initiative.

3.12.4 Implement strategies focused on a supportive response to people experiencing homelessness, mental health and substance abuse issues, and community-wide trauma, as well as partner with DPR to ensure that parks and programming serve as a prevention and intervention to youth violence and gang activity.

3.12.5 Develop strategies to address violence and quality of life issues.

### 3.13 STAFFING AND DEPLOYMENT

3.13.1 The PKB is comprised of 203.0 budgeted positions of sworn officers (151.0), security officers (36.0) and support staff (16.0). Of the 203.0 budgeted positions, 169.0 are currently filled. The salary savings from the unfilled positions are being utilized for services and supplies and for overtime costs to address staffing changes and DPR's continuous changing needs. Excluded from this SOW, the Sheriff's Department also provides services to DPR for the Parks After Dark program and Special events.

3.13.2 LASD and DPR shall review staffing levels and use of overtime on a monthly basis to determine their effectiveness in fulfilling this Statement of Work.

3.13.3 PKB Sub-Stations: Sub-stations at Parks provide for additional coverage at these parks and quicker response time to the parks in the surrounding areas. The current substations are located as follows:

- Whittier Narrows Regional Park (SD1)
- South Agency HQ (SD2)
- El Cariso Community Regional Park (SD3)
- Bonelli Regional Park (SD4)
- Castaic Regional Park (SD5)
- Apollo Community Regional Park (SD5)

3.13.4 PKB Personnel: Includes patrol cars (park coverage below), as well as, Lake (Boat) Operations, Off Road Vehicles, Trail/Bike Patrol, and a Public Information Office. DPR has access to other resources such as the Mounted Enforcement Detail. These units work throughout the entire County supporting each zone (Park Agency) by:

- Maintaining a reliable and consistent presence in all Los Angeles County Parks, thus providing a greater sense of safety for all park patrons.
- Developing and maintaining existing relationships and strengthening partnership with community, community groups and social service providers and DPR staff.
- Participating in local community programs and special events to strengthen Sheriff's Parks Bureau relationships.
- Developing community and law enforcement strategies to reduce violent activity and target specific gang activities in and around County parks.
- Continuance of evaluation of trends, successes and failures to ensure that Sheriff's Park Bureau is engaged, relevant and proactive.

3.13.5 Patrol Coverage: Sheriff's Parks Bureau is comprised of three zones; East, South and North. The Sheriff's PKB provides continuous service 24 hours a day, 365 days a year. Staff deployment shall be as specified in Exhibit B, LASD PKB Deployment Survey.

3.13.5.1 East Zone: The East Zone (DPR East Agency covers SD1, SD4, & SD5) oversees the Los Angeles County Parks located in the East Los Angeles, Foothills and greater San Gabriel Valley areas, including four Regional Parks: Frank G. Bonelli, Whittier Narrows, Peter F. Schabarum and Santa Fe Dam Recreation Area, which attract thousands of visitors each day. These regional parks also attract very large crowds on the holidays, such as Mother's Day and Easter.

3.13.5.2 South Zone: The South Zone (DPR South Agency covers SD2 & SD4) oversees the Los Angeles County Parks located Whittier, South Los Angeles and South Bay areas, including two Regional Parks: Kenneth Hahn and Friendship Park.

3.13.5.3 North Zone: The North Zone (DPR North Agency covers SD5) oversees the Los Angeles County Parks located in the Sylmar, Castaic/Santa Clarita, Antelope Valley, to the Kern and Ventura County borders, including Castaic Regional Park, and 15 wildlife sanctuaries.

**EXHIBIT B  
LASD PKB Average Daily Deployment Survey**

HOURS	NORTH ZONE	EAST ZONE	SOUTH ZONE
EM* 2200-0600	<p align="center">1 Sergeant unit 2 Deputy units (2-person cars)</p>		
AM 0600-1400	<p align="center">1 Sergeant unit 8 Deputy units 4 Security Officer units</p>	<p align="center">1 Sergeant unit 8 Deputy units 3 Security Officer units</p>	<p align="center">1 Sergeant unit 8 Deputy units 3 Security Officer units</p>
PM 1400-2200	<p align="center">1 Sergeant unit 8 Deputy units 4 Security Officer units</p>	<p align="center">1 Sergeant unit 8 Deputy units 3 Security Officer units</p>	<p align="center">1 Sergeant unit 8 Deputy units 3 Security Officer units</p>

\*Paid for by BOS UUT



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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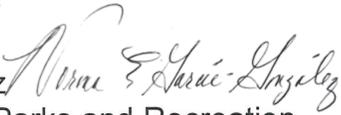
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Chief Executive Officer

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KATHRYN BARGER  
Fifth District

March 5, 2021

To: Supervisor Hilda L. Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Chief Executive Officer

Norma E. Garcia-Gonzalez   
Director of Department of Parks and Recreation

## REPORT IN RESPONSE TO THE MOTION “ENSURING RELIABLE AND CONSISTENT PUBLIC SAFETY IN LOS ANGELES COUNTY PARKS” (ITEM 3, AGENDA OF OCTOBER 13, 2020)

On October 13, 2020, the Board directed the then Acting Chief Executive Officer (CEO) and Director of Parks and Recreation (DPR), in collaboration with the Director of Department of Mental Health (DMH), the Director of the Department of Public Health (DPH), and in coordination with other relevant stakeholders, to report back within 90 days on potential opportunities to enhance and reimagine Community Policing at County Parks. The Board directed the report to include: recommendations for creating and funding a public safety division within DPR that considers utilizing funds currently allocated for the Los Angeles County Sheriff’s Department (LASD) Parks Services Bureau; and recommendations for alternative staffing models for providing public safety and community policing at County parks, including the use of unarmed staff trained in crisis response and violence prevention strategies.

On November 23, 2020, a Memorandum of Agreement (MOA) was executed between LASD and DPR to maintain the same level of LASD service for County parks and facilities through June 30, 2021 at no additional cost.

As directed by the Board on October 13, 2020, DPR collaborated with CEO on the report attached exploring additional public safety options with a focus on developing Community

Each Supervisor  
March 5, 2021  
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Policing Models at County parks that ensure parks facilities, programs, and services can continue to benefit a broad spectrum of community residents in an effective, safe and welcoming manner.

Under the current MOA, LASD Parks Bureau provides safety services to 183 DPR facilities, numerous trails and offices. In addition to patrol coverage and safety services, and in close collaboration with DPR, Parks Bureau follows a community policing model in providing services throughout the County.

The attached report principally considers the feasibility of transitioning safety services at County parks to a Park Ranger model. While the Park Ranger model could be a potential alternative to the current MOA with LASD Parks Bureau, transitioning to such a model will require additional planning, including a staffing and transition plan, as well as startup and ongoing costs.

The budget adopted by the Board in September 2020 appropriated funding for the Park Services Bureau within LASD's County Services budget unit. LASD cannot transfer funding from this budget unit to another budget unit, such as Custody Operations, without the Board's approval. To ensure that Parks Bureau staffing levels remain commensurate with the level of funding appropriated, we recommend that the current MOA with LASD, which is set to expire June 30, 2021, be extended for three years so that the Parks Bureau can continue to provide safety and community services to DPR. In addition, we will continue to explore programs that support violence prevention and mental health support including gang interventionists with various stakeholders, non-profit organizations, and other County Departments to enhance and expand community policing best practices to more comprehensively serve the County's underserved populations.

Should you have any questions concerning this matter, please contact us or Sheila Williams at (213) 974-1155 or [swilliams@ceo.lacounty.gov](mailto:swilliams@ceo.lacounty.gov).

FAD:JMN:MM  
SW:CY:DW:kd

#### Attachments

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Mental Health  
Parks and Recreation  
Public Health

# Los Angeles County Community Policing at Parks and Park Facilities: Exploring Additional Options to Ensure Reliable and Consistent Public Safety

Report and Recommendations

Norma E. García-González  
Director, Los Angeles County Department of Parks & Recreation

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## Introduction

On October 13, 2020, the Los Angeles County Board of Supervisors (Board) unanimously approved a motion directing the Department of Parks and Recreation (DPR) and Acting Chief Executive Officer (CEO), in coordination with other relevant stakeholders, to report back in 90 days on potential opportunities to enhance and reimagine Community Policing at County Parks.

On October 13, 2020, the Board also directed the Acting CEO and Director of DPR, in collaboration with the Director of Department of Mental Health (DMH), the Director of the Department of Public Health (DPH), and in coordination with other relevant stakeholders, to report back within 90 days on potential opportunities to enhance and reimagine Community Policing at County Parks. The report was required to include: recommendations for creating and funding a public safety division within DPR that considers utilizing funds currently allocated for the Los Angeles County Sheriffs Department (LASD) Parks Services Bureau; and recommendations for alternative staffing models for providing public safety and community policing at County parks, including the use of unarmed staff trained in crisis response and violence prevention strategies. The aim of this report is to respond to those directives.

## Background

On December 15, 2009, the Board approved the consolidation of the Office of Public Safety (OPS) duties and functions into the LASD's Park Services Bureau (Bureau) and the elimination of OPS effective June 30th, 2010. Since that time, DPR has worked closely with the Bureau in providing critical public safety support and helping ensure that DPR's facilities continue to provide quality programs and services. Having a dedicated staff of law enforcement personnel has been critical to building the community policing model that emphasizes relationship building with community residents, building trust with park users and supporting strong partnership and problem-solving strategies with DPR Field Agency staff.

DPR has relied heavily on the Bureau as a partner to keep parks safe for the 50 million annual visits to Los Angeles County Parks. The high-profile presence of the Bureau's deputies has provided assurance to the visiting public and to our park staff that we take their safety very seriously and that an enjoyable park experience is important to the County of Los Angeles. With DPR's park assets spanning over 70,000 acres across the County and crossing many jurisdictions, this law enforcement presence has been critical to the safe operations of DPR's parks, trails, natural areas, lakes facilities, and golf system.

In addition to these established community policing activities, when State and County officials declared a public health emergency in early 2020 as a result of the COVID-19 pandemic, the Bureau quickly assumed additional responsibilities as an essential partner by either enforcing public health protocols directly or supporting recreation staff in reaffirming those orders. This partnership was critical in ensuring that the limited respite park patrons enjoyed during the

pandemic could be safely sustained. In addition to the pandemic response, the Bureau also coordinated with DPR staff as well as community organizers to ensure that the numerous protests and demonstrations that took place in County Parks in the wake of George Floyd's death – with attendees numbering from the tens to the thousands – were safe, responsible, and orderly.

However, on or about October 15, 2020, LASD gave notice to Bureau staff of its plan to redeploy staff from the Bureau to other areas within LASD. If implemented, this redeployment would have eliminated dedicated safety and law enforcement services from County parks and required DPR staff and park patrons to rely on local law enforcement or general LASD patrol, in unincorporated areas for service calls. As a result of this notice and as directed by the Board, DPR and LASD entered into a Memorandum of Agreement (MOA) effective November 23, 2020 through June 30, 2021, to maintain current levels of service without increasing base service costs in excess of the established budget allocation. This stop-gap agreement in effect maintains the status quo while DPR and its partners explore modifications and alternatives to the current community policing model.

### Community Policing Model

With respect to DPR and its patrons, the Bureau has been a model of Community Policing and, due to the Bureau's breadth of services and well-established community partnerships, any alternative model developed to replace the Bureau as a partner would need to be similarly comprehensive and community oriented. The goal of any Community Policing Model, in contrast to a Traditional Policing Model, is to provide communities with proactive deterrence through high visibility and fostering relationships with key community members and organizations. Members of the community are incorporated as active allies, increasing their stake, reducing community alienation, and creating clear communication between law enforcement and communities about objectives and strategies. The fruits of the relationship between DPR, the Bureau, and the communities served by this partnership to date have been demonstrative of a successfully implemented Community Policing Model.

DPR's relationship with the Bureau officially began on July 1, 2010 with LASD assuming responsibility for services formerly provided by the Office of Public Safety's Parks Services Bureau. Since then, the Bureau has worked with DPR and community stakeholders to build trust, direct resources to high-need areas, and open channels of communication. As an agency within its parent LASD, while the Bureau has the capability of making arrests in emergency situations, its primary directive is its role as a Community Policing partner rather than an arresting agency. The Bureau has been a consistent presence at DPR's parks and facilities throughout the County as well as a major partner in such programs as the nationally recognized Parks After Dark (PAD) program, youth activity leagues, BRAVE, sexual predator / human trafficking training, gang interventionist efforts, homeless outreach, and many other events, programs and initiatives. The Bureau has and continues to evaluate its successes and failures in these partnerships to develop

and adapt strategies to reduce violent activity and ensure that the Bureau is engaged, relevant, and proactive.

The Community Policing partnership between DPR and the Bureau has also garnered recognition from entities outside the County system, empowering park goers to participate in healthy uses of park spaces and serving as a model that promotes parks as hubs for community life. A recent article cited programs such as PAD as a best practice to safely activate urban park spaces (National Recreation and Parks Association, 2019). Through this highly popular program, Bureau deputies patrolled the parks after regular hours and participated in activities alongside community members. Deputies helped plan and participated in sports tournaments and other special events, conducted safety and self-defense courses, and distributed food and promotional items. This approach created the critical dynamic that the Bureau, DPR staff, and the community could later put to advantage and subsequently share responsibility for identifying, preventing, and eradicating problems that impact public safety (PAD Evaluation and Annual Report, UCLA Luskin Social Welfare). The strength of these relationships is their function as a preventive arm, deterring crime and other problematic behaviors such as graffiti, but also addressing more complicated societal issues (National Recreation and Parks Association, 2017).

In summary, the successes of the Bureau as the current Community Policing partner stem from its:

- Consistent presence
- Sustained feedback loop with local communities to address quality of life issues
- Services tailored to specific park needs
- Participation in DPR programming
- Combination of set patrols and on-call services
- Co-location of sheriff sub-stations at DPR facilities
- Emphasis on prevention versus reactive response
- Service as a lead agency in emergency situations and last option arresting abilities

### Bureau Deployment Level

Per the MOA executed on November 23, 2020, LASD will provide law enforcement and security services to all the parks and facilities at Net County Cost (NCC) not to exceed \$18,490,000 for the remainder of Fiscal Year 2020-21. The current level of anticipated services is as follows (for a full list of current services and staffing provided by the Bureau, please refer to the attached MOA, sub-paragraph 3.9 and 3.13 respectively).

The Bureau is comprised of 204 budgeted positions of sworn, security officers and support staff. Some of these positions are currently vacant. LASD provides additional deputies for special events and PAD program.

<b>Classification</b>	<b>Budgeted Positions</b>
Captain	1
Lieutenants	4
Sergeants	31
Senior Deputies (B1)	14
Deputies	95
Detectives	7
Security Officers	35
Support Staff	17
<b>Total Personnel</b>	<b>204</b>

### Sub-Stations

Having sub-stations at DPR facilities provide for additional coverage at these parks and quicker response time to the parks in the surrounding areas.

- Whittier Narrows Regional Park (SD1)
- South Agency HQ (SD2)
- El Cariso Community Regional Park (SD3)
- Bonelli Regional Park (SD4)
- Castaic Regional Park (SD5)
- Apollo Community Regional Park (SD5)

### Personnel

Personnel include patrol cars (park coverage below), as well as a Special Problems Teams, Mounted Enforcement Detail, Lake (Boat) Operations, Off Road Vehicles, Trail/Bike Patrol, and a Public Information Office. These units work throughout the entire county supporting each zone (Park Field Agency) by:

- Maintaining a reliable and consistent presence in all Los Angeles County Parks, thus providing a greater sense of safety for all park patrons.

- Developing and maintaining existing relationships and strengthening partnership with community and DPR staff.
- Participating in local community programs and special events to strengthen Sheriff Parks Bureau relationships.
- Developing community and law enforcement strategies to reduce violent activity and target specific gang activities in and around county parks.
- Evaluating trends, successes, and failures to ensure that Sheriff Park Bureau is engaged, relevant and proactive.

### Patrol Coverage

The Bureau is comprised of three zones, which correspond to DPR Field Agencies: East, South and North.

Coverage: Day and PM Daily Staffing 12 sergeants + 48 deputies + 18 security guards = 78 sworn personnel daily

- Each Zone (East, North and South): 2 sergeants + 8 deputies + 3 security officers per shift/per zone
- Seven days a week

### Shifts:

- DAY: 6 sergeants + 24 deputies + 9 security officers
  - 6AM to 2PM and 8AM to 4PM
- EVENING: 6 sergeants + 24 deputies + 9 security officers
  - 2PM – 10PM and 4PM – 12AM

#### **COMMUNITY OUTREACH & SERVICES**

- Safety Plans and Security for Community and Special Events
- Park Watch
- Parks After Dark (PAD)
- Homeless Outreach
- Brave
- Sexual Predator Training
- Off-Highway Police Activities League (OHPAL)
- Career Youth Program

#### **UNIT COMPOSITION**

- Operations
- East Zone (DPR: East Agency – SD1, SD2 and SD4)
- South Zone (DPR: South Agency – SD2 and SD4)
- North Zone (SD5)
- Detective Bureau
- Mounted Enforcement Detail (MED)
- Lake Operations
- Special Problems Teams
- Trails Team
- Off- Road Vehicle Team

### East Zone

The East Zone (DPR East Agency covers SD1, SD4, & SD5) oversees the Los Angeles County Parks located in the East Los Angeles, Foothills and greater San Gabriel Valley areas, including four Regional Parks: Frank G. Bonelli, Whittier Narrows, Peter F. Schabarum and Santa Fe Dam Recreation Area, which attract thousands of visitors each day. These regional parks also attract very large crowds on the holidays, such as Mother's Day and Easter.

### South Zone

The South Zone (DPR South Agency covers SD2 & SD4) oversees the Los Angeles County Parks located Whittier, South Los Angeles, and South Bay areas, including two Regional Parks: Kenneth Hahn and Friendship Park.

### North Zone

The North Zone (DPR North Agency covers SD5) oversees the Los Angeles County Parks located in the Sylmar, Castaic/Santa Clarita, Antelope Valley, to the Kern and Ventura County borders, including Castaic Regional Park, and 15 wildlife sanctuaries.

### Detective Bureau Team

The Detective Bureau Team is comprised of one sergeant and three detectives. Each detective is designated a specific area within Parks Bureau's jurisdiction to conduct criminal investigations. The detectives investigate a variety of cases, which include crimes against persons, sexual assaults, thefts and vandalism and sales of illegal narcotics. The detectives deploy from a centralized location to every corner of Los Angeles County to conduct their investigations.

### Mounted Enforcement Detail

The primary mission of the Mounted Enforcement Detail is to provide a well-trained equestrian unit capable of conducting directed patrol, crime deterrence and event security throughout the County of Los Angeles. This mission also includes the ability to supply mounted resources for Wildfire Response for Equine and Livestock Evacuation and support community and special events.

### Trails Team

The Trails Team provides a safe environment for DPR trail users on over 210 miles of trails throughout the County. Via foot patrols, the team provides service to areas where off-highway vehicles are not able to safely maneuver through rough, rural terrain. It is comprised of deputies who are emergency medical technicians trained in rappelling from fixed object as aerial vehicles and land navigation. They render medical aid to injured trail users and assist lost hikers. They also educate inexperienced trail users on safety measures and hazards commonly encountered in the outdoors.

### Lake Operations Unit

The Bureau is responsible for providing public safety services at Castaic Lake. Special trained deputies can respond to all emergencies, including but not limited to, accident investigations, rescue operations, medical emergencies, and law enforcement matters. Six (6) deputies and one

(1) sergeant are assigned to Lake Operations. Each deputy is an Emergency Medical Technician (EMT) and has received specialized training in rescue boat operations and marine law enforcement.

### Special Problems Team (SPT)

The SPT was formed to combat gang activity and quality of life issues by using the Community Based Policing philosophy. The SPT addresses and impacts crime by utilizing the Offender-Based and Place-Based (“Hotspot”) policing method. It is also well documented that crime reports and calls for service often cluster predominantly at specific locations or in narrow, easily defined areas. The Offender-Based and Place-Based policing by the SPT has reduced violent crime and quality of life matters in and around DPR parks.

### Off-Road Vehicle Team

The Off-Road Vehicle Team provides security and a law enforcement presence for the San Gabriel Canyon Off-Highway Vehicle area. This area is patrolled by deputies who are trained with specialized operating techniques of off-highway patrol vehicles in areas inaccessible to standard patrol vehicles.

### Safety Services

The Bureau is responsible for providing safety services to 183 DPR facilities and 5 DPR headquarter offices inclusive of:

- 70,079 acres of parkland
- Parks:
  - Local Parks
  - Regional parks
- 15 Wildlife Sanctuaries
- 10 Nature Centers
- 20 Golf Courses
- 60 Community Centers
- 5 Senior Centers
- 4 Gardens and Arboreta (Descanso, Los Angeles Arboretum, South Coast and Virginia Robinson)
- 2 Performance Venues (Hollywood Bowl and John Anson Ford Theater)
- 6 Off-Highway Vehicle Areas
- Trails and Equestrian Facilities
  - 210 miles of Trails
  - 15 Staging Areas
  - 4 Equestrians Centers
  - 6 Equestrian Parks
- Park Amenities:
  - 14 Lakes – 3 of which are boating and recreation/swimming lakes
  - 475 Sports Fields and Amenities
  - 42 Swimming Pools

- 23 Splash Pads
- 13 Skate Parks

#### Patrol Services to Local and Regional Parks:

- Provide high level of patrol, suppression, and engagement at high use parks with high incident/crime (gang activity, violence/assaults, trafficking, robbery, theft).
- Provide regular level of patrol and engagement at moderate incident/crime (robbery, theft, non-permit gathering, homeless issues, some gang activity).
- Dedicated coverage and community policing model, in partnership with DPR staff, has assisted in keeping crime and vandalism at the parks to a minimum.
- Assistance for victims of violent crimes, crime reports, and court orders including stay away orders.
- Provide immediate response to calls for services and providing report information for each incident. This documentation has assisted with obtaining restitution for some of these incidents.
- Provide evening and holiday patrols and monitoring support for when park offices are closed.
- Provide stationary coverage at parks during peak usage days/times. Peak times include summer weekends and holidays.
- Provide coverage to DPR crafts (painters) that paint over gang-related graffiti. Provide assistance to park staff to safely clear and lock parks at closing.
- Assist with homeless issues within the parks.
- Develop suppression plans when parks have an uptick in gang activity, violence, or robbery.
- Support for stopping or deterring unauthorized events and activities.
- Assist and provides coverage/crowd control for various park programs including but not limited to special events, holiday events, festivals, concerts in the parks, movies in the parks and food distributions.
- All DPR events exceeding 2,000 park users requires a safety plan prepared jointly by the Sheriff Park Bureau and DPR staff.
- Provide additional support/coverage to high use, specialized park amenities such as skate parks and dog parks.

Aquatic/Pool Services: Sheriff Parks Bureau plays a critical role in providing for the safety of the public and our employees in our Department's Aquatic facilities. In the South Agency 10 deputies are assigned to 8 facilities from open to close with 2 officers assigned to Jesse Owens Community Regional Park Pool and Ted Watkins Community Regional Park Pool. At our North and East Agency Parks officers routinely patrol ensuring a constant presence. This past year, Sheriff Parks Bureau Deputies responded on 173 separate incidents at our County Pools. The incidents included: Altercations between park patrons, psychiatric emergencies involving threats to park staff, homeless individuals defecating on our park buildings, drug sales and overdoses in our parks, members of the public brandishing weapons, individuals performing lewd acts, child

predators and registered sex offenders at our parks, drive-by shootings and other acts of violence.

Trails: The Sheriff Parks Bureau Trails Team assists with monitoring and enforcement of over 210 miles of DPR/County trails, visited daily by thousands of residents and visitors. Their high-profile presence and enforcement activity are critical in the deterrence and prevention of illegal hunting or poaching in our natural areas. DPR experiences a high degree of vandalism and car theft to public vehicles as well as County vehicles and equipment. The Sheriff Parks Bureau is critical in investigating and deterring this type of activity. They also provide a critical role in supporting our park safety operations during large special events and activities.

Regional Recreation/Boating Lakes: Sheriff's Parks Bureau Lake Patrol unit augments DPR's Lake Lifeguard Boating Enforcement and Rescue Services by providing an additional law enforcement vessel at Castaic Lake. The Sheriff Park Bureau has specially trained deputies who respond to all emergencies, including but not limited to, law enforcement, accident investigations, rescue operations, and medical emergencies.

### Community Outreach Programs

In addition to patrol coverage and safety services, the Bureau regularly participates in community-oriented programming throughout the County. The following are some of the major programs the Bureau and DPR have partnered to provide.

#### Homeless Outreach Services Team (HOST)

To address issues involving people experiencing homelessness in County parks, the Bureau and DPR developed communication strategies with park managers and maintenance staff. In cases of overnight camping, for example, Bureau deputies working in conjunction with homeless outreach organizations assisted unhoused persons on a case-by-case basis. The joint efforts of deputies, park staff, and social services have proven to be effective, successfully relocating many unhoused people to short-term and long-term housing.

#### HOST Training

HOST coordinates with the Chief Executive Office (CEO) and the Los Angeles Homeless Services Authority (LAHSA) to provide relief efforts. Pursuant to a January 14, 2020 motion by the Board, HOST was tasked with exploring how to enhance training and tracking outcomes more effectively. As part of its homeless initiative quarterly report, the CEO noted that in first quarter 2020, HOST members presented at over 17 meetings/events and engaged local city staff and law enforcement agencies, County department staff, and community-based organization staff to inform them of and provide the Sheriff's First Responders Training. Subsequently, HOST conducted numerous First Responder Homeless Training sessions for LASD deputies between January and April 2020; however, due to restrictions related to COVID-19, HOST suspended these sessions in subsequent months with plans to reconvene once restrictions are lifted.

HOST teams have taken the lead in building rapport with the hundreds of unhoused people who live in encampments in the Los Angeles, Rio Hondo, and San Gabriel rivers. The teams have coordinated efforts among County Departments, service providers, and other agencies to ensure the safety of those living in these encampments by connecting them to wraparound services and housing. HOST draws on resources from the Department of Public Works, Department of Veteran's Affairs, mental health service providers, medical service providers, and public and private homeless shelters, to work together and provide long term solutions.

#### Park Watch

Park Watch is an educational training/program conducted by the Bureau to teach DPR employees and park patrons how to correctly reach out to law enforcement when reporting a crime or requesting law enforcement services. The program encouraged and empowered DPR employees to pass on information about their parks to Bureau deputies to tailor services to each park's specific needs. Over 150 DPR employees have been trained in Park Watch and a brochure with detailed reporting procedures was provided for future reference.

#### Off-Highway Police Activities League (OHPAL)

The Bureau coordinates with California State Parks in an established program called Off-Highway Police Activities League. OHPAL is a mentoring program that utilizes all-terrain vehicles (ATVs) to build positive relationships between youth, law enforcement and California State Parks. The Bureau brought children from high-need areas to Castaic Lake where they were taught how to properly ride ATVs by Bureau personnel. The relationships built afforded Bureau deputies greater insight into hardships faced by disadvantaged youth as well as providing youth new leadership opportunities.

#### Parks After Dark (PAD)

This nationally award-winning program geared toward crime reduction and health benefits is a partnership between DPR, the Bureau, Los Angeles County Department of Public Health and many other County Departments and community agencies. PAD offers extended hours and programming for 32 Los Angeles County parks in underserved communities. The program delivers educational classes, sports programs, concerts, food and provides several other county services to youth, families, and local communities. In addition to the Bureau's normal field deployment, two deputies are assigned to each park, participating in PAD sporting events, liaising with community members, and providing a bolstered law-enforcement presence. This service is provided with additional charges to Parks.

#### Brave

The Brave program teaches children verbal and physical skills to defend themselves against sexual abuse, violence, and abduction. Launched in 2014, Brave soon became a popular program held at 33 different parks and serving 970 children. Seven deputies and two security officers were trained on the Brave curriculum and taught age appropriate safety lessons to children in kindergarten through sixth grade.

#### Sexual Predator/Human Trafficking Training

Bureau deputies provide training to DPR staff and parents at local parks on how to identify sexual predators. The training includes presentations by investigators from the Special Victim Bureau and Human Trafficking Taskforce.

#### Youth Activities League (YAL)

The Bureau provided YAL programming at Salazar Park (SD1) Mona Park (SD2) and Pamela Park (SD5). These three parks have significantly high levels of gang activity. The Bureau augments and supports DPR programming to youth, 8 to 16 years old, to provide a safe environment for outdoor recreation after school.

#### Enhanced Community Policing

There currently exist a number of opportunities with various stakeholders, non profit organizations, and other County Departments that DPR, in partnership with the Bureau, can put to advantage and expand community policing to more comprehensively serve the County's underserved populations. The Enhanced Community Policing model would include and be built upon the current Community Policing Model with the Bureau. The scope and scale of law enforcement service would remain at current levels and would be supplemented by alternative services designed to further address quality of life issues and enhance community policing and violence prevention through extended partnerships. Resources would be devoted to map current and potential assets within each supervisorial jurisdiction, prioritizing high-need areas, and implementing changes that can improve the current system while addressing the barriers that exist. The best practices that have been developed during DPR's relationship with the Bureau would continue to be leveraged along with further research and best practices from other jurisdictions that use alternative services.

One such alternative service might be based on the *Promotores de Salud* (PDS) approach. The PDS approach is modeled on adult peer education programs, which bring bilingual health and safety education and information into Latinx homes and community-gathering locations. Under this approach, DPR and Bureau affiliates would train and support local community leaders to become "promotores" – health and safety educators who work to meet the diverse needs of the communities across the County. These trainees would help identify barriers, help identify disparities, clarify misconceptions, and provide regular updates to members of their own communities during education activities at classes, schools, community centers, and private homes.

Another alternative might include expanding partnerships with County entities such as the Department of Mental Health (DMH), Department of Public Health (DPH), and/or the Probation Department (PD). DPR has already partnered with these entities and the Bureau for joint community policing projects like PAD and could explore other potential areas of expansion; for example, working with DMH to identify opportunities or programs that can connect park users to DMH's mental health crisis system could be one such opportunity. Additionally, funding for PAD has largely been grant funded and provided by partner departments as one-time funds. With

a dedicated funding source, PAD services could be sustained and expanded to additional parks in high-need areas.

Expansion of services targeting unhoused populations could also be expanded. In February 2018, under direction from the Board and in partnership with DPH, LASD's Homeless Outreach Services Team, and the Los Angeles Homeless Services Authority (LAHSA), DPR partnered with the non-profit organizations Lava Mae and Operation Healthy Hearts to provide free mobile shower services to unhoused people at Whittier Narrows Recreation Area. During the first six weeks of its pilot, the program steadily increased to nearly full utilization with an average of 100 individuals utilizing the service per week (CEO Report Back, May 21, 2018). The project also served as an opportunity to introduce other services in conjunction with the mobile shower pilot, including homeless outreach (LAHSA), criminal record clearing clinics (Public Defender), vaccinations and other health information (DPH), substance abuse disorder counseling (Aegis Treatment Center), and hot meals, care packages, hygiene kits, pet care products, clothing, and other essential items (Operation Healthy Hearts). Additionally, because of the disparities illuminated by the COVID-19 Pandemic, the Board directed various departments to work with all relevant stakeholders and assess strategies for addressing COVID-19 disparities in health outcomes among highly impacted populations. One of the strategies included implementing the State of California's Project Roomkey, which prioritizes isolating unhoused high-risk individuals by moving them into motel or hotel units. Expanding partnerships with agencies and organizations that work with unhoused populations could pose a significant area of growth for enhancing the current Community Policing Model.

Finally, there are opportunities to expand partnerships with gang interventionist services. DPR has historically partnered with community-based organizations through grant resources provided by DPH to provide gang interventionist services at some of its parks in high-need areas. These partnerships have brought critical support to DPR to mitigate and deter gang violence. For example, during a spate of recent gang activity at Mona Park, the Bureau and gang interventionists worked with DPR to address the uptick in violence. While a reactive component is necessary in case of such flare ups, DPR and its partners are primarily focused on developing programs aimed at prevention.

The Safe Passages Initiative is one such program. The program incorporates a youth-led peer approach that utilizes trained gang interventionists and ambassadors to implement peace keeping among gang-impacted neighborhoods to ensure safety to and from parks and during park activities. Like PAD, the curriculum engages at-promise youth in violence prevention programming and provides coordinated crisis intervention services and educational workshops, in partnership with the Bureau, DMH, DPH, local law-enforcement, area schools, and the Human Relations Commission. DPR's staff and its partners assist with introducing youth to the curriculum, which includes conflict resolution, safety, anti-bullying, and trauma-informed care in the form of workshops, service projects and other gatherings in the aim of supporting community cohesion and deterring gang members from congregating in and around local parks. Utilizing one-time grant funds from the Probation Department, DPR is currently in the process of finalizing a Work Order under DPH's Community Engagement and Related Services master agreement to

implement the Safe Passages Initiative at five of its parks: Mona Park, East Rancho Dominguez Park, Franklin D. Roosevelt Park, Salazar Park, and Carver Park. Given a Board directive, Parks could provide a report on the impact of this model after its implementation.

There are many other alternative approaches and a wealth of potential partnerships that can be explored under the Enhanced Community Policing Model. However, any such enhancement and partnership would require additional planning and levels of funding above what is currently allocated to DPR for park safety purposes. Additionally, any expansion or enhancement would need to maintain the Bureau as DPR's key partner in its Community Policing Model.

### *Alternative Staffing Model*

To maintain or improve levels of public safety currently available at DPR facilities, any alternative model developed to replace the Bureau as a partner would need to be similarly comprehensive and community oriented.

### *Park Ranger Model*

A potential alternative to the current model is developing a Park Ranger Division within DPR. While there is historical precedent for a Park Ranger Program (Ranger Program) within DPR and Los Angeles County Parks, it is important to note that currently there are no Park Rangers of any level working within DPR, nor is there any funding, infrastructure, or equipment to support such a program. Thus, the development of a Ranger Program would need to be built from the ground up both in terms of the personnel needed to staff the division, and all necessary equipment and physical infrastructure necessary for its support.

### *Park Ranger Survey of Other Jurisdictions*

In 2015 the City of San Francisco conducted a survey of various jurisdictions in California, and a few from out-of-state, to take a snapshot of the size and responsibility of their Ranger Programs. Although not comprehensive, the survey reveals a pattern of how many major cities and counties manage their Ranger Programs, while, providing law enforcement and education to protect the safety of visitors and parks, manage and protect park resources, and teach the public about their environment.

With two exceptions (San Antonio, Texas, and East Bay Regional Parks District, California, both of which have park police agencies) the local police or sheriff handle major or serious crimes, leaving the daily job of quality-of-life law enforcement to Park Rangers. This is the same division of responsibilities as in the City of Los Angeles.

The 2015 San Francisco survey is provided as an attachment to this report as a general reference of various Ranger Programs in other jurisdictions. Unlike the various Park Ranger models in the

survey, a significant distinction for DPR is that the geographic scale of DPR's assets and the number of local jurisdictions that DPR would need to coordinate with is a significant hurdle and should be considered in developing any model of this kind.

### *What is a Park Ranger*

Park Rangers, known for their iconic hats and distinctive uniforms, are usually seen in many jurisdictions monitoring trails, patrolling regional parks, and assisting park visitors. However, the Park Ranger position is an extremely diverse job, which often involves protecting wildlands and urban parks, as well as the people who visit them. Park Ranger roles typically fall into three areas of expertise separately or in combination:

- Law Enforcement Rangers who enforce laws, make arrests, and issue citations.
- Park and Resources Protection Rangers who are knowledgeable in natural, cultural, and historic resources, as well as, fire protection, medical services, and visitor safety programs.
- Interpretive Rangers who provide programs, information, and education to park visitors.

For the purposes of this report, the assumption has been made that development of a new Ranger Division in the Department of Parks and Recreation would require officers with all three skill sets to align with the department's mission, vision, and values, as well as, our community based policing model.

### *Part-Time Ranger and Security Officer Needs*

Part-time Rangers and Security Officer personnel would supplement fulltime Park Ranger staff in field operations, dispatch, and clerical responsibilities. Budgeted hours would be required to assist in general operations such as the regional park gate closure program and staffing of nature centers, thus allowing fulltime Ranger staff to be more proactive, and productive while performing general patrol duties.

### *History of the Park Ranger Classification Series in DPR*

#### **From Establishment to Discontinuance**

- 06/29/93: The classes below shaded in yellow are the original Park Ranger series when established.
- 10/28/97: Park Ranger series was retitled to the Park Ranger Services classes (shaded in blue).

- 09/14/04: Park Ranger Services group was consolidated with the County Police Officer series in the former Office of Public Safety.
- 11/13/07: The last of the Park Ranger Services series classes were deleted as all positions had been reclassified and incumbents moved off the payroll titles.
- 12/15/09: The Office of Public Safety was absorbed by the Sheriff's Department. Positions that patrolled the parks were assigned to Parks Bureau either as Deputy Sheriffs or Security Officers, depending on their responsibilities.

Item No.	CLASS TITLE	Date Deleted
2876	PARK RANGER TRAINEE	7/1/1999
2877	PARK RANGER	7/1/1999
2878	SUPERVISING PARK RANGER I	7/1/1999
2879	SUPERVISING PARK RANGER II	7/1/1999
2880	ASSISTANT CHIEF PARK RANGER	1/22/2001
2881	CHIEF PARK RANGER	1/1/1998
2841	PARK POLICE OFF TRAINEE, PARK RANGER SERVICES	11/13/2007
2842	PARK POLICE OFFICER, PARK RANGER SERVICES	11/13/2007
2844	SERGEANT, PARK RANGER SERVICES	11/13/2007
2845	LIEUTENANT, PARK RANGER SERVICES	11/13/2007
2846	CAPTAIN, PARK RANGER SERVICES	11/13/2007
2848	ASSISTANT CHIEF, PARK RANGER SERVICES	10/18/2005

### *DPR Park Ranger Program Planning*

While the development of a Ranger Program in DPR is possible, we would need additional time to think through the details and process. There are many operational, logistical, infrastructure, general liability, and union issues to consider, which, will require at least an eighteen month developmental process guided by a contracted consultant. There are many expenses, overhead costs, and funding issues to consider in the development of this program. As a historical note, the County's Park Ranger Program did not succeed for various factors, addressed above and so similar constraints would exist today.

### *Park Contracted Security Services*

LASD currently contracts with private security firms to supplement the Bureau's activities at several DPR facilities. DPR would recommend against an exclusive reliance on contracted security services to address public safety at its parks due a number of significant limitations (e.g. no arresting powers, no ability to engage stakeholders and build relationships, lower levels of training).

## Summary

DPR continues to work with the Parks Bureau to provide a community policing model that reflects DPR's purpose and mission. The alternatives described herein would require additional study and funding. Pursuing any aforementioned option would require an extension to the MOA, which is set to expire on June 30, 2021.

The Park Ranger Model would require the engagement of a consultant to conduct a study and draft a report including an implementation plan and road map (~18 months), and finally implement the many operational, logistical, infrastructure and other developmental steps needed to launch a fully-fledged Ranger Program (~4 years). DPR would need funding to hire a consultant to further develop the park ranger model. Furthermore, during this transitional period, Bureau services would be required to continue to provide park safety coverage and logistical support.

## Attachments

[Attachment 1- Public Safety in Parks Motion \(10/13/20\)](#)

[Attachment 2- LASD and DPR Memorandum of Agreement \(12/01/20\)](#)

[Attachment 3- Mobile Shower Pilot Report Back \(05/21/18\)](#)

[Attachment 4- PAD Report \(05/2017\)](#)

[Attachment 5- San Francisco Park Rangers Survey \(11/2013\)](#)

AGN NO.

MOTION BY SUPERVISORS MARK RIDLEY-THOMAS  
AND JANICE HAHN

OCTOBER 13, 2020

**ENSURING RELIABLE AND CONSISTENT PUBLIC SAFETY IN LOS ANGELES**

**COUNTY PARKS**

Los Angeles County (County) has one of the largest locally-operated public parks systems in the nation, consisting of regional and neighborhood community parks, nature centers, arboreta, gardens and golf courses (County Parks). The County’s parks system is an integral part of the communities that it serves, and maintaining safe parks is crucial to the quality of life of millions of County residents whose only access to green and space may be at County Parks.

The Los Angeles County Sheriff’s Department (LASD), has provided community policing services at County Parks since 2009 through its Parks Services Bureau. However, for Fiscal Year (FY) 2020-2021 LASD, without concurrence from the County Department of Parks and Recreation (DPR), decided to curtail the Parks Services Bureau entirely. In response to such curtailment the FY 2020-2021 Supplemental Budget provides \$23.975M to restore funding to the Park Services Bureau. However, LASD recently indicated that the additional funding to restore the Sheriff’s curtailment of the Parks Services Bureau would not be used for County Parks as intended by the County Board of Supervisors (Board). Community policing functions remain a necessity in County Parks and LASD is failing to make this essential service, to which the Board has provided

- MORE -

**MOTION**

SOLIS \_\_\_\_\_

RIDLEY-THOMAS \_\_\_\_\_

KUEHL \_\_\_\_\_

HAHN \_\_\_\_\_

BARGER \_\_\_\_\_

**MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN  
OCTOBER 13, 2020  
PAGE 2**

a specific allocation of resources, a priority. Appropriate fiscal safeguards and remedies should be instituted to ensure that the funds provided to the Parks Services Bureau serve their intended purpose.

While DPR has worked closely with the Parks Services Bureau to create a community-informed safety strategy for County Parks, if LASD can no longer be relied upon to prioritize and perform these public safety functions, it presents a unique opportunity to reimagine and enhance the County's approach to improving the long-term security and safety of park visitors – in a manner that is better aligned with the Board's vision for public safety and justice – potentially including further incorporation of alternative crisis response and violence prevention strategies.

Through unanimous approval of motions such as the "Crisis Response Coordination" (Hahn/Barger, March 4, 2020) and "Alternatives to Law Enforcement for Crisis Response" (Hahn, June 23, 2020), the Board has acknowledged that not all crises require a law enforcement response and that alternative response strategies can be safer and achieve better health and social outcomes. Many mental health, substance abuse, physical health, homeless, and other health and human services crises are better served by response teams with appropriate training and expertise such as the Psychiatric Mobile Response Team and the Los Angeles Homeless Services Authority Emergency Outreach Team. Integration of these strategies into the County's public safety models can enhance the long-term safety at County Parks and nearby communities while maximizing public resources spent on public safety services.

**WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:**

1. Instruct the Acting Chief Executive Officer (CEO) and the Director of the Department of Parks and Recreation (DPR) to report back in writing within 14 days on options to immediately satisfy the public safety and community policing gap, including, if necessary the feasibility of identifying a third-party to provide this service on a short-term basis. The report should also consider the potential transfer from the Los Angeles County (County) Sheriff's Department (LASD) to

**MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN  
OCTOBER 13, 2020  
PAGE 3**

\$23.975 million allocated in the Fiscal Year (FY) 2020-21 Supplemental Budget to restore previously curtailed Parks Services Bureau funds to the DPR budget to provide funding dedicated for preserving public safety at County parks.

2. Instruct the Acting CEO and the Director of DPR, in collaboration with the Director of the Department of Mental Health, the Director of the Department of Public Health, in coordination with other relevant stakeholders, to report back within **90 days** on potential opportunities to enhance and reimagine Community Policing at County Parks. This report should include:
  - a. Recommendations for creating and funding a public safety division within DPR that considers utilizing funds currently allocated for the LASD Parks Services Bureau; and
  - b. Recommendations for alternative staffing models for providing public safety and community policing at County parks including the use of unarmed staff trained in crisis response and violence prevention strategies.
3. If any policy, ordinance or ordinance amendment is needed to enable the recommendations referenced above, instruct County Counsel, in consultation with the Director of DPR, to report back in 90 days, in writing, with the requisite draft policies, ordinances, or ordinance amendments.

###

(JB/CAS/CG/DJ)



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration  
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(213) 974-1101  
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ATTACHMENT II

FESIA A. DAVENPORT  
Acting Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

December 1, 2020

To: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

From: Fesia A. Davenport  
Acting Chief Executive Officer

Norma E. Garcia  
Director of Department of Parks and Recreation

**ENSURING RELIABLE AND CONSISTENT PUBLIC SAFETY IN LOS ANGELES  
COUNTY PARKS (ITEM NO. 3, AGENDA OF OCTOBER 13, 2020)**

The purpose of this memorandum is to notify the Board of Supervisors (Board) that the Department of Parks and Recreation (DPR) and the Los Angeles County Sheriff's Department (LASD) have executed a Memorandum of Agreement (MOA) (Attached), dated November 23, 2020, which maintains the same level of public safety and law enforcement services at County parks, at no additional cost, through June 30, 2021. The MOA has been reviewed and approved by the Chief Executive Office and County Counsel.

**Background**

On September 29, 2020, the Board approved the FY 2020-21 Supplemental Changes Budget, which restored 203.0 budgeted positions and \$23.975 million (\$30.979 million annually) in net County cost (NCC) to LASD's operating budget to ensure public safety services continued at DPR parks and facilities.

Despite these actions, on or about October 15, 2020, LASD gave notice to Parks Services Bureau staff of its plan to redeploy staff from the Parks Services Bureau to other areas within LASD, including Custody Operations. If implemented, this redeployment would

Each Supervisor  
December 1, 2020  
Page 2

eliminate dedicated safety and law enforcement services from County parks and require DPR staff and park patrons to rely on local law enforcement or LASD patrol, in unincorporated areas for service calls.

On October 13, 2020, the Board directed the Acting Chief Executive Officer (CEO) and the Director of DPR to report back in writing within 14 days on options to satisfy the public safety and community policing gap at County parks, including, if necessary, the potential transfer of \$23.975 million from the LASD budget to the DPR budget to provide dedicated funding for public safety services at County parks.

The Acting CEO and the Director of DPR filed an initial report on October 26, 2020. Subsequently, on November 10, 2020, the Acting CEO submitted a Board letter recommending, as a short-term option, that DPR and LASD develop and enter into an MOA for LASD security services at County parks no later than November 30, 2020. Our office further recommended that the MOA must be effective through June 30, 2021 and maintain the same level of LASD services for County parks currently provided, at no additional cost (i.e., the status quo).

### **Next Steps**

As instructed by the Board on October 13, 2020, our office will continue to work with DPR and other stakeholders and provide a second report within 90 days (tentatively due on January 13, 2021). That report will explore additional options with a focus on developing a new model for public safety at County parks that ensures parks facilities, programs, and services can continue to benefit a broad spectrum of community residents in a safe and welcoming manner.

Should you have any questions concerning this matter, please contact me or Sheila Williams, Senior Manager, at (213) 974-1155 or [swilliams@ceo.lacounty.gov](mailto:swilliams@ceo.lacounty.gov).

FAD:JMN:MM  
SW:CY:RP:kd

### **Attachment**

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Auditor-Controller  
Parks and Recreation



# **MEMORANDUM OF AGREEMENT**

**BY AND BETWEEN**

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

**AND**

**LOS ANGELES COUNTY DEPARTMENT OF**

**PARKS AND RECREATION**

**FOR**

**LAW ENFORCEMENT AND SECURITY SERVICES**

**MEMORANDUM OF AGREEMENT  
BY AND BETWEEN  
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
AND  
LOS ANGELES COUNTY DEPARTMENT OF PARKS AND RECREATION**

This Memorandum of Agreement ("MOA") is made and entered into by and between the Los Angeles County Sheriff's Department ("LASD") and the Los Angeles County Department of Parks and Recreation ("DPR"), effective upon execution by both parties.

**WHEREAS**, since 2010 DPR has worked closely with the Sheriff's Parks Bureau ("PKB") within the LASD in providing critical public safety support to help ensure that DPR's facilities provide significant quality of life programs and services; and

**WHEREAS**, DPR relies heavily on PKB, as a partner, to keep our parks safe for the public's enjoyment to the 50,000,000 (million) visitors annually to Los Angeles County Parks. Operating under a community policing model, PKB is an essential partner in delivering safe park and recreation services; and

**WHEREAS**, LASD will provide a community policing model that emphasizes building relationships and trust with community residents and parks visitors, while supporting strong partnerships and problem-solving strategies with the DPR's field staff. PKB is centered on prevention through high visibility while fostering and maintaining relationships; and

**WHEREAS**, DPR desires to continue its partnership with LASD to uphold the highest standards of public safety for the patrons of DPR facilities; and

**WHEREAS**, on November 10, 2020, the Board of Supervisors directed DPR and LASD to finalize an agreement for Sheriff Security Services at County Parks; and

**WHEREAS**, the Statement of Work, attached herein, provides the same level of LASD services for County parks currently provided at no additional cost; and

**NOW THEREFORE**, in consideration of the mutual covenants contained herein, and for good and valuable consideration, the parties agree as follows:

**1. APPLICABLE DOCUMENTS**

**This base document, along with Exhibit A and Exhibit B, attached hereto by reference and listed below, collectively form and are referred to herein as the MOA.**

1.1 Exhibit A, Statement of Work

1.2 Exhibit B, LASD PKB Deployment Survey

**2. PURPOSE AND SCOPE**

- 2.1 Pursuant to this MOA, LASD shall provide law enforcement and security services to DPR in accordance with Exhibit A, Statement of Work, and Exhibit B, LASD PKB Deployment Survey, of this MOA. For the purpose of this MOA, PKB will be the actual provider for all services delivered to DPR under this MOA, unless some specific services are designated to another bureau within LASD as needed.
- 2.2 It is also the purpose of this MOA to promote and continue to provide harmonious relations, and cooperation of understanding between DPR and LASD. This MOA is also intended to provide an orderly and equitable means of resolving misunderstandings or differences which may arise in the course of providing law enforcement and security services at DPR facilities throughout Los Angeles County.

**3. TERM**

- 3.1 The term of this MOA shall commence upon execution by both parties and shall continue in full force and affect through June 30, 2021, unless sooner extended or terminated, in whole or in part, as set forth herein.
- 3.2 The term of this MOA may be extended upon agreement by both parties. Any such extension shall be in the form of a written Amendment in accordance with Section 11, Amendments, of this MOA.

**4. TERMINATION**

- 4.1 If conditions arise in which either party cannot continue to fulfill the provisions of this agreement, the MOA may be suspended or terminated by either party with 60-day written notice.

**5. ADMINISTRATION OF MOA**

- 5.1 Each party shall appoint a person responsible for administration of the MOA and to serve as the official contact to coordinate the activities of LASD and DPR in carrying out this MOA.

5.2 The contact person for LASD shall be:

Benjamin Torres, A/Captain  
Los Angeles County Sheriff's Department  
Parks Bureau  
2101 N. Highland Avenue, Building. D  
Los Angeles, CA 90068  
btorres@lasd.org  
(323) 845-0070

5.3 The contact person for DPR shall be:

Director Norma E. Garcia-Gonzalez  
Department of Parks and Recreation  
1000 S. Fremont Avenue, Building A-9 West  
Alhambra, CA 91803  
negarcia@parks.lacounty.gov  
(626) 588-5382

**6. COMPLAINT RESOLUTION**

6.1 Complaints or commendations about law enforcement shall be resolved as follows:

6.1.1 Complaints or Commendations Regarding LASD - All complaints or commendations regarding LASD and/or LASD Personnel will be directed to the County Services Bureau (CSB) Watch Commander assigned to the Hall of Records Sheriff's Dispatch (213) 974-8000, or through the LASD Complaint Line at (800) 698-8255.

6.2 LASD and DPR personnel with primary responsibility for receiving and resolving complaints shall be as follows:

Benjamin Torres, A/Captain  
Los Angeles County Sheriff's Department  
Parks Bureau  
2101 N. Highland Avenue, Building D  
Los Angeles, CA 90068  
btorres@lasd.org  
(323) 845-0070

Director Norma E. Garcia-Gonzalez  
Department of Parks and Recreation  
1000 S. Fremont Avenue, Building A-9 West  
Alhambra, CA 91803  
negarcia@parks.lacounty.gov  
(626) 588-5382

## **7. RECORDS RETENTION AND INSPECTION**

- 7.1 LASD will maintain and complete financial records of its activities and operations relating to this MOA in accordance with its normal business practices. LASD will also maintain accurate and complete employment and other records relating to the performance of this MOA.
- 7.2 All such material, including but not limited to, all financial records, timecards and other employment records, and proprietary data and information shall be kept and maintained by LASD and shall be made available to DPR during the term of this MOA and for a period of five (5) years thereafter, unless DPR's written permission is given to dispose of any such material prior to such time, to the extent that this period does not conflict with LASD policy and State Law.

## **8. DISPUTES**

- 8.1 In the event that LASD and DPR cannot resolve a dispute, including a billing dispute, the matter will be referred to the County's Chief Executive Officer ("CEO") for resolution.

## **9. FISCAL PROVISIONS**

- 9.1 LASD will provide law enforcement and security services to all the parks and facilities at Net County Cost (NCC) not to exceed \$18,490,000 for the remainder of Fiscal Year 2020-21.
- 9.2 The Service Level will be adjusted annually in accordance with budget allocations by the Los Angeles County Board of Supervisors, at NCC.
- 9.3 LASD will adhere to strict fiscal and accounting standards and must comply with the principles established in all applicable federal regulations.
- 9.4 This MOA shall be reviewed annually by both parties to determine the effectiveness of this MOA and to ensure that it is fulfilling its purpose.

**10. MUTUAL INDEMNIFICATION**

10.1 LASD shall indemnify, defend, and hold harmless DPR from and against any and all liability, including but not limited to demands, claims, actions, fees, costs, and expenses (including attorney and expert witness fees), arising from or connected with LASD's acts and/or omissions arising from and/or relating to this MOA.

10.2 DPR shall indemnify, defend, and hold harmless LASD from and against any and all liability, including but not limited to demands, claims, actions, fees, costs, and expenses (including attorney and expert witness fees), arising from or connected with DPR's acts and/or omissions arising from and/or relating to this MOA.

**11. NOTICES**

11.1 Unless otherwise specified herein, all notices or demands required or permitted to be given or made under this MOA shall be in writing and shall be hand delivered with signed receipt or mailed by first class registered or certified mail, postage prepaid, addressed to the parties at the following addresses and to the attention of the person named. Addresses and persons to be notified may be changed by either party by giving ten (10) calendar days prior written notice thereof to the other party.

11.2 Notices to LASD shall be addressed as follows:

Benjamin Torres, A/Captain  
Los Angeles County Sheriff's Department  
Parks Bureau  
2101 N. Highland Avenue, Building. D  
Los Angeles, CA 90068  
btorres@lasd.org  
(323) 845-0070

11.3 Notices to DPR shall be addressed as follows:

Director Norma E. Garcia-Gonzalez  
Department of Parks and Recreation  
1000 S. Fremont Avenue, Building A-9 West  
Alhambra, CA 91803  
negarcia@parks.lacounty.gov  
(626) 588-5382

**12. AMENDMENTS**

All changes, modifications, or amendments to this MOA must be in the form of a written Amendment executed by both parties.

**13. ENTIRE AGREEMENT**

This MOA, including Exhibit A, Statement of Work, Exhibit B, LASD PKB Deployment Survey, and any executed Amendments hereto, constitute the complete and exclusive statement of understanding of the parties which supersedes all previous agreements, written or oral, and all communications between the parties relating to the subject matter of this MOA. No change to this MOA shall be valid unless prepared pursuant to Section 11, Amendments, of this MOA.

**MEMORANDUM OF AGREEMENT  
BY AND BETWEEN  
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
AND  
LOS ANGELES COUNTY DEPARTMENT OF PARKS AND RECREATION**

IN WITNESS WHEREOF, the parties have caused this MOA to be executed on their behalf by their duly authorized representatives on the dates written below.

Los Angeles County Sheriff's Department

By   
Alex Villanueva  
Sheriff

Date 11.23.20

APPROVED AS TO FORM:  
Rodrigo Castro Silva, Acting County Counsel

By   
Deputy County Counsel  
for LASD

Los Angeles County Department of Parks and Recreation

By   
Norma E. Garcia-Gonzalez  
Director

Date 11/23/20

APPROVED AS TO FORM:  
Rodrigo Castro Silva, Acting County Counsel

By   
Deputy County Counsel  
for DPR

## **EXHIBIT A STATEMENT OF WORK**

### **1. SCOPE OF WORK**

- 1.1 Los Angeles County Sheriff's Department (LASD) Parks Bureau (PKB) shall provide law enforcement, safety and security services, including community engagement, and referral services (to Los Angeles Homeless Services Authority and Mental Evaluation Teams), at DPR facilities, as required herein and as required in Exhibit B, LASD PKB Deployment Survey.
- 1.2 The services required herein shall be provided by sworn and civilian personnel within LASD, as described in Section 3.13, Staffing and Deployment, herein and in accordance with Exhibit B, LASD PKB Deployment Survey.
- 1.3 LASD personnel shall present a professional, respectful and courteous demeanor. The LASD strives to promote and continue to provide harmonious relations, and cooperation of understanding between DPR, the community, and LASD.
- 1.4 LASD shall advance the mission of DPR, including serving as a steward of parklands, build healthy and resilient communities, and advance social equity and cohesion.
- 1.5 LASD shall work in cooperation with DPR to determine and implement community strategies, particularly in low-income communities of color in areas with disproportionate amount of people burdened by housing insecurity, mental health, and substance abuse.
- 1.6 LASD and DPR shall create an advisory group to develop a Community Policing Model that emphasizes building relationships and trust with community residents and park visitors, and supports strong partnerships and problem-solving strategies with DPR's field and executive management staff, for work in and around DPR facilities and centers PKB on prevention through high visibility while fostering and maintaining relationships. The committee shall meet monthly to identify specific strategies with the goal of building safer and more accessible parks and recreation facilities.
- 1.7 LASD shall build community relationships with community leaders and stakeholders and engage with the community and community leaders to address quality of life issues.

## **2. DEPARTMENT OF PARKS AND RECREATION (DPR) RESPONSIBILITIES**

DPR shall:

- 2.1 Provide PKB with the reporting protocols for emergencies and incidents that occur in DPR park facilities involving LASD.
- 2.2 Provide PKB personnel with a twenty-four hour means of communication with DPR staff, executives, and/or facility administrator's in order to ensure maximum security and safety of both employees and the public.
- 2.3 Provide a secure entrance and exit to each DPR facility for the dedicated PKB personnel.
- 2.4 All current LASD PKB sub-stations within DPR facilities shall maintain status quo with regards to maintenance, payment of utilities, and supplies.
- 2.5 When and if both parties to this Agreement concur as to the necessity of creating additional PKB sub-station(s) within DPR facilities, DPR shall furnish at its own cost and expense all necessary office space, and the two Departments shall have authority to negotiate which entity shall pay for furniture and furnishings, office supplies, janitor service, telephone, light, water, and other utilities.
- 2.6 Include PKB space requirements in additional facilities outlined in Paragraph 2.4 above. Space needs shall include:
  - 2.6.1 Adequate male/female locker room space.
  - 2.6.2 Separate locked office for full-time on-site PKB supervisor when space permits.
  - 2.6.3 Separate interview room, if required.
- 2.7 If space allows, parking for all personnel shall be provided. AQMD requirements would supersede the provisions of this paragraph.
- 2.8 Designate a Security Coordinator to do the following:
  - 2.8.1 Contact the LASD PKB Watch Commander at the County of Los Angeles Hall of Records at (213) 974-8000 for emergencies (issues that pose an immediate threat to personal safety or facility security), or significant non-emergent issues outside of normal business hours.

- 2.8.2 Contact LASD PKB Zone Lieutenants at the following phone numbers for non-emergent issues during normal business hours. East Zone: (909) 394-9705, North Zone: (661) 257-0881, South Zone: (310) 965-8659.
- 2.8.3 Submit requests for special event/planned overtime in writing/email or by telephone to LASD PKB Zone Lieutenants. Telephone requests shall be confirmed in writing/email.
- 2.8.4 DPR initiated emergency overtime requests can be submitted by the Security Coordinator or his/her designee to LASD PKB Zone Lieutenant or Watch Commander.

### **3. LASD RESPONSIBILITIES**

- 3.1 Provide law enforcement, security services, and community outreach and referral services at DPR facilities as required herein, and as required Exhibit B, LASD PKB Deployment Survey. DPR facilities currently include 183 park and recreational facilities and 5 DPR headquarter offices that encompass the following:
- 70,079 acres of parkland
  - 183 Local and Regional Parks, including:
    - 15 Wildlife Sanctuaries
    - 10 Nature Centers
    - 20 Golf Courses
    - 60 Community Centers
    - 5 Senior Centers
    - 4 Gardens and Arboreta (Descanso, Los Angeles Arboretum, South Coast and Virginia Robinson)
    - Performance Venues (Hollywood Bowl and John Anson Ford Theater)
    - 6 Off-Highway Vehicle Areas
    - 14 Lakes – 3 of which are boating and recreation/swimming lakes
    - 475 Sports Fields and Amenities
    - 42 Swimming Pools
    - 23 Splash Pads
    - 13 Skate Parks
  - Trails and Equestrian Facilities
    - 210 miles of Trails
    - 15 Staging Areas
    - 4 Equestrians Centers
    - 6 Equestrian Parks

- 3.2 Be the primary law enforcement agency at all currently serviced locations within DPR facilities and handle all law enforcement issues at those locations. PKB shall have general oversight over the day-to-day law enforcement security and referral services operations provided at these facilities.
- 3.3 Not increase base service costs in excess of the established budget allocation by the County Board of Supervisors, at Net County Cost. If funding is adjusted during the operating fiscal year, LASD reserves the right to adjust service levels according to the funding adjustment.
- 3.4 Ensure that appropriate LASD personnel are properly P.O.S.T Certified and trained in Homeless Outreach Service Teams (HOST), Mental Evaluation Teams (MET), Community Policing and Outreach, Parks After Dark (PAD), and implicit bias.
- 3.5 Ensure that no person shall be subjected to discrimination on the grounds of race, color, national origin, age, political affiliation, religion, marital status, sex or disability in the provision of law enforcement and security services under this MOA.
- 3.6 Alert DPR Facility Administrator or designee of any maintenance or potential problem areas that may cause safety concerns for park visitors, i.e., broken windows, door, locks.
- 3.7 Actively patrol DPR parks and facilities, including activities such as driving around the park, parking patrol vehicle and walking in the park, and making contact with DPR staff and park visitors; be visible and accessible to the public and DPR staff; treat the public and DPR staff with respect and courtesy.
- 3.8 Adhere to the following guidelines for dispersing non-emergent information:
  - 3.8.1 Refer officials of other agencies and media personnel to the DPR Facility Administrator or designee.
  - 3.8.2 No statement shall be made representing the position of DPR on any issue or information given on any event.
- 3.9 Provide the following patrol and public safety services:
  - 3.9.1 Patrol Services to DPR facilities:
    - Provide high level of patrol, suppression and engagement at high use parks with high incident/crime (gang activity, violence/assaults, trafficking, robbery, theft).

- Provide patrol and engagement at moderate incident/crime (theft, non-permit gathering, issues related to people experiencing homelessness, some gang activity).
- Dedicated coverage and community policing model, developed in partnership with DPR staff, aimed at keeping crime and vandalism at the parks to a minimum.
- Provide assistance for victims of violent crimes, crime reports, and court orders including stay away orders.
- Provide immediate response to calls for service (congruent with LASD's calls for service response protocols) and provide report information for each incident. This documentation has assisted with obtaining restitution for some of these incidents.
- Provide evening and holiday patrols and monitoring support when park offices are closed.
- Provides stationary coverage at parks during peak usage days/times. Peak times include summer weekends and holidays.
- Provides coverage to DPR crafts (painters) during removal of gang-related graffiti. Provide assistance to lock and assist park staff empty out and safely clear parks at closing.
- Assist with incidents or referrals for individuals experiencing homelessness.
- Develop suppression plans when parks have an increase in gang activity, violence or robbery.
- Support for stopping or deterring unauthorized events and activities.
- Assists and provide coverage/crowd control for various park programs including but not limited to special events, holiday events, festivals, concerts in the parks, movies in the parks and food distributions.
- Collaborate with DPR staff to prepare safety plans for all DPR events exceeding 2,000 park users.
- Provide additional support/coverage to high use, specialized park amenities such as skate parks and dog parks.
- Provide comment on the design of new facilities and amenities.

3.9.2 Mounted Enforcement Detail: The primary mission of the Mounted Enforcement Detail is to provide a well-trained equestrian unit capable of conducting directed patrol, crime suppression and event security throughout the County of Los Angeles. This mission also includes our ability to supply mounted resources for Crowd Management, Wildfire Response for Equine and Livestock Evacuation, and support community and special events.

- 3.9.3 Trails Team: Provide a safe environment for DPR trail users in over 210 miles spanning throughout the County. Via foot patrols, provide service to areas where off-highway vehicles are not able to safely maneuver through rough, rural terrain. It is comprised of deputies who are emergency medical technicians who are trained in rappelling from fixed object as aerial vehicles and land navigation. They render medical aid to injured trail users and assist lost hikers. They also educate inexperienced trail users on safety measures and hazards commonly encountered in the outdoors. PKB's high-profile presence and enforcement activity are critical in the deterrence and prevention of illegal hunting or poaching in our natural areas. DPR experiences a high degree of vandalism and car theft to public vehicles as well as County vehicles and equipment, the Sheriff's Parks Bureau is critical in investigating and deterring this type of activity. They also provide a critical role in supporting our park safety operations during large special events and activities.
- 3.9.4 Lake Operations Unit: Provide public safety services at Castaic Lake. Sheriff's Parks Bureau has specially trained deputies who can respond to all emergencies, including but not limited to, law enforcement matters, accident investigations, rescue operations, and medical emergencies. Six (6) deputies and one (1) sergeants are assigned to Lake Operations. Each deputy is an Emergency Medical Technician (EMT) and has received specialized training in rescue boat operations and marine law enforcement.
- 3.9.5 Special Problems Team (SPT): Combat gang activity and quality of life issues by using the Community Based Policing philosophy. Address and impact crime by utilizing the Offender-Based and Place-Based ("Hotspot") policing method to reduce violent crime and quality of life matters in and around DPR parks.
- 3.9.6 Off-Road Vehicle Team: Provide security and a law enforcement presence for the San Gabriel Canyon Off-Highway Vehicle area. This area shall be patrolled by deputies who are trained with specialized operating techniques of off-highway patrol vehicles in areas inaccessible to standard patrol vehicles.
- 3.9.7 Aquatic/Pool Services: Sheriff's Parks Bureau plays a critical role in providing for the safety of the public and DPR employees in DPR's Aquatic facilities. DPR's South Agency 10 deputies are assigned to 8 facilities from open to close with 2 officers assigned to Jesse Owens Community Regional Park Pool and Ted Watkins Community Regional Park Pool. At DPR's North and East Agency Parks officers routinely patrol ensuring a constant presence.

3.9.8 Provide additional LASD services to PKB and DPR, as-needed:

3.9.8.1 Operation Safe Streets (OSS) Bureau: Provide selective enforcement aimed at combating the criminal activities of targeted hardcore gangs. As an attempt to discourage youths from continuing in gang activities by referring them into intervention/diversion programs. Additionally, OSS gathers gang intelligence, investigates gang-related crimes, and assists in gang-related tactical suppression operations throughout the department's patrolling areas.

3.9.8.2 Aero Bureau operates twelve AS 350 B2 "A-Star" helicopters. Each are equipped with the latest, most advanced equipment available to the Airborne Law Enforcement mission. Aero provides a resource unmatched by any patrol car. They have the ability locate suspects, victims, missing children, and rescuing injured pedestrians. They can search an area in minutes and provide up to date communication with ground patrols instantly.

3.10 Provide Community Outreach Programs:

3.10.1 Outreach to Individuals Experiencing Homelessness: Sheriff's Parks Bureau shall continue to put forth an effort to refer homeless to supportive services and prevent homeless encampments from developing in the County parks, including the continued use of HOST and homeless outreach and supportive services organizations to assist with the matter on a case-by-case basis. The joint efforts of deputies, park staff, and social services have proven to be effective in supporting homeless populations at parks.

3.10.2 Park Watch is an educational based presentation designed to teach Park and Recreation employees and park patrons how to correctly reach out to law enforcement when reporting a crime or requesting law enforcement services. The program encourages and empowers Parks and Recreation employees to pass on information about their parks to Parks Bureau deputies so we could mold services to each park's specific needs. Over 150 Parks and Recreation employees have been trained in Park Watch and a brochure with detailed reporting procedures was given to them for future reference.

- 3.10.3 Off-Highway Police Activities League (OHPAL): The Sheriff's Parks Bureau shall continue to connect with California State Parks in an established program called Off-Highway Police Activities League. OHPAL is a mentoring program that utilizes all-terrain vehicles (ATVs) to build positive relationships between youth, law enforcement and California State Parks.
- 3.10.4 Parks After Dark (PAD): This nationally award-winning program for the crime reduction and health benefits is a partnership between DPR, Los Angeles County Department of Public Health, Sheriff's Parks Bureau and many other County Departments and community agencies. PAD offered extended hours and programming for 32 Los Angeles County parks in underserved communities. The program delivers educational classes, sports programs, concerts, food and provided several other county services to youth, families and local communities. The Sheriff's Parks Bureau, on foot, are trained and required to engage with the community by participating in sporting events and other activities. PAD has been delivered for over 10 years and is held three nights (Thursday thru Saturday) a week during the summer months. Two deputies are assigned to each park hosting the program – this is in addition to Parks Bureau's normal field deployment. In 2018, DPR implemented a Winter PAD, for the first time since inception of the program.
- 3.10.5 Brave: The Brave program teaches children verbal and physical skills to defend themselves against sexual abuse, violence and abduction. Parks Bureau launched Brave in 2014, which replaced the Rad Kid's program that was taught in 2012. The program was another popular program held at 33 different parks to over 970 children. Seven deputies and two security officers were trained on the Brave curriculum and taught age appropriate safety lessons to children in kindergarten through sixth grade.
- 3.10.6 Sexual Predator Training: Collaborate with DRP to develop a program to provide training to Parks and Recreation staff and parents at local parks on how to identify sexual predators and keeping families safe. The training may include presentations and information from Special Victims Bureau and the Human Trafficking Taskforce.
- 3.10.7 Youth Activities League (YAL): Sheriff's Parks Bureau shall provide YAL programming at Salazar Park (SD1) Mona Park (SD2) and Pamela Park (SD5). These three parks have a significant high level of gang activity. Sheriff's Parks Bureau augments and supports DPR programming to youth, 8 to 16 years old, in order to provide a safe environment for outdoor recreation after school. *This program is currently suspended due to budget curtailments.*

### 3.11 COMMUNICATION

3.11.1 PKB shall follow DPR's reporting and notification protocols for all emergencies and incidents in DPR's facilities that involve LASD.

3.11.2 PKB shall provide dedicated patrols and 24/7 direct personal hands-on focus on customer service to parks users and DPR staff. A critical outcome of these daily patrols by the PKB deputies is the prevention of various crimes. These include but are not limited to the following:

- Deterrence of vandalism of park facilities, including graffiti and other property damage.
- Monitoring sex offenders and child molesters to prohibit their presence at parks.
- Robberies at parks, especially of children coming to and from school passing through parks which were being targeted for their cell phones.
- Violence against families and park users.
- Vehicle thefts while park patrons go on long walks or hikes.
- Gang deterrence of large gatherings of gang members at various parks.
- Referrals for people experiencing homelessness (LAHSA, HOST and MET).

3.11.3 PKB Captain and Zone Lieutenants and DPR Director/Chief Deputy and Field Agency Deputy Directors shall set a standing monthly meeting to review incidents, case reports, quality of life and crime trends analysis and PKB budget and use of overtime. At this meeting, PKB shall provide DPR a monthly report on incidents, case reports, and quality of life and crime trends analysis.

### 3.12 ON-GOING PROGRAM DEVELOPMENT

3.12.1 The PKB and DPR shall cooperate to form an advisory group to continue to guide and evolve the implementation, and evaluation of a Community Policing Model unique to PKB operations in and around DPR facilities. The advisory group shall meet within two months of the execution of the MOU and shall be amended when mutually agreeable thereafter.

3.12.2 The community policing model shall implement values of DPR including:

- Compassion: cultivating emotional and cultural awareness that ensures empathy toward LA County's diverse population.
- Health and Wellness: dedication to the health of wellness of the communities served by PKB and DPR.

- Inclusion: seeking diversity in the experience of staff to ensure service reflects the diversity of the communities served.
- Innovation: dream big and combine creativity and productivity to design forward looking solutions.
- Integrity and dedication: exhibit loyalty, commitment, honor, and truthfulness in actions, and deeds.
- Stewardship and Sustainability: balance social, economic, and environmental needs.

3.12.3 Ensure consistency and alignment with the County of Los Angeles' Anti-Racism, Diversity, and Inclusion Initiative.

3.12.4 Implement strategies focused on a supportive response to people experiencing homelessness, mental health and substance abuse issues, and community-wide trauma, as well as partner with DPR to ensure that parks and programming serve as a prevention and intervention to youth violence and gang activity.

3.12.5 Develop strategies to address violence and quality of life issues.

### 3.13 STAFFING AND DEPLOYMENT

3.13.1 The PKB is comprised of 203.0 budgeted positions of sworn officers (151.0), security officers (36.0) and support staff (16.0). Of the 203.0 budgeted positions, 169.0 are currently filled. The salary savings from the unfilled positions are being utilized for services and supplies and for overtime costs to address staffing changes and DPR's continuous changing needs. Excluded from this SOW, the Sheriff's Department also provides services to DPR for the Parks After Dark program and Special events.

3.13.2 LASD and DPR shall review staffing levels and use of overtime on a monthly basis to determine their effectiveness in fulfilling this Statement of Work.

3.13.3 PKB Sub-Stations: Sub-stations at Parks provide for additional coverage at these parks and quicker response time to the parks in the surrounding areas. The current substations are located as follows:

- Whittier Narrows Regional Park (SD1)
- South Agency HQ (SD2)
- El Cariso Community Regional Park (SD3)
- Bonelli Regional Park (SD4)
- Castaic Regional Park (SD5)
- Apollo Community Regional Park (SD5)

3.13.4 PKB Personnel: Includes patrol cars (park coverage below), as well as, Lake (Boat) Operations, Off Road Vehicles, Trail/Bike Patrol, and a Public Information Office. DPR has access to other resources such as the Mounted Enforcement Detail. These units work throughout the entire County supporting each zone (Park Agency) by:

- Maintaining a reliable and consistent presence in all Los Angeles County Parks, thus providing a greater sense of safety for all park patrons.
- Developing and maintaining existing relationships and strengthening partnership with community, community groups and social service providers and DPR staff.
- Participating in local community programs and special events to strengthen Sheriff's Parks Bureau relationships.
- Developing community and law enforcement strategies to reduce violent activity and target specific gang activities in and around County parks.
- Continuance of evaluation of trends, successes and failures to ensure that Sheriff's Park Bureau is engaged, relevant and proactive.

3.13.5 Patrol Coverage: Sheriff's Parks Bureau is comprised of three zones; East, South and North. The Sheriff's PKB provides continuous service 24 hours a day, 365 days a year. Staff deployment shall be as specified in Exhibit B, LASD PKB Deployment Survey.

3.13.5.1 East Zone: The East Zone (DPR East Agency covers SD1, SD4, & SD5) oversees the Los Angeles County Parks located in the East Los Angeles, Foothills and greater San Gabriel Valley areas, including four Regional Parks: Frank G. Bonelli, Whittier Narrows, Peter F. Schabarum and Santa Fe Dam Recreation Area, which attract thousands of visitors each day. These regional parks also attract very large crowds on the holidays, such as Mother's Day and Easter.

3.13.5.2 South Zone: The South Zone (DPR South Agency covers SD2 & SD4) oversees the Los Angeles County Parks located Whittier, South Los Angeles and South Bay areas, including two Regional Parks: Kenneth Hahn and Friendship Park.

3.13.5.3 North Zone: The North Zone (DPR North Agency covers SD5) oversees the Los Angeles County Parks located in the Sylmar, Castaic/Santa Clarita, Antelope Valley, to the Kern and Ventura County borders, including Castaic Regional Park, and 15 wildlife sanctuaries.

**EXHIBIT B  
LASD PKB Average Daily Deployment Survey**

HOURS	NORTH ZONE	EAST ZONE	SOUTH ZONE
<b>EM*</b> 2200-0600	1 Sergeant unit 2 Deputy units (2-person cars)		
<b>AM</b> 0600-1400	1 Sergeant unit 8 Deputy units 4 Security Officer units	1 Sergeant unit 8 Deputy units 3 Security Officer units	1 Sergeant unit 8 Deputy units 3 Security Officer units
<b>PM</b> 1400-2200	1 Sergeant unit 8 Deputy units 4 Security Officer units	1 Sergeant unit 8 Deputy units 3 Security Officer units	1 Sergeant unit 8 Deputy units 3 Security Officer units

\*Paid for by BOS UUT



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

ATTACHMENT III

SACHI A. HAMAI  
Chief Executive Officer

May 21, 2018

To: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

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**REPORT BACK ON MOBILE SHOWER PILOT NEAR HOMELESS ENCAMPMENTS  
(ITEM NO. 11, AGENDA OF FEBRUARY 13, 2018)**

On February 13, 2018, the Board of Supervisors (Board) directed the Chief Executive Office (CEO), in collaboration with the Department of Public Health (DPH), the Department of Parks and Recreation (DPR), the Los Angeles Homeless Services Authority (LAHSA), and other County departments as needed, to work with Lava Mae to establish a mobile shower pilot program at Whittier Narrows Recreation Area and with the Shower of Hope to establish a mobile shower pilot program in East Pasadena. The Board also directed DPR to enter into any necessary, non-financial agreements with Lava Mae to enable the deployment of a mobile shower in Whittier Narrows Recreation Area. Finally, the Board directed the CEO, in collaboration with LAHSA and the mobile shower providers, to report back on the effectiveness of the programs 90 days after their launch. This memorandum responds to the Board's directives.

**Status of Mobile Shower Pilots**

On March 29, 2018, the mobile shower pilot program launched at Whittier Narrows Recreation Area. Leading up to the launch of the pilot, CEO worked with Lava Mae, LAHSA, Los Angeles Sherriff's Department's Homeless Outreach Services Team (LASD HOST), DPR, Supervisorial District 1, DPH, Operation Healthy Hearts (a community group that hosts weekly events for homeless and low-income individuals and families), and various service providers in the area to plan for the launch, secure necessary permits, ensure the safe and sanitary operation of facilities, and address logistical issues.

Due to challenges with siting, the launch of the mobile shower pilot program in East Pasadena was delayed until May 9, 2018. CEO worked with Supervisorial District 5, Shower of Hope, LASD HOST, LAHSA, DPH, Operation Healthy Hearts, and other service providers and stakeholders in the area to plan for the launch.

Both pilots operate once per week. Capitalizing on the opportunity for engagement presented by the mobile shower programs, both pilots have brought together numerous service providers who are working with shower participants to connect them to services and housing resources.

### **Whittier Narrows Recreation Area Shower Pilot Outcomes**

In the first six weeks of operation, the number of individuals utilizing Lava Mae showers at Whittier Narrows Recreation Area steadily increased to nearly full utilization. The showers are available for four hours, during which time they can serve approximately 36 participants, if fully utilized. Table 1 provides information about the number of showers taken each week of the shower pilot.

**Table 1**

Date	Showers taken
March 29, 2018	18
April 5, 2018	22
April 12, 2018	22
April 19, 2018	35
April 26, 2018	34
May 3, 2018	32

Since the March 29 launch, the following services and service providers have been present at Whittier Narrows Recreation Area in conjunction with the mobile shower pilot:

- Homeless Outreach Teams (Two of the following teams attend each week on a rotating basis: LAHSA's Homeless Engagement Teams, Union Station Homeless Services Team, and Department of Mental Health Team)
- Department of Public Social Services
- Public Defender (Criminal Record Clearing Clinic – Homeless Initiative Strategy D6)

- LASD HOST Team (transports people experiencing homelessness to shower pilot and engages with them at site)
- DPH (provides vaccinations and other health information)
- Aegis Treatment Center (provides substance use disorder counselling)
- Hair stylists
- Operation Healthy Hearts (provides hot meals, care packages, hygiene kits, pet care products, clothing, and other items)

On a weekly basis, an average of more than 100 individuals have utilized the services provided at Whittier Narrows Recreation Area during the shower pilot hours. While not all participants are interested in utilizing the mobile showers, the showers help to generate interest in the other engagement opportunities at the site. There have been no security issues thus far with the shower pilot.

### **Next Steps**

The CEO will report back on the outcomes of the East Pasadena shower pilot within two months of its May 9, 2018 launch, and Lava Mae will continue to work with partners to operate the shower pilot in Whittier Narrows Recreation Area. Lava Mae's DPR permit for use of the Whittier Narrows site is valid until February 13, 2019. At this time, Lava Mae is able to continue to self-fund its operations at this site; therefore, no County costs will be incurred. Supervisorial District 1, Operation Healthy Hearts, and LASD HOST will work with Lava Mae to continue to bring together other service providers for the weekly events.

The CEO Office of Emergency Management (OEM) purchased six mobile shower trailers for use in the event of emergencies that would require access to mobile shower and toilet facilities. CEO OEM is interested in making one or more of the trailers available to expand the County's efforts to provide mobile hygiene facilities to individuals experiencing homelessness. In the event of an emergency that necessitates the use of the County's mobile shower trailers, they would be recalled from use for homeless services and re-deployed at the site where they are needed.

Each Supervisor  
May 21, 2018  
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To lay the foundation for utilization of the OEM showers to expand the County's mobile shower pilot, CEO Homeless Initiative and CEO OEM are taking the following steps:

- Identifying experienced homeless service providers capable of operating at least one of the trailers on a trial basis. The service provider would enter into a non-financial agreement with the County to utilize the shower trailer at no cost.
- Working with LAHSA and homeless service providers to identify potential sites within the County where there is a significant need for mobile shower services.
- Working with County Counsel and CEO Risk Management to assess any legal or liability issues that could arise.
- Identifying potential funding source(s) for the operation of the shower trailers.

If the Board directs the CEO to utilize the OEM showers to expand the County's mobile shower pilot, the CEO will move forward with any necessary agreements between the County, mobile shower providers, and other relevant departments or agencies, and then report back to the Board on the outcomes of the expanded shower pilot.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or by email [pansell@ceo.lacounty.gov](mailto:pansell@ceo.lacounty.gov).

SAH:JJ:FAD  
PA:JR:EBl:tv

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Health Agency  
Parks and Recreation  
Public Health  
Los Angeles Homeless Services Authority

# Parks After Dark Evaluation Report

**Prepared for:**  
The County of Los Angeles

**May 2017**

# Parks After Dark Evaluation Report

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**May 2017**

This evaluation was funded jointly by the County of Los Angeles Board of Supervisors, Chief Executive Office, Departments of Parks and Recreation, Probation, and Public Health. The analyses, interpretation, and conclusions contained within this report are the sole responsibility of the authors.

Suggested Citation:

Pourat N, Martinez AE, Haley LA, Rasmussen P, and Chen X. *Parks After Dark Evaluation Report*, Los Angeles, CA: UCLA Center for Health Policy Research, May 2017.

## **Acknowledgements**

The UCLA Center for Health Policy Research thanks representatives from the Los Angeles County Department of Parks and Recreation, Sheriff's Department, Department of Public Health, Probation Department, Chief Executive Office Research and Evaluation Services Unit, and Department of Children and Family Services for their assistance providing data and key informant input used in this report. Thank you to the Department of Public Health for providing guidance regarding the Parks After Dark program and past analyses, facilitating access to data sources, and providing extensive review of the final report.

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Exhibit 1 defines acronyms and terms referenced throughout the report.

### Exhibit 1: Acronyms and Definitions

ACS	American Community Survey
CBO	Community Based Organizations
CEO	Chief Executive Office
CHIS	California Health Interview Survey
CTG	Community Transformation Grant
DALYs	Disability adjusted life years
DCFS	Department of Children and Family Services
DD	Difference in Differences (DD) is a method of estimateing impact of a program. Using this method, the change in crime rates inPAD parks before and after PAD implementation are compared to the difference in crime rates in comparison parks in the same time periods. If the rate of crime had declined more in PAD parks that comparison parks, the DD analyses indicates PAD had led to reduction in crime, all else being equal.
DPH	Department of Public Health
DPO	Deputy Probation Officer
DPR	Department of Parks and Recreation
EHI	Economic Hardship Index (EHI) is a combination of six indicators including poverty, unemployment, crowded housing, dependency, per capita income, and low educational attainment.
FPL	Federal Poverty Level
GVRI	Gang Violence Reduction Initiative
In-home case (DCFS)	Indicates that the DCFS has deemed that the home of the parents/caregivers is suitable for children to continue to reside, and the family is being served by a DCFS social worker.
ITHIM	Integrated Transport and Health Impacts Model; was originally developed to assess the impact of different modes of transportation such as walking and bicycling on years of life lost (YLL), years living with disability (YLD), and disability adjusted life years (DALYs) for a number of chronic conditions.
JJCPA	Juvenile Justice Crime Prevention Act (JJCPA)
LAPD	Los Angeles Police Department
LASD	Los Angeles Sheriff's Department. The Parks Bureau was established in 2010 to provide security for County parks. Deputies are assigned at PAD to provide safety patrol and engage with community.
METs	Metabolic equivalents of task; a measure of intensity of exercise based on oxygen consumption.
OCP	Los Angeles County Office of Child Protection was established in 2015 and has been involved with helping find funding for PAD.
Out-of-home case (DCFS)	Indicates that the DCFS has deemed that the home of the parents/caregivers is unsuitable, and children have been placed in another setting, including foster parents or group homes.
PAD	Parks After Dark
PAD Group One	The three original PAD parks that started in 2010, including Pamela, Roosevelt, and Ted Watkins Parks.

PAD Group Two	The three PAD parks that started in 2012, including City Terrace, Loma Alta, and Jesse Owens Parks.
PAD Group Three	The three PAD parks that started in 2015, including Basset, Salazar, and San Angelo Parks.
PAD Group Four	The 12 PAD parks that started in 2016, including Adventure, Allen Martin, Athens, Belvedere, Bethune, East Rancho Dominguez, El Cariso, Helen Keller, Mayberry, Obregon, Stephen Sorensen, and Val Verde Parks.
Part I crimes	Part I crimes are serious and violent crimes that include homicide, aggravated assault, rape, larceny theft, robbery, grand theft auto and arson.
Part II crimes	Part II crimes include non-violent and low-level offenses such as narcotics, disorderly conduct, non-aggravated assaults, vandalism, among others.
PEP	Probation Enrichment Program
RDs	Reporting Districts— unit of geography used by law enforcement agencies to report crimes. RDs surrounding parks were used to assess crime.
SDs	Supervisory Districts— Los Angeles County is divided into five Supervisory Districts.
SNL	Summer Night Lights— Program Operated by the City of Los Angeles; Long Beach and Pasadena have similar programs.
SPAs	Service Planning Areas (SPAs)
SSP	Safe Summer Parks model for programs designed to reduce youth violence in high risk and high needs communities.
Substantiated referral (DCFS)	Indicates that DCFS has determined that there is credible evidence of child abuse or neglect.
UCLA	UCLA Center for Health Policy Research
YLD	Years living with disability
YLL	Years of life lost

## Executive Summary

Parks After Dark (PAD) is a Los Angeles County (County) program that began in 2010 as the prevention strategy of the County's Gang Violence Reduction Initiative, and evolved into a key County strategy to promote health, safety, equity, and community well-being that has been adopted into the strategic plans of several County departments and initiatives. Led by the Department of Parks and Recreation (DPR), PAD is a collaboration of multiple County departments as well as community agencies, including the Sheriff's Department (LASD), Department of Public Health (DPH), and Probation Department, with strategic support from the Chief Executive Office (CEO) and Office of Child Protection (OCP). The Probation Department became a key partner in 2016, providing the majority of the funding to expand PAD throughout the County. The Department saw PAD as an opportunity to invest in community based strategies that provide access to free recreation and resources for youth and adults, helping to build resilient communities and prevent youth from becoming involved in the criminal justice system. PAD keeps parks open late during summer weekend evenings at parks in unincorporated communities of Los Angeles County, and offers a variety of free activities for people of all ages. PAD includes recreational activities (e.g. sports clinics, exercise classes, walking clubs), entertainment (e.g. concerts, movies, talent shows), arts and educational programs (e.g. arts and crafts, computer classes, cultural programs), teen clubs and activities, and health and social service resource fairs. Deputy Sheriffs patrol the parks to ensure safety during PAD and participate in activities with community members.

While PAD began as a summer strategy, there is significant interest and evidence to support expanding this model into a strategy that utilizes parks year-round to provide prevention and intervention services to high need communities. Proponents see the potential of PAD to transform park space into community centers and a hub for services to meet the priorities of various County departments and initiatives. The program started in 2010 in three parks and was subsequently expanded in 2012 to six parks, in 2015 to nine parks, and in 2016 was implemented at 21 parks throughout Los Angeles County.

UCLA Center for Health Policy Research (UCLA) has evaluated the process and outcomes of PAD. The evaluation questions are aligned with the following PAD goals:

- 1) Increase access to quality recreational programming and innovative services at County parks in high need communities;
- 2) Increase collaboration among different stakeholders to provide innovative services at County parks;
- 3) Decrease community violence and increased perception of safety;
- 4) Increase physical activity, and therefore decreased risk of chronic disease;

- 5) Increase social cohesion and community well-being in the targeted communities; and
- 6) Cost savings.

Data for this evaluation included PAD participant surveys, LASD and Los Angeles Police Department crime data, program implementation data from DPR, service and outcome data from other Los Angeles County Departments, Census data, photos and stories provided by park staff and PAD participants, a youth PhotoVoice project, observations from UCLA site visits, and key informant surveys and interviews.

Throughout this report, outcomes and trends for PAD parks are examined according to the year PAD started at each park, as indicated below. Outcomes and trends are analyzed from each park's baseline year, the year before it started PAD, to 2016. In addition, a number of parks with similar characteristics were selected as comparison parks for assessment of PAD impact on crime and assessment of need in PAD communities. Exhibit 2 outlines the individual parks included in each group for analysis.

#### Exhibit 2: PAD Parks by Group and Crime and Well-being Comparison Parks

PAD Park Group	PAD Start Year	Parks Included
PAD Group One (3 parks)	2010	Pamela, Roosevelt, and Ted Watkins Park
PAD Group Two (3 parks)	2012	City Terrace, Jesse Owens, and Loma Alta Park
PAD Group Three (3 parks)	2015	Basset, Salazar, and San Angelo Park
PAD Group Four (12 parks)	2016	Adventure, Allen Martin, Athens, Belvedere, Bethune, East Rancho Dominguez, El Cariso, Helen Keller, Mayberry, Obregon, Stephen Sorensen, and Val Verde Park
Crime Comparison Parks	--	Alondra Community, Amigo, Atlantic Avenue, Charles White, Del Aire, El Parque Nuestro, Enterprise, Jackie Robinson, Ladera, La Mirada Community Regional, Lennox, Mona, and Saybrook Park
Need Assessment Comparison Parks	--	Amigo, Atlantic Avenue, Enterprise, Jackie Robinson, Ladera, Lennox, Mona, and Saybrook Park

## Findings

### *PAD Communities*

Census data show higher proportion of low income (23% vs. 18%) and unemployed (13% vs. 10%) populations in PAD zip codes than in Los Angeles County, on average. PAD zip codes also had higher proportion of children ages 0-17 (28% vs. 23%) and Latinos (73% vs. 48%).

PAD was designed to be implemented in communities with higher rates of violence, economic hardship, and obesity prevalence. Thus, PAD parks have higher levels of need across these areas than Los Angeles County. In 2015, the most common Part I crimes in PAD communities included larceny theft, grand theft auto, and burglary. The most common Part II crimes in PAD communities included narcotics, vandalism, and non-aggravated assault. On average, the rates for these Part I and II crime types were higher in PAD park communities than Los Angeles County.

### *Increased Access to Programs and Services at PAD*

Overall, PAD achieved its goal of increasing access to free recreational programming to residents of PAD zip codes and many others living in greater Los Angeles County. PAD provided a mix of entertainment, physical activity programming, and health and social services that attracted families and youth. Participant and key informant feedback on various aspects of PAD was highly positive, indicating the need for PAD programming in these low resource communities.

### *PAD Attendance*

Attendance at PAD during the summer of 2016 was estimated by DPR to roughly include over 178,000 visits by Los Angeles County residents at the 21 parks, roughly 17% of the population of PAD park zip codes. There were an estimated 8,500 total visits weekly across all PAD parks and the most frequently attended events were entertainment, followed by physical activity. PAD attendance was higher in immediate areas surrounding PAD parks, but PAD reached the great majority of County zip codes.

PAD participant survey data reflected that attendees had similar characteristics as the surrounding community. Most PAD attendees in 2016 were ages 22 and older (66%), female (66%), Latino (71%), had incomes less than \$20,000 (52%), and were insured (75%). 24% of participants were age 16 and younger and 9% were age 17-21. Survey data from the oldest PAD parks showed that female participation increased more than males, while youth participation

declined for PAD Group One and increased for PAD Group Two by 2016. PAD surveys were anonymous and some respondent may have complete the surveys more than once.

### *Outreach*

The great majority of PAD participants attended PAD parks daily (47%) or weekly (40%) throughout the year. Most individuals learned about PAD because they lived in the area or were walking by (47%), but many participants learned through word of mouth (26%) or PAD flyers (21%). Many attended PAD for multiple years, including participants at Pamela and Roosevelt Parks, at which 23% and 10% attended every year since PAD started in 2010, respectively. PAD also attracted attendees who did not use the park routinely. To understand long-term trends in PAD outreach methods, survey data for the oldest PAD park groups were examined. PAD outreach changed from 2010 to 2016, with an increase in the number of participants who heard about PAD through word of mouth, walking by, or the internet. Participants suggested more advertising and a stronger community and online presence. PAD park staff indicated having used advertising and distribution of promotional items for outreach; providing these materials during PAD and in the community. The staff expressed interest in more social media outreach and guidance on the most effective methods.

### *Programming*

PAD programming was diverse and included arts/entertainment, physical activity and sports, teen clubs and activities, personal development/health services, and a community resource fair. Participants rated arts and entertainment programs as their favorite activity (27%), followed by physical activity (9%). Participants also recommended more exercise classes and food options, but most frequently asked for movie night, concerts, soccer, and swimming as recommended activities. PAD provided volunteer and youth employment opportunities for 587 individuals in 2016. However, key informants discussed several limitations of using volunteers. It is critical to address barriers and limitations to adequately staff for PAD, particularly when considering expansion. Ten PAD parks had year-round teen clubs, which provided teen programs during PAD. Additionally, Probation provides year-round youth development programs at five PAD parks, and provided outreach and services at PAD during the summer.

### *Participant Satisfaction*

PAD participant satisfaction was high with 67% to 70% giving the program activities, hours of availability, and park facilities an “A” and 94% reporting they would attend PAD again and recommend it to a friend. Many had highly positive feedback such as: “Parks After Dark is the most empowering cultural/artistic educational event in the community to bring peace and understanding as neighbors across neighborhoods.” and “The current program is very good. We

needed something like this for low income people. It helps a lot because we can't afford to take them to places that charge. Thank you for remembering us and we hope that you please continue to offer the program." Teen clubs that participated in the PhotoVoice project confirmed the benefits of parks to include sports and entertainment opportunities and improved community cohesion. Key informants also confirmed positive community impacts that included stronger family engagement and participation.

### *Recommendations*

Recommendations from key informants and participant surveys for increased access to PAD included the following:

- Develop outreach strategies and programs tailored to boys and men to increase participation in PAD.
- Increase outreach methods, including promoting at schools and through social media to increase attendance at parks and engage a diverse group of community members.
- Improve park safety, facilities, and equipment.
- Address staffing challenges by developing a strategy to streamline and increase volunteer and employment opportunities at the parks.
- Improve planning for PAD by engaging more community members and local organizations in the PAD planning process.
- Identify a sustainable funding source for PAD and expand PAD to more parks or more times throughout the year.

### *Increased Collaboration*

PAD is led by DPR, in collaboration with LASD, Probation, and DPH, with strategic support from OCP and CEO. To assess PAD's impact on increased collaboration, key informant surveys and interviews were conducted with staff from DPR and partner organizations. Key informants from these organizations rated the level of PAD's cross-sector collaboration very high. Department staff that collaborated closely to implement PAD in the field, particularly DPR and LASD, gave the highest collaboration scores. Directors and senior administrators more often rated high levels of collaboration with all sectors. In general, key informants from DPR, LASD, Probation, DPH, OCP, and CEO highly rated PAD cross-sector collaboration (a score of 3.0 to 3.7 out of 4).

### *DPR Staff on Collaboration*

Key informants from DPR, the lead department in PAD implementation, discussed how PAD facilitated cross-sector collaboration: "PAD brought County Departments and community groups together to serve our patrons." DPR staff reflected on how PAD is different from other

programs: “PAD provides programs to our communities that may not otherwise be possible due to funding and supplies. This program truly makes a difference in the communities we service.” and “We were able to offer programming that we may not have been able to provide otherwise.” They also noted that PAD improved well-being, “bringing families together as a whole, was pretty neat to see” and PAD “brought the community together.”

### *PAD Partners on Collaboration*

LASD key informants pointed out their participation in PAD helped improve perceptions of Deputy Sheriffs in the community: “We are generally seen as more approachable.” PAD provided opportunities for Deputies to interact with community in a positive way: “Without PAD, Deputies would not get out of their patrol cars or communicate and interact with the kids or community members in the same manner.”

Deputy Probation Officers identified PAD as an investment in prevention: “PAD allows our department to find more ways to reach out to the community. We can identify at-risk populations and provide services in a safe place with the hope of keeping young people from becoming more involved in the criminal justice system.” Probation also discussed their funding contributions to PAD and willingness to expand their services at PAD parks. Probation staff also discussed how the park setting changes the dynamic of how they interact with the community: “When you are at the park, you are totally in their environment.”; “That’s what saved me, getting involved in sports and different things at the parks. It’s the same for them. I can relate and identify.”; “A lot of people are kind of hesitant to associate with law enforcement... I kind of turn it around and let them see the positive side... We’re here to help you.”

DPH leadership described its role in PAD to be an early and long-term advocate and an informant pointed out that PAD presents an opportunity for creative programming to address health and equity in high need communities. DPH noted: “Providing variety of physical activity options to the community has been wonderful... the community members really enjoyed going out and experiencing different ways to be physically active. Even if it was walking on the walking trail with your kids and talking. That is a plus in so many ways.” DPH helped to develop the evidence base for PAD: “As the evidence base developed, DPH increasingly promoted PAD as a promising practice to address violence and chronic disease, helping to identify funding to sustain and expand PAD, and involve more partners in PAD.” DPH key informants also discussed the untapped potential of PAD to impact other aspects of public health and equity.

### *Cross-sector Collaboration*

The resource fair was another example of successful cross-sector collaboration, which provided a venue for multiple County departments and community organizations to provide an array of health and social services to community members. Service providers agreed PAD improved the accessibility of services to their target populations and noted the positive response from PAD participants. One survey provider noted, “It is an innovative way to reach out to the public that would otherwise be intimidated to walk into an office.” In the key informant survey, County departments overwhelmingly agreed PAD increased the likelihood their agencies would use parks for outreach or services. In interviews and focus groups, key informants said PAD helped build better relationships with other departments and the community, as they gained a stronger understanding of community needs.

Comments reflected the high level of collaboration: “We learned what each department was capable of providing, and how each provided their services. We then figured out ways how to tie everything together to provide these services to the community.” Informants noted that cross-sector collaboration has sustained PAD: “the County family has helped to sustain PAD”, as well as community support: “great support from the general public” and dedication of staff: “the staff's dedication and passion for their community.”

### *Recommendations*

Key informant recommendations for improved collaboration included the following:

- Improve communication and coordination of PAD within sectors through a coordinator.
- Convene leadership of key departments to strategically align resources and plan programming for PAD each year, including DPR, LASD, DPH, Probation, and other partners.
- Increase collaboration with local community organizations through involvement in park stakeholder planning meetings.
- Coordinate with County initiatives to align resources to address multiple needs of communities through PAD.
- Identify opportunities to use the park as a hub for system navigation to link at-risk youth and families to needed services.

### *Decreased Community Violence and Increased Perceptions of Safety*

To assess the potential impact of PAD on community violence, crime rates were analyzed, as well as perception of safety and law enforcement from participant satisfaction surveys and key informant interviews. PAD was designed to take place in parks in high crime areas and analyses

of Part I and Part II crime rates confirmed these rates were higher in PAD parks than in Los Angeles County reporting districts (RDs) overall. Part I crimes include serious and violent crimes (i.e. homicide, aggravated assaults, rapes, and robberies) and Part II crimes include less violent and lower-level offenses (i.e. narcotics, disorderly conduct, and vandalism). Crime rates were analyzed using the number of crimes in the park RD and the RD immediately surrounding each park, along with Census block-level population estimates. Unless otherwise specified, analyses focus on the common period of PAD operation during the summer, or the shared time period between the first day of PAD and the last day of PAD, at each park each year. As PAD schedules varied by park and by year, daily crime rates were used to enable accurate comparisons.

Findings indicated either a reduction in crime rates or a dampening effect on crime and an estimated avoidance of 81 Part I crimes and 91 Part II crimes between 2010 and 2016. No change in crime severity in this time period was observed but some types of Part I crimes declined. Higher overall number of Part II crimes in spring and summer months and around the holidays point out PAD expansion opportunities. The consistency in participant and key informant reports that PAD had an additional positive impact on feelings of safety in parks pointed out other tangible benefits of PAD. The following data highlight the underlying variations in crime rates between PAD and crime comparison parks.

### *PAD Park Crime Rate Trends*

Crime rate trends were examined for each group of PAD parks, looking at each group's baseline year (the year before PAD started) to 2016. Among PAD Group One, both Part I and Part II crime rates declined from 2011 to 2016, additionally Part II crime rates decreased among PAD Group One from their baseline year of 2009 to 2016. Among the other park groups, crime trends were similar to LASD overall, which increased. In LASD reporting districts overall, Part I crime rates increased 9% from 2009 to 2016; while Part II crime rates decreased 11% during this timeframe.

### *Crime Rates in PAD Parks and Crime Comparison Parks*

To accurately assess the impact of PAD on crime rates, changes in crime rate before and after PAD implementation were compared to changes in crime comparison parks in the same time period (Difference in Differences methodology). This analysis helps assess whether crime trends in PAD parks were similar or different to what we would expect to see in comparison parks (predicted crime rates). A greater reduction in PAD parks would indicate the marginal impact of PAD in reducing crime. Crime comparison parks were identified using statistical modeling that had similar levels of violence at baseline, and adequate facilities to host a program like PAD. The DD analyses showed mixed results among PAD Groups.

- PAD Group One (2010 start: Pamela, Roosevelt, and Ted Watkins Parks)
  - Part I crime rates: PAD may have prevented a greater rise in Part I crimes during PAD operation in PAD parks.
  - Part II crime rates: PAD may have contributed to a faster decline in Part II crime rate during PAD operation in PAD parks.
- PAD Group Two (2012 start: City Terrace, Jesse Owens, and Loma Alta Parks)
  - Part I crime rates: PAD may have prevented a rise in Part I crimes in PAD parks during PAD operation.
  - Part II crime rates: Trends in PAD and crime comparison parks were similar for Part II crimes, indicating no potential impact.
- PAD Group Three (2015 start: Basset, Salazar, and San Angelo Parks)
  - Part I crime rates: PAD may have prevented a rise in Part I crimes.
  - Part II crime rates: PAD did not have a similar impact on Part II crimes; PAD parks showed a significant increase, while comparison parks experienced a significant decline during PAD operation.
- PAD Group Four (2016 start: Adventure, Allen Martin, Athens, Belvedere, Bethune, East Rancho Dominguez, El Cariso, Helen Keller, Mayberry, Obregon, Stephen Sorensen, and Val Verde Parks)
  - Part I crime rates: PAD may have contributed to a decline in Part I crime rates.
  - Part II crime rates: PAD may have contributed to a decline in Part II crime rates.

#### *Cumulative Reduction in Part I and Part II Crimes*

The crime analysis indicated PAD had a potential impact on Part I crime rates since it began in 2010. The cumulative marginal reduction in Part I crimes in PAD parks (vs. comparison parks) was 2.572 crimes per 1,000 population, with the greatest reductions in PAD Group Two. This resulted in roughly 81 Part I crimes avoided during PAD operation from 2010 to 2016. In 2016, there was a reduction of 2.181 crimes per 1,000 population, resulting in roughly 69 Part I crimes avoided during PAD operation in 21 parks.

PAD may have had a greater impact on Part II crime rates than Part I crime rates. The cumulative marginal reduction in Part II crimes in PAD parks (vs. comparison parks) was 2.874 crimes per 1,000 population, with the greatest reductions in PAD Group One. This resulted in roughly 91 Part II crimes avoided during PAD operation from 2010 to 2016. In 2016, there was a reduction of 3.524 crimes per 1,000 population, resulting in roughly 111 Part II crimes avoided during PAD operation in 21 parks.

### *Crime Severity Rates*

Crime severity remained relatively flat for PAD and comparison parks. The ratio of Part I to total crimes was used as a measure of crime severity and indicated some fluctuations but little change from 2004 to 2016 in both PAD and crime comparison parks. Severity rates were generally lower (fewer Part I crimes to total crimes) in PAD than in crime comparison parks and LASD overall. Of Part I crimes in the 21 PAD parks during the PAD period from 2009 to 2016, the number of cases of burglary (26%) and grand theft auto (23%) decreased most.

### *Crime Seasonality*

Crime seasonality patterns were observed for PAD parks. The daily number of crimes during 2016 for PAD parks was examined to assess seasonality and showed Part II crimes increased in the spring and summer months, but no seasonal variation for Part I crimes. Examining monthly crime rates after the end of PAD showed a slight decline in Part I crime rates among PAD parks through September, but an increase among crime comparison parks. In contrast, Part II crime rates remained at a higher rate among PAD parks but declined among crime comparison parks.

### *Participant Perception of Safety*

Perception of safety at PAD parks was high, particularly relative to perception of safety in participant neighborhoods. Overall 97% felt safe attending PAD in 2016. The majority (55%) of PAD participants reported feeling very safe at PAD parks but fewer (38%) reported feeling very safe in their neighborhoods. Long-term trends among PAD Group One and PAD Group Two showed consistently high levels of perception of safety from 2010 to 2016. Trends in perceptions of safety within participants' neighborhood in the same park groups increased in the same time period.

### *Community Law Enforcement Relationships*

Participants indicated that PAD helped improve relationships between community and law enforcement. The majority agreed that the number of Deputy Sheriffs at PAD were just right (74%) and that PAD improved the relationship of the community with the Deputies (95%). Participants indicated that these perceptions were most frequently based on the presence of Deputies (56%): "Seeing Sheriffs in the park makes me feel safe." Having people (9%) and park staff (8%) around also contributed to feelings of safety "People looking out for each other here." And "The crowd was calm and staff is alert." General feedback to the Deputy Sheriffs most often included gratitude (30%): "I am happy that they take care of us. Thank you for your help." and to increase the number of Deputies and have more of a constant presence at parks (10%): "Sheriffs need to be around more than just when there is an event because men in back

by handball court drink and smoke weed every day.” Participants also recommended Deputies walk around more and interact with the community (7%): “More moving around the park...” and “Everything is good, but if they could interact more with the kids.”

### *Key Informant Perception of Safety*

Key informant comments confirmed the feelings of safety expressed by the community: “It provides a safe environment for families to enjoy entertainment... with this program and the Deputies dedicated to just this program, I know many more came out, because they felt safe...” and “It fosters a bonding of Deputies to the community and the community to the Deputies; they approach us more as a human and find that we are much like them.”

### *Recommendations*

Recommendations for improved safety at PAD from key informants and PAD participants include:

- Develop programs and strategies to ensure youth and families can travel safely to and from the parks across gang neighborhoods.
- Encourage increased engagement of Deputy Sheriffs with the community at PAD (e.g. interaction with youth, consistent assignment of same Deputies per park to build trust).
- Encourage increased presence of Deputy Sheriffs at parks throughout the year.

### *Increased Physical Activity and Reduced Burden of Chronic Disease*

Analysis indicates that PAD provides important opportunities for physical activity with the potential to reduce the burden of chronic disease in high need communities. Beginning in 2012, PAD park selection criteria expanded to include community obesity prevalence in addition to economic hardship and assault rates. Overall, PAD parks are in communities with higher obesity prevalence than the rest of Los Angeles County.

### *Physical Activity Participation*

Most PAD participants reported routine physical activity of at least 30 minutes independent of PAD on three or more days a week (68%). These levels indicated 53% of adults and 14% of youth participants met federal guidelines on recommended levels of activity. The majority of participants (83%) participated in physical activity at PAD. Among participants who did not meet the recommended level of physical activity, 84% participated in physical activity during PAD. Walking club was the most popular type of physical activity program at PAD (35%), followed by team sports (20%) and swimming (19%). To understand long-term trends in physical activity participation, survey data from the oldest parks were examined, including PAD

Group One and PAD Group Two. Physical activity participation was consistently high for PAD Group Two, and increased somewhat for PAD Group One (76% to 84%).

### *Potential Impact on Chronic Disease*

PAD has the potential to impact chronic disease if levels of physical activity offered during the program are sustained throughout the year. The potential impact of PAD on disease burden was calculated using a modified version of the Integrated Transport and Health Impacts Model (ITHIM), assuming 83% participated in PAD overall and 35% participated at least once per week. The analyses indicated an overall decline of six years of life lost and six fewer years of disability adjusted life years for the entire PAD population, mostly associated with reductions in stroke and ischemic heart disease. Assuming that all 83% of attendees who participated in physical activity at PAD participated every week, it would reduce the burden of disease by 16 fewer years of life lost and disability adjusted life years, and avoid one premature death.

### *Recommendations*

The ITHIM analyses led to the following recommendations:

- Identify opportunities to link PAD participants to year-round physical activity to maximize impact on chronic disease.
- Encourage more frequent participation in physical activity and increase diversity of physical activity offerings at PAD.
- Encourage PAD park outreach to inform communities about availability of free physical activity programming and opportunities.

### *Increased Social Cohesion and Community Well-being*

To assess the potential impact of PAD on social cohesion and community well-being, a variety of data were examined, including participant satisfaction surveys, key informant interviews, and service and outcome data from County Departments and other sources. Indicators that were examined include family bonding, social cohesion, and health and social service usage. Additionally, the evaluation examined a variety of data related to community well-being, including health, safety, economic, and youth and family service indicators. The purpose of this analysis was to demonstrate PAD's relevance to new sectors, by: 1) determining if PAD parks had higher levels of need relative to Los Angeles County overall, and 2) identifying potential PAD impact on these indicators that can be explored in future analysis. While the most recent year of data available are a few years past for many data sources, these indicators highlighted the relative need of PAD communities, that can be further examined as new years of data become available.

These analyses indicated that rates of self-reported social cohesion and family bonding were high among PAD participants. Furthermore, participants frequently identified the need for additional services such as mental health and employment. Well-being indicators for PAD communities showed high level of need for services that address poorer health, lower socio-economic status, higher crime and its consequences, and services that may prevent crime among youth. A similar need was identified in well-being comparison parks.

### *Family Bonding and Social Cohesion*

PAD provided opportunities for family members and neighbors to spend quality time and develop positive relationships. PAD participants reported high levels of attendance with children and youth under age 18 (88%). 31% reported attending with children ages 0-5, 57% with children ages 6-12, and 23% with children ages 13-18. Additionally, 97% of participants indicated that PAD increased opportunities to spend quality time with family: “These programs are more family oriented and they unite families.” PAD provides opportunities for families in underserved communities, “Free activities enable families the opportunity to participate and benefit underserved children. More programs are needed year round.” 84% of participants indicated that they live in a close knit and unified community, while 95% of participants conveyed that PAD helps improve relationships with neighbors: “It’s great for the community. Helps us know each other.”

### *PAD Participant Service Usage and Needs*

PAD provides access to participants who use, and need, a variety of services. Many PAD attendees mentioned using mental health (19%), substance use (14%), family support (19%), employment and housing (18%), and financial services (26%). A smaller but notable proportion noted needing these services. 74% of attendees had a primary care physician and 75% had health insurance.

### *Health Indicators of Well-being*

Overall, health indicators of well-being showed that PAD park communities had higher levels of need than well-being comparison parks or Los Angeles County. There was an equally high rate of obesity in PAD and well-being comparison parks (35% and 36%) compared to the Los Angeles County rate of (26%) in 2014 and similar rates for all groups in level of routine physical activity. Indicators of non-fatal coronary health disease hospitalizations declined from 2009 to 2014 for all three groups but the rate of decline was similar. Non-fatal stroke hospitalizations rates declined also from 2009 to 2014 but at a similar rate. Indicators of coronary heart disease and stroke mortality were slightly higher for PAD parks than the other two groups from 2009 to 2013 but no statistical differences in rates of change were observed.

About 9% of adults in Los Angeles County and PAD and well-being comparison park communities reported psychological distress. The rates of outpatient mental health service use was higher in PAD and comparison parks than Los Angeles County, and PAD park inpatient mental health service use was higher than the other two groups, although there were no significant differences in trends over time between the three groups.

### *Safety Indicators of Well-being*

Overall, both PAD and comparison parks had higher safety needs than Los Angeles County. Safety indicators of well-being showed a higher monthly rate of adult arrests in PAD and well-being comparison parks than in Los Angeles County, a decline in all three groups, though statistically similar, from 2009 to 2015 in their respective zip codes. The emergency department visit (treated-and-released) and hospitalization rates related to non-fatal assault were equally high for PAD and well-being comparison parks and somewhat higher than Los Angeles County. The rate of emergency department visits for assaults declined in both PAD and comparison parks, with a greater decline among comparison parks, while Los Angeles County rates increased.

The rate of emergency department visits for suicide attempts declined for PAD park communities from 2005 to 2014. The rates of visits for poisoning, likely due to drug overdose, increased. The rate of non-fatal hospitalizations for suicide attempts and poisonings also increased in PAD parks. Homicide rates for PAD and comparison parks appeared higher than Los Angeles County, and rates declined for all three groups from 2005 to 2015.

### *Economic Indicators of Well-being*

Economic indicators of well-being, such as unemployment, appeared to be slightly higher among PAD and well-being comparison parks compared to Los Angeles County from 2011 and 2015. The proportion of the population living in poverty was higher in PAD and well-being comparison parks than Los Angeles County, and the rate of increase was also higher for these groups compared to Los Angeles County. The rate of poverty was higher among children ages 0-17 than adults in all three groups, and both PAD and comparison parks had slightly higher rates than Los Angeles County.

### *Youth and Family Service Indicators of Well-being*

Youth and family service indicators included service and outcome data from the Department of Children and Family Services (DCFS) and the Probation Department. Rates of substantiated referrals to DCFS were higher among PAD and well-being comparison parks than Los Angeles County, with a significantly higher rate of decline for PAD and well-being comparison parks

compared to Los Angeles County from 2006 to 2015. The rates of in-home and out-of-home case-loads, reflecting children under supervision in either setting, were also higher for both PAD and well-being comparison parks compared to Los Angeles County from 2007 to 2015.

Additionally, the average rate of Probation youth served was similar in PAD and well-being comparison parks. These rates were higher than the Los Angeles County average. There was a statistically similar declining trend in all groups from 2013 to 2016.

### *Recommendations*

Recommendations from the evaluation of PAD participant survey and well-being indicators include:

- Coordinate with sectors that may benefit from partnering with PAD to address community needs related to health, economic, safety, and youth and family services.
- Develop strategies and programs to further increase social cohesion at the parks through partnership with community members and organizations.
- Develop innovative on-site services to address PAD community needs.

### *Estimated Cost Savings*

To estimate potential cost savings from PAD, budget data were collected from DPR. Budget figures were compared with estimated cost savings based on reductions in crime and potential reductions in chronic disease burden.

The overall PAD budget in 2016 totaled \$2,301,000, with an average budget of \$93,700 per park. Most of the PAD budget (31%) was allocated to park personnel, followed by 27% for Deputy Sheriffs and 27% for services and supplies. Additional PAD budget line items included the evaluation and a full-time PAD Coordinator (15%).

Potential cost savings due to reductions in chronic disease because of increased physical activity at PAD were estimated at a total of \$510,000 in 2016. The largest cost savings were due to reduction in morbidity in diabetes (31%), heart disease (30%), and dementia (21%).

The cumulative reduction of Part I crime rates during PAD was estimated at 2.572 fewer crimes per 1,000 population in PAD parks relative to comparison parks from 2010 to 2016. An estimated 81 crimes were thus reduced in the PAD specific RDs, leading to an estimated cumulative cost savings of \$6,917,000 from 2010 to 2016. The reduction of Part I crime rates in 2016 was estimated as 2.181 fewer crimes per 1,000 population in PAD parks relative to comparison parks. An estimated 69 crimes were thus reduced in the PAD specific RDs, leading

to an estimated cost savings of \$5,866,000 in 2016. No data on cost of Part II crimes was available to assess the cost savings associated with potential reduction of these crimes.

In 2016, potential cost savings associated with PAD included approximately \$510,000 in reduced health expenditures and \$5.866 million due to reductions in crime expenditures compared to the \$2.301 million budget for PAD in 2016.

### ***Overall Conclusions***

The evaluation findings detailed in this report indicate that PAD has made significant progress in meeting all its goals. PAD provides a safe and welcoming space for community members of all ages to access free recreation and entertainment programs, health and social services resources, physical activity opportunities, build relationships among family, neighbors, and with County departments and law enforcement. The collaborations developed during PAD, including County leadership support, park staff connections with community, and networks built among County departments can be leveraged by many other County departments and initiatives to meet the varied needs of PAD communities outlined in this report. Most importantly, PAD has provided an opportunity for community engagement and ownership of their parks. Collectively, the evaluation findings highlight the significant benefits of PAD in participating parks and argue for continued implementation in existing PAD parks and in other parks with similar levels of need and crime. Sustaining PAD at the current 21 parks is a priority. Yet, the findings support benefits of expanding PAD in the following ways: 1) provide additional on-site programs and services at the existing PAD parks to meet community needs, 2) provide PAD programming throughout the year within PAD parks by leveraging partners and initiatives, and 3) initiate PAD in additional parks within Los Angeles County. These options can be the vehicle to expand and extend the benefits of PAD within current PAD communities and to more communities in Los Angeles County.

## PAD Program Description

Parks After Dark (PAD) is a Los Angeles County program that began in 2010 as the prevention strategy of the Gang Violence Reduction Initiative and evolved into a key County strategy to promote health, safety, equity, and community well-being that has been adopted into the strategic plans of several County departments and initiatives. Led by the Department of Parks and Recreation (DPR), PAD is a collaboration of multiple County departments as well as community agencies, including the Sheriff's Department (LASD), Department of Public Health (DPH), and Probation Department, with strategic support from the Chief Executive Office (CEO) and Office of Child Protection (OCP). The Probation Department became a key partner in 2016, providing the majority of the funding to expand PAD throughout the County. The Department saw PAD as an opportunity to invest in community based strategies that provide access to free recreation and resources for youth and adults, helping to build resilient communities and prevent youth from becoming involved in the criminal justice system. PAD is a cross-sector strategy implemented in communities with high levels of violence, obesity, and economic hardship and transforms County parks into safe and welcoming spaces for community members to gather, recreate, and access needed health and social services. Through PAD, parks are re-envisioned as community hubs that reduce violence, promote social cohesion, and create a safe pathway for prevention and intervention strategies to take root.

PAD takes place at 21 parks throughout the county, providing extended summer evening hours, 6-10 PM, Thursday through Saturdays, for 6-8 weeks. PAD includes recreational activities (e.g. sports clinics, exercise classes, walking clubs), entertainment (e.g. concerts, movies, talent shows), arts and educational programs (e.g. arts and crafts, computer classes, cultural programs), teen clubs and activities, and health and social service resource fairs. In order to provide a safe environment for PAD activities, Deputy Sheriffs patrol the parks to ensure safety and engage in activities to build positive relationships with community members. PAD originally started with three parks in 2010 and with the periodic inclusion of new parks, expanded to 21 parks in 2016. PAD's program design follows that of Safe Summer Parks (SSP) programs, which are designed to reduce youth violence in high risk and high needs communities. The City of Los Angeles has conducted the Summer Night Lights (SNL) program, beginning with eight city parks in 2008 and expanding to 32 parks as of 2016. Cities of Long Beach and Pasadena have also conducted SSP programs since 2010 and 2012, respectively. See Appendix 1: PAD Background (page 206) for additional information on PAD park selection.

The PAD goals include: 1) increase access to quality recreational programming and innovative services, 2) increase collaboration among different stakeholders, 3) decrease community violence and increased perception of safety, 4) increase physical activity and decrease chronic

disease risk, 5) increase social cohesion and community well-being in the targeted communities, and 6) achieve cost savings.

## PAD Community Characteristics

PAD was designed for communities with high economic hardship, obesity prevalence, and rates of violence. In addition to these data sources, Census data were analyzed to better understand the characteristics of PAD communities. Overall, PAD communities have higher levels of need in these indicators, than Los Angeles County.

### Demographics

Census data were analyzed to assess the general characteristics of the zip codes surrounding PAD parks. PAD parks are located primarily in unincorporated communities, with the exception of El Cariso and Jesse Owens Parks, which are located within the City of Los Angeles, but operated by the County. Exhibit 3 highlights the demographics and socio-economic characteristics of the population in PAD communities, using the park zip code as a proxy for the community and Census data in 2015 (see Appendix 3: Methods for PAD Community Characteristic Methods, page 228).

Compared to the Los Angeles County average, the population of PAD communities had more children ages 0-17 (28% vs. 23%) and were more likely to be Latino (73% vs. 48%). PAD communities had a higher percentage of individuals below the Federal Poverty Level (23% vs. 18%) and a higher rate of unemployment (13% vs. 10%), when compared to the Los Angeles County average. There was significant variation in some demographics among PAD park communities. For example, racial/ethnic breakdown of PAD communities ranges from 65% African Americans in Jesse Owens to none in Obregon Park. Similarly, unemployment rate ranged from 21% in Stephen Sorenson to 8% in Adventure and Mayberry Park communities.

## Exhibit 3: PAD Communities and Population Characteristics, 2015

Park	Zip Code	Total Population	Male	Ages 0-17	Ages 21 and over	White	African American	Latino	Asian American /Pacific Islander	Below Federal Poverty Level	Unemployed
Adventure	90605	41,643	49%	26%	69%	16%	1%	76%	4%	14%	8%
Allen Martin	91744	87,337	50%	26%	68%	5%	1%	84%	9%	15%	11%
Athens	90061	28,135	46%	31%	63%	1%	34%	64%	0%	34%	16%
Bassett	91746	30,034	50%	25%	70%	5%	1%	85%	9%	13%	12%
Belvedere	90022	68,136	49%	27%	68%	2%	0%	97%	1%	26%	14%
Bethune	90001	57,227	50%	32%	62%	1%	9%	90%	0%	33%	13%
City Terrace	90063	53,813	50%	28%	67%	1%	0%	97%	1%	28%	15%
East Rancho Dominguez	90221	54,236	49%	31%	62%	1%	20%	78%	1%	27%	16%
El Cariso	91342	93,466	50%	27%	69%	14%	3%	76%	6%	17%	9%
Helen Keller	90044	88,975	47%	30%	65%	1%	36%	61%	0%	37%	12%
Jesse Owens	90047	48,678	45%	25%	71%	1%	65%	31%	1%	22%	17%
Loma Alta	91001	37,163	49%	21%	75%	36%	25%	29%	5%	11%	9%
Mayberry	90605	41,643	49%	26%	69%	16%	1%	76%	4%	14%	8%
Obregon	90063	53,813	50%	28%	67%	1%	0%	97%	1%	28%	15%
Pamela	91010	25,840	47%	21%	75%	23%	7%	52%	15%	16%	10%
Roosevelt	90001	57,227	50%	32%	62%	1%	9%	90%	0%	33%	13%
Salazar	90023	46,288	51%	29%	66%	2%	1%	97%	1%	31%	11%
San Angelo	91746	30,034	50%	25%	70%	5%	1%	85%	9%	13%	12%
Stephen Sorensen	93591	6,781	51%	32%	63%	28%	12%	56%	1%	31%	21%
Ted Watkins	90002	50,626	48%	34%	60%	1%	23%	75%	0%	37%	14%
Val Verde	91384	29,788	60%	23%	70%	45%	6%	37%	7%	8%	10%
<b>All PAD Parks</b>		<b>49,090</b>	<b>49%</b>	<b>28%</b>	<b>67%</b>	<b>10%</b>	<b>12%</b>	<b>73%</b>	<b>4%</b>	<b>23%</b>	<b>13%</b>
<b>Los Angeles County</b>		<b>10,038,388</b>	<b>49%</b>	<b>23%</b>	<b>72%</b>	<b>27%</b>	<b>8%</b>	<b>48%</b>	<b>14%</b>	<b>18%</b>	<b>10%</b>

Source: 2015 American Community Survey 5-Year Estimates.

## Economic Hardship in PAD Communities

PAD parks are located in areas of Los Angeles County that experience a high level of economic hardship. The Economic Hardship Index (EHI) is a combination of six indicators such as poverty, unemployment, crowded housing, and low educational attainment (see Appendix 3: Methods for additional detail on the Economic Hardship Index, page 228).

PAD communities were ranked in the order of economic hardship (Exhibit 4). EHI scores can range from 1 to 100, with higher numbers representing greater levels of economic hardship. The data showed that cities and communities where PAD parks are located experience relatively high levels of economic hardship. Scores ranged from 30 to 82. PAD communities of Willowbrook, Florence Firestone, and East Los Angeles had the highest levels of economic hardship. The communities with highest level of economic hardship were also ranked highest among the 120 communities in Los Angeles County.

**Exhibit 4: Economic Hardship Index by PAD Community, 2005-2009**

City or Community	Park(s)	EHI Score	Rank among 120 Communities in Los Angeles County
Willowbrook	Athens Park	81.6	117
Florence Firestone	Bethune Park, Roosevelt Park, and Ted Watkins Park	78.2	113
East Los Angeles	Belvedere Park, City Terrace Park, Obregon Park, and Salazar Park	75.1	110
Compton	East Rancho Dominguez Park	74.2	109
Westmont	Helen Keller Park	68.2	102
LACD 8	Jesse Owens Park	67.3	100
Lake Los Angeles	Stephen Sorensen Park	63.1	98
West Puente Valley	Allen Martin Park and Bassett Park	58.4	89
LACD 7	El Cariso Park	56.1	84
Avocado Heights	San Angelo Park	56.0	82
South Whittier	Adventure Park and Mayberry Park	51.2	71
Altadena	Loma Alta Park	37.5	46
Monrovia	Pamela Park	35.5	37
Castaic	Val Verde Park	30.1	25

Source: Data for the Economic Hardship Index (EHI) is based upon 2005-2009 American Community Survey 5-Year Estimates. Note: EHI scores can range from 1 to 100, with a higher number representing a greater level of economic hardship. The city/community boundaries used in calculating EHI were based upon the 2000 Census and the SPA boundaries were based upon the 2010 Census.

## Obesity Prevalence in PAD Communities

PAD communities were ranked in order of childhood obesity levels (Exhibit 5). The data showed that cities and communities where PAD parks are located experience relatively high levels of childhood obesity, when compared to other areas of Los Angeles County. Among 113 communities in Los Angeles County, the majority of PAD park communities ranked above the median rank. PAD communities of Florence Firestone, LACD 8, and East Los Angeles had the highest levels of childhood obesity.

Exhibit 5: Childhood Obesity by PAD Community, 2009-2010

City or Community	Park(s)	Obesity Prevalence	Rank among 113 Communities in Los Angeles County
Florence Firestone	Bethune Park, Roosevelt Park, and Ted Watkins Park	36.1%	105
LACD 8	Jesse Owens Park	35.5%	104
East Los Angeles	Belvedere Park, City Terrace Park, Obregon Park, and Salazar Park	34.3%	101
South Whittier	Adventure Park and Mayberry Park	33.1%	91
Compton	East Rancho Dominguez Park	33.0%	90
Westmont	Helen Keller Park	33.0%	89
Willowbrook	Athens Park	32.7%	85
Altadena	Loma Alta Park	32.7%	84
LACD 7	El Cariso Park	32.5%	82
West Puente Valley	Allen Martin Park and Bassett Park	30.2%	73
Avocado Heights	San Angelo Park	26.1%	58
Monrovia	Pamela Park	24.9%	52
Castaic	Val Verde Park	11.3%	16
Lake Los Angeles	Stephen Sorensen Park	.	.

Source: Office of Health Assessment and Epidemiology, Los Angeles County Department of Public Health, 2009-2010 school year estimates (California Physical Fitness Testing Program, California Department of Education).

Note: The city/community boundaries used in calculating childhood obesity were based upon the 2000 Census and the SPA boundaries were based upon the 2010 Census.

## Assault Rate per 100,000 population in PAD Communities

PAD communities were ranked in order of assault rates per 100,000 population (Exhibit 6). The data showed that cities and communities where PAD parks are located experience relatively high levels of assault, when compared to other areas of Los Angeles County. Among 251 zip codes in Los Angeles County, the majority of PAD park communities ranked above the median rank. PAD communities of Westmont, LACD 8, and Willowbrook had the highest levels of assault.

Exhibit 6: Assault Rate per 100,000 population by PAD Community, 2005-20014

City or Community	Park(s)	Assault Rate per 100,000 population	Rank among 251 Zip Codes in Los Angeles County
Westmont	Helen Keller Park	132.6	246
LACD 8	Jesse Owens Park	124.6	244
Willowbrook	Athens Park	117.8	242
Compton	East Rancho Dominguez Park	103.7	235
Florence Firestone	Bethune Park, Roosevelt Park, and Ted Watkins Park	95.0	232
Castaic	Val Verde Park	70.6	220
East Los Angeles	Belvedere Park, City Terrace Park, Obregon Park, and Salazar Park	52.9	205
Altadena	Loma Alta Park	41.5	181
LACD 7	El Cariso Park	37.7	172
Lake Los Angeles	Stephen Sorensen Park	35.5	164
Monrovia	Pamela Park	32.9	151
South Whittier	Adventure Park and Amelia Mayberry Park	27.5	133
West Puente Valley	Allen Martin Park and Bassett Park	25.7	119
Avocado Heights	San Angelo Park	25.7	119

Source: Office of Statewide Health Planning and Development (OSHPD), 2005-2014.

Note: Patients with a primary e-code of assault (E960-E969) were counted for each zip code (based on patient's address).

Assault rates were calculated by dividing the total number from the period by 10, dividing by the zip code's population, and multiplying by 100,000. Population data was 2010 US Census data for Zip Code Tabulation Areas.

## Prevalence of Part I and Part II Crimes by Type

Part I crimes are serious and violent crimes. In 2015, the most common Part I crimes in PAD park communities included larceny theft, grand theft auto, burglary, aggravated assault, and forcible rape (Exhibit 7). On average, the rates for these Part I crime types were higher in PAD park communities than Los Angeles County; these rates were highest in crime comparison park communities.

Exhibit 7: Number and Rate per 100,000 population of the Most Common Types of Part I Crime in PAD Park, Comparison Park, and LASD RDs, 2015

	PAD Park RDs		Crime Comparison Park RDs		LASD RDs	
	Number	Rate	Number	Rate	Number	Rate
<b>Larceny Theft</b>	878	505.3	676	860.0	33,688	343.1
<b>Grand Theft Auto</b>	717	412.7	420	534.3	12,305	125.3
<b>Burglary</b>	472	271.6	371	472.0	12,991	132.3
<b>Aggravated Assault</b>	385	221.6	222	282.4	6,576	67.0
<b>Forcible Rape</b>	230	132.4	183	232.8	4,198	42.8

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2015.

Part II crimes include non-violent and violent low-level offenses. In 2015, the most common Part II crimes in PAD park communities included narcotics, vandalism, non-aggravated assault, vehicle/boating laws, and fraud (Exhibit 8). On average, the rates for these Part II crime types were higher in PAD park communities than Los Angeles County; these rates were highest in crime comparison park communities.

Exhibit 8: Number and Rate per 100,000 population of the Most Common Types of Part II Crime in PAD Park, Comparison Park, and LASD RDs, 2015

	PAD Park RDs		Crime Comparison Park RDs		LASD RDs	
	Number	Rate	Number	Rate	Number	Rate
<b>Narcotics</b>	1,015	584.2	480	610.7	14,719	149.9
<b>Vandalism</b>	691	397.7	349	444.0	11,714	119.3
<b>Non-aggravated Assault</b>	653	375.8	312	396.9	14,688	149.6
<b>Vehicle/Boating Laws</b>	620	356.8	337	428.7	21,982	223.9
<b>Fraud/NSF Checks</b>	271	156.0	172	218.8	7,848	79.9

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2015.

## Comparison Parks

Parks located in communities with similar characteristics as PAD communities were identified to compare with PAD parks and to examine the potential impact of PAD (Exhibit 9). Parks were identified for comparison of crime rates and well-being data. Crime comparison parks were matched on obesity and assault quartiles. Selection of parks for comparison of well-being data included necessary park facilities to implement PAD. See Appendix 3: Methods for more details about Comparison Park Selection (page 238).

### Exhibit 9: PAD Comparison Parks

Comparison Parks	Crime Comparison Parks	Well-being Comparison Parks
Alondra Community Regional Park	✓	
Enterprise Park	✓	✓
Ladera Park	✓	✓
Lennox Park	✓	
El Parque Nuestro	✓	
La Mirada Community Regional Park	✓	
Amigo Park	✓	✓
Atlantic Avenue Park	✓	✓
Charles White Park	✓	
Del Aire Park	✓	
Enterprise Park	✓	
Jackie Robinson Park	✓	✓
Lennox Park	✓	✓
Mona Park	✓	✓
Saybrook Park	✓	✓

Comparison park communities were relatively similar to PAD park communities, however there were some differences (Exhibit 10). On average, EHI, childhood obesity prevalence, and assault rate appeared slightly higher in PAD park communities than in comparison park communities. More specifically, for EHI, comparison park communities ranged from a score of 29.9 to 81.6, with a mean of 56.1 and a median of 54.6; PAD park communities ranged from 30.1 to 81.6, with a mean of 59.5 and a median of 60.8. For childhood obesity prevalence, the average for comparison park communities was 29.6% and 30.4% for PAD park communities. For assault rate per 100,000, the average rate for comparison park communities was 53.5 per 100,000 and 47.2 per 100,000 in PAD park communities.

**Exhibit 10: Economic Hardship Index, Obesity Prevalence, and Assault Rate per 100,000 population in PAD Comparison Parks**

City or Community	Comparison Parks	EHI Score	Obesity Prevalence	Assault Rate per 100,000 population
Willowbrook *	Enterprise Park and Mona Park	81.6	32.7%	140.4
Florence Firestone *	El Parque Nuestro	78.2	36.1%	95.0
Lennox	Lennox Park	76.1	36.4%	53.8
Del Aire	Del Aire Park	34.8	21.7%	49.2
East Los Angeles *	Atlantic Avenue Park and Saybrook Park	75.1	34.3%	45.5
View Park-Windsor Hills	Ladera Park	29.9	21.8%	42.6
Altadena *	Charles White Park	37.5	32.7%	41.5
Littlerock	Jackie Robinson Park	.	30.2%	37.1
Lawndale	Alondra Community Regional Park	55.1	26.8%	34.1
Pico Rivera	Amigo Park	54	29.4%	33.7
La Mirada	La Mirada Community Regional Park	38.8	23.1%	15.5

Note: Starred cities/communities are also PAD park cities/communities.

Source: EHI— Data for the Economic Hardship Index (EHI) is based upon 2005-2009 American Community Survey 5-Year Estimates. Childhood obesity— Office of Health Assessment and Epidemiology, Los Angeles County Department of Public Health, 2009-2010 school year estimates (California Physical Fitness Testing Program, California Department of Education). Assault rate— Office of Statewide Health Planning and Development (OSHPD), 2005-2014.

## PAD Evaluation

The UCLA Center for Health Policy Research (UCLA) was selected to conduct the process and outcome evaluation of PAD. The PAD evaluation aimed to assess the outcomes of PAD given the multifaceted interventions included in the program. The evaluation addressed several questions for each program goal.

### **Goal 1) Increase access to quality recreational programming and innovative services**

This goal was assessed by examining the PAD marketing approach, range of programs and services offered by PAD; change in patterns of attendance during PAD operating months; rate of attendance in various PAD activities; satisfaction of participants with PAD activities and services; and recommendations of PAD participants, participating County departments, and other organizations for additional activities and services, expansion, and sustainability.

### **Goal 2) Increase collaboration among different stakeholders**

This goal was assessed by identifying the departments and agencies that collaborated for PAD, whether this cross-sector collaboration increased; perceptions and recommendations of the staff in various sectors; and identification of new opportunities to increase cross-sector collaboration.

### **Goal 3) Decrease community violence and increased perception of safety**

This goal was assessed by examining the changes in rates of violent and property crimes during PAD operation and for the entire year in participating parks; PAD participants' perceptions of safety attending PAD compared with their perception of safety in their community and changes over time; satisfaction with the level of law enforcement and community engagement; and perceptions of park staff and LASD Deputies on PAD impact on park and community safety and community/law enforcement interactions.

### **Goal 4) Increase physical activity and decrease chronic disease risk**

This goal was assessed by examining the rates of physical activity of PAD participants during PAD using PAD participant self-reports and PAD attendance from DPR administrative data; and anticipated impact of PAD on reducing burden of disease.

### **Goal 5) Increase social cohesion and community well-being in the targeted communities**

This goal was assessed by comparing participants' perception of social cohesion during PAD with their perception of community social cohesion; participants' perception of PAD providing

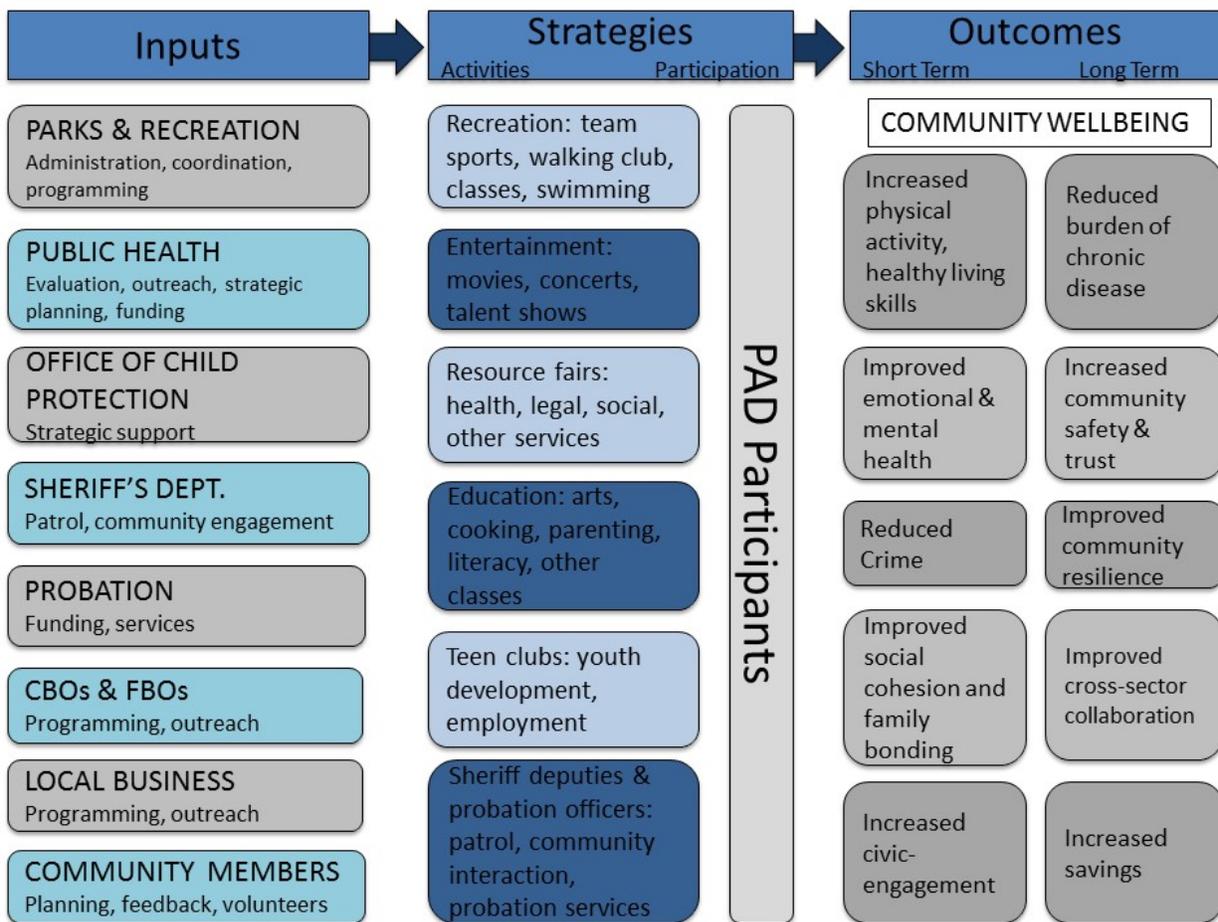
opportunities to spend quality time with family; changes in perceptions of community well-being among PAD participants; PAD participant health and social services usage and needs; PAD community health, mental health, safety, and economic needs and potential impacts; whether communities with high numbers of Probation youth receive PAD programming and potential changes in Probation Department and Department of Child and Family Services caseloads.

### **Goal 6) Achieve cost savings**

This evaluation goal was assessed by examining the overall PAD program expenditures; and the estimated impact of PAD on expenditures due to burden of chronic disease and the criminal justice system.

The PAD evaluation logic model (Exhibit 11) identifies PAD inputs (resources and collaborators), interventions (PAD programming), and anticipated short and long term outcomes of the program. Inputs are provided by community members, the County collaborating departments, and community based organizations and local businesses. These inputs have led to provision of diverse activities during PAD in participating parks for PAD participants. The diverse array of PAD activities is designed to improve community well-being in the short and long term. Short term outcomes include improved rates of physical activity and healthy living skills due to increased recreational activities and attendance in healthy living programs; improved mental and emotional health due to participation in entertainment/cultural events and linkage to mental health services; improved family bonding and social cohesion due to increased interaction with family and community members at the park; increased safety due to presence of law enforcement and reduced crime; and increased civic engagement due to participation in teen clubs, summer employment, and volunteering. Long term outcomes include an overall reduction in burden of chronic disease, increased community safety and trust, improved community resiliency, and improved cross-sector collaboration due to the gains in the short term outcomes.

Exhibit 11: PAD Evaluation Logic Model



The evaluation data sources were diverse and included quantitative (e.g. PAD surveys, crime data) and qualitative data (e.g. focus groups, PhotoVoice). The data sources, analytic methods, and data limitations and challenges are described in Appendix 3: Methods (page 206). In addition to assessing the short and long term impact of PAD, the evaluation identifies strategies for programmatic improvements, sustainability, and potential future expansion.

## Goal 1: Increase Access to PAD

The first PAD goal is to increase access to quality recreational programming and innovative services at County parks in high need communities. This goal was assessed using PAD attendance data from DPR, population figures using Census data in PAD zip codes and Los Angeles County, and PAD participant surveys from 2016 and past PAD years. In 2016, 12,700 surveys were collected by PAD participants (for survey count by park, see Number of Surveys Collected by PAD Park, 2016 in Appendix 2: Additional Data, page 208). Areas of evaluation included PAD estimated reach, community characteristics, programming and services offered, outreach, and participant satisfaction. The section concludes with recommendations for improvement and additional activities and services from PAD participants, park teen clubs, and participating County departments.

### PAD Estimated Attendance and Reach

#### *PAD Attendance*

PAD parks provided administrative data on PAD attendance in 2016 by type of activity. During summer 2016, there were more than 178,000 visits to all 21 PAD parks. Available attendance data were divided into four types: 1) physical activity, 2) resource fair, 3) arts/entertainment, and 4) education/health and social services. These data reflect the number of visits at various events, not necessarily unduplicated individuals (see Appendix 3: Methods for Attendance Data Analyses Methods, page 232). Total attendance at weekly activities and special events throughout PAD's operation period varied greatly by park, ranging from 3,124 at Val Verde Park to 19,550 at Salazar Park, with an average of 8,489 (Exhibit 12). Average attendance was highest at arts and entertainment events (4,513), followed by physical activity (2,671). Among the latter, attendance was highest for basketball, aquatics, and walking club.

Exhibit 12: PAD Visits by Park and Event Type, 2016

		Year in which park joined PAD (Park Group)																				Total person visits (all parks)	
		2010			2012			2015			2016												
Park Name	Average Attendance	Pamela	Roosevelt	Ted Watkins	City Terrace	Jesse Owens	Loma Alta	Bassett	Salazar	San Angelo	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	
<b>Total PAD attendance for weekly activities and special events*</b>	8,489	6,518	14,478	11,426	11,249	6,006	7,634	6,577	19,550	3,320	4,028	7,500	14,168	13,012	3,410	5,622	7,726	6,409	10,080	8,235	8,198	3,124	178,270
<b>Attendance by activity/event type</b>																							
Physical activity	2,671	2,348	5,368	8,236	4,666	3,776	2,272	2,594	2,960	1,160	1,688	2,924	3,135	4,845	1,145	2,720	1,879	1,389	2,960	2,474	4,096	740	63,375
Resource fair†	298	150	.	800	322	1,000	150	227	600	200	250	350	350	200	400	100	50	300	250	500	50	10	6,259
Arts/entertainment	4,513	3,345	8,217	2,150	5,179	1,230	3,070	1,852	15,880	1,800	1,970	3,060	9,755	7,952	1,800	2,730	5,797	2,800	6,350	5,200	2,500	2134	94,771
Personal development/social services	277	.	492	.	336	.	240	952	110	.	120	178	928	15	65	.	.	1,520	.	61	792	.	5,809
Other	384	675	401	240	746	.	1,902	952	.	160	.	988	.	.	.	72	.	400	520	.	760	240	8,056

Source: Department of Parks and Recreation PAD attendance data.

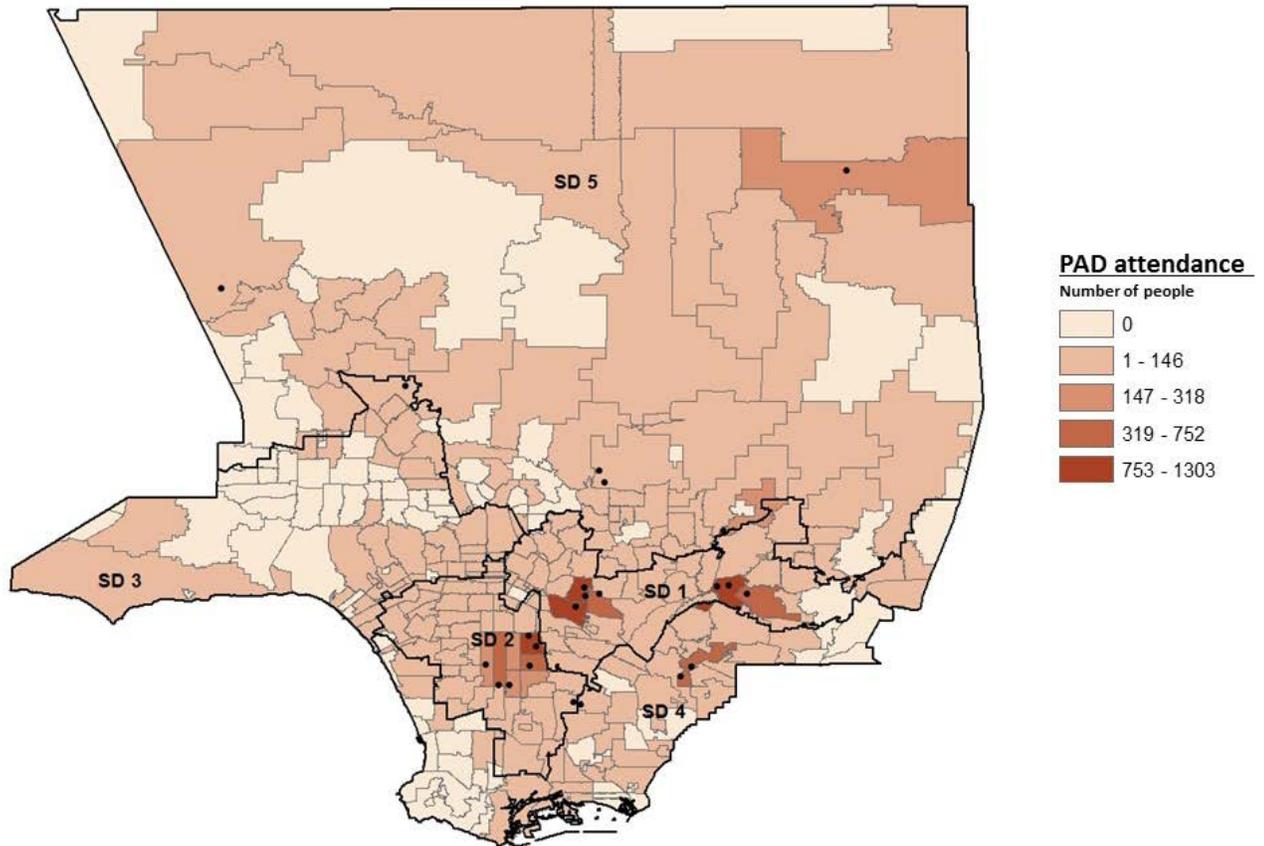
Note: Attendance numbers are higher than number of unique individuals attending park events as the same person may have attended multiple days or multiple events on the same night.

† Attendance estimated by park staff.

**PAD Reach**

The zip code of residence of PAD survey respondents in 2016 were examined to assess the reach of PAD parks in their Supervisorial Districts (SD) and throughout Los Angeles County (Exhibit 13). The data showed that PAD attendees primarily resided in the zip codes immediately surrounding PAD parks. However, the program reached the great majority of zip codes in Los Angeles County. Maps of PAD Attendance by Zip code and Maps of PAD Reach over Time are shown in Appendix 2: Additional Data (page 208).

**Exhibit 13: Zip Codes of Residence of PAD Survey Respondents in Los Angeles County, 2016**



Source: 2016 PAD participant surveys.  
Note: Each dot represents a PAD park.

Figures provided by DPR indicated more than 178,000 visits to all 21 PAD parks during summer 2016. Visits are estimated based on individual participants in structured programs and estimated observational counts of unstructured activities like concerts and movies. Using PAD attendance data provided by DPR and population size from Census, Exhibit 14 shows the estimated proportion of the population that PAD may have reached. This is an upper-bound estimate of reach as multiple surveys could have been completed by the same respondent and some participants traveled from other non-PAD zip codes to attend PAD. Nevertheless, these data indicate that a maximum of 17% of the population in PAD communities may have attended PAD programming, ranging from 6% reach at Bethune Park to 50% at Athens Park.

**Exhibit 14: Number of Visits and Estimated Reach of PAD by Park**

Park	Zip Code	PAD Visits	Total Population	Estimated Reach
Athens	90061	14,168	28,135	50%
Salazar	90023	19,550	46,288	42%
Pamela	91010	6,518	25,840	25%
Roosevelt	90001	14,478	57,227	25%
Mayberry	90605	10,080	41,643	24%
Ted Watkins	90002	11,426	50,626	23%
Bassett	91746	6,577	30,034	22%
City Terrace	90063	11,249	53,813	21%
Loma Alta	91001	7,634	37,163	21%
Belvedere	90022	13,012	68,136	19%
Obregon	90063	8,235	53,813	15%
Jesse Owens	90047	6,006	48,678	12%
San Angelo	91746	3,320	30,034	11%
Adventure	90605	4,028	41,643	10%
East Rancho Dominguez	90221	5,622	54,236	10%
Val Verde	91384	3,124	29,788	10%
Allen Martin	91744	7,500	87,337	9%
El Cariso	91342	7,726	93,466	8%
Helen Keller	90044	6,409	88,975	7%
Bethune	90001	3,410	57,227	6%
Stephen Sorensen	93591	8,198	6,781	---
<b>All PAD Parks</b>		<b>178,270</b>	<b>1,030,883</b>	<b>17%</b>

Source: 2015 American Community Survey 5-Year Estimates and 2016 PAD participant surveys.

Note: Stephen Sorensen Park reach appeared to be greater than the size of the population at the zip code. This could be due to higher attendance from other areas and a higher rate of duplicate participant surveys.

## PAD Participants Characteristics in 2016

Most PAD attendees in 2016 were ages 22 and older (66%), female (66%), Latino (71%), had incomes less than \$20,000 (52%), and were insured (75%; Exhibit 15). 24% of participants were age 16 and younger and 9% were age 17-21. 35% of PAD participants indicated Spanish as their primary or preferred language at home. There were some variations in these characteristics for individual parks as well as the park groups that started in 2010 or later years. These variations most likely reflected variations in population characteristics in the surrounding park areas. However, PAD respondent characteristics were consistent with the population in the surrounding PAD zip codes. PAD Community Characteristics are described in more detail earlier in the report.

Survey participants responded positively to existing programming designed for youth and expressed interest in additional programs based on specific age group, particularly for children under age five. Most responses were general suggestions for more youth activities and there was particular interest in exercise/sports and aquatics. Several survey respondents noted the need for senior activities and to encourage senior participation in PAD. Survey data indicated that only 3% of PAD participants were age 60 and older in 2016.

Exhibit 15: Characteristics of PAD Attendees by PAD Park in Percentages (%), 2016

		Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
<b>Age</b>																										
0-16	24	16	24	12	20	44	38	26	39	27	40	31	33	13	33	15	27	13	16	8	24	9	13	10	29	18
17-21	9	5	6	7	6	5	20	15	10	8	8	6	8	3	11	15	12	17	19	10	10	10	9	12	18	12
22-39	44	49	55	57	55	33	34	28	32	38	36	37	37	50	36	47	39	55	28	53	41	53	45	53	32	46
40-59	19	24	12	23	16	14	6	28	15	21	15	24	19	25	16	21	19	16	23	23	23	27	31	24	21	22
60+	3	5	3	1	3	3	1	4	3	6	2	2	3	9	4	2	3	0	14	6	2	1	2	2	.	3
<b>Female</b>	66	79	69	81	73	71	68	72	71	61	63	62	62	74	64	54	73	46	45	69	56	68	61	74	62	64
<b>Race/ Ethnicity</b>																										
African American	11	3	5	35	12	0	71	54	26	2	2	1	2	0	2	43	1	18	40	9	48	7	2	18	2	14
Asian and Pacific Islander	4	3	4	1	3	1	2	8	3	3	0	1	2	3	11	3	3	17	4	3	4	6	0	6	5	6
Latino	71	78	80	52	73	93	15	13	60	80	88	86	85	79	76	40	86	45	45	68	37	70	93	48	71	65
Native American/ Alaskan Indian	1	1	2	0	1	.	3	1	1	2	1	.	1	1	1	3	1	6	.	2	2	1	0	3	.	2
White	7	6	6	6	6	4	5	10	5	9	4	8	7	12	7	3	5	7	3	9	6	11	3	17	16	8
Other	5	10	4	5	5	2	5	15	5	4	4	5	4	5	3	7	4	8	8	9	4	5	2	8	6	5
<b>Spanish as primary or preferred language</b>	35	51	49	39	47	40	0	0	22	52	53	29	49	14	29	17	42	0	26	2	19	16	32	29	16	23
<b>Annual household income</b>																										
Less than \$20,000	52	57	53	64	56	70	59	18	58	57	73	47	62	35	51	31	56	53	41	28	31	26	46	36	40	41
\$20,000 - \$39,999	30	29	33	22	30	21	21	15	20	26	21	28	24	30	36	45	28	25	29	28	33	40	39	43	26	35
\$40,000 and more	19	14	14	14	14	8	20	67	22	17	6	25	14	35	13	24	16	22	31	44	36	34	15	21	34	24
<b>Has health insurance</b>	75	72	58	71	63	64	85	92	74	77	76	85	78	86	82	84	73	76	84	88	76	80	76	73	81	79

Source: 2016 PAD participant surveys.

Note: In the 12,700 surveys analyzed, the following data had missing values including age (7.7%), race (9.1%), gender (22.9%), household income (18.5%), and health insurance (21.2%).

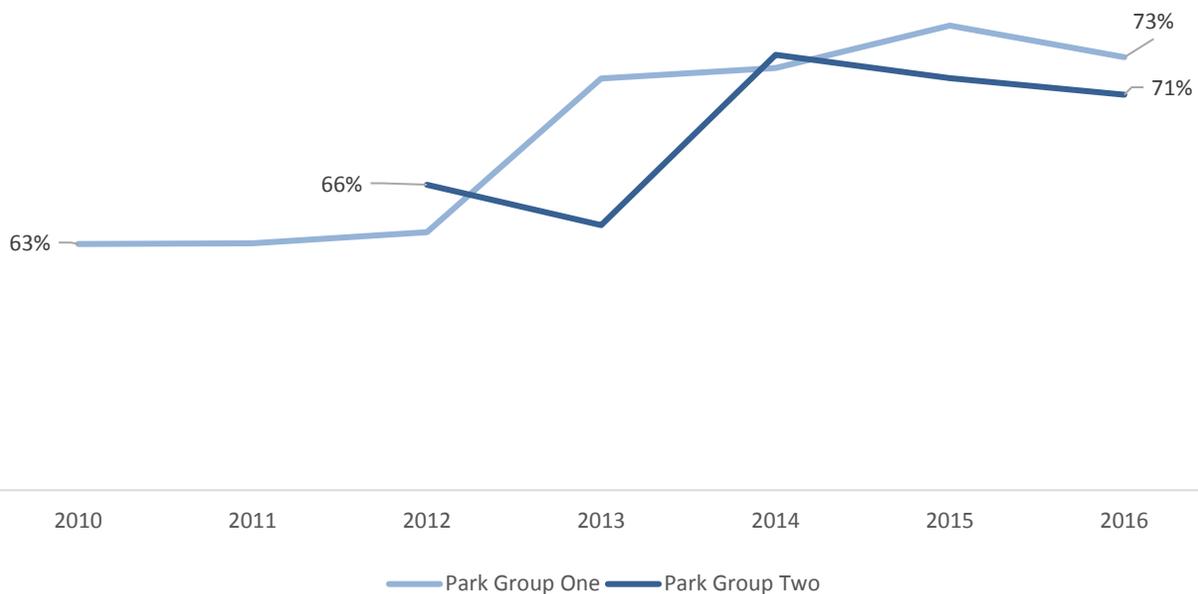
To assess long-term trends in PAD participant demographics, survey data for the oldest PAD parks, PAD Group One and PAD Group Two, were examined from 2010 to 2016. The data showed that more females have attended PAD than males over time (Exhibit 16). There is a slight upward trend in the percentage of female participants since PAD started for each group. Female participation increased 16% among PAD Group One from 2010 to 2016, and 7% among PAD Group Two from 2012 to 2016 (Exhibit 17).

Exhibit 16: Female Participation in PAD for PAD Group One and PAD Group Two, 2010-2016

	2010	2011	2012	2013	2014	2015	2016
Pamela	71%	53%	62%	72%	72%	79%	79%
Roosevelt	56%	66%	62%	72%	68%	77%	69%
Ted Watkins	79%	63%	67%	72%	78%	68%	81%
<b>PAD Group One</b>	<b>63%</b>	<b>63%</b>	<b>64%</b>	<b>72%</b>	<b>72%</b>	<b>75%</b>	<b>73%</b>
City Terrace	--	--	69%	69%	75%	76%	71%
Jesse Owens	--	--	61%	50%	73%	79%	68%
Loma Alta	--	--	61%	63%	51%	56%	72%
<b>PAD Group Two</b>	--	--	<b>66%</b>	<b>64%</b>	<b>73%</b>	<b>72%</b>	<b>71%</b>

Source: PAD participant surveys (2010-2016).

Exhibit 17: Average Female Participation in PAD Group One and PAD Group Two, 2010-2016



Source: PAD participant surveys (2010-2016).

Long-term trends in youth participation were also examined for PAD Group One and PAD Group Two until 2015; due to age category changes, data from the 2010 and 2016 surveys are not included in this analysis. The percent of youth ages 18 and younger participating in PAD decreased among PAD Group One (28%), and Pamela Park had the greatest decrease (44%; Exhibit 18). Among PAD Group Two, there was a slight increase in the percentage of youth participating in PAD from 2012 to 2015 (15%; Exhibit 19).

Exhibit 18: Youth Participation in PAD among PAD Group One and PAD Group Two, Ages 0-18, 2011-2015

	2011	2012	2013	2014	2015
Pamela	39%	46%	47%	25%	22%
Roosevelt	36%	38%	26%	32%	24%
Ted Watkins	31%	16%	30%	24%	30%
<b>PAD Group One</b>	<b>35%</b>	<b>34%</b>	<b>34%</b>	<b>27%</b>	<b>25%</b>
City Terrace	--	36%	45%	42%	38%
Jesse Owens	--	40%	52%	38%	41%
Loma Alta	--	41%	42%	43%	65%
<b>PAD Group Two</b>	--	<b>37%</b>	<b>45%</b>	<b>41%</b>	<b>43%</b>

Source: PAD participant surveys (2011-2015).

Note: 2016 PAD data are not included because age categories changed to 0-16 and 17-21, instead of 18 and under.

Exhibit 19: PAD Group One and PAD Group Two, Average Youth Participation, Ages 0-18, 2011-2015



Source: PAD participant surveys (2011-2015).

Recognizing cost as a barrier to participation in quality and structured recreational and physical activity programming, participants expressed gratitude for access to free opportunities through PAD in 2016 (Exhibit 20).

#### Exhibit 20: Selected Comments Reflecting Characteristics of PAD Attendees, 2016

Age	"I like all the sports for my kids. This way they do not fall into bad habits." (City Terrace Park)
	"The program is good. It keeps the children busy on positive things, they like to participate." (Roosevelt Park)
Household income	"Free activities enable families the opportunity to participate and benefit underserved children. More programs are needed year round." (Roosevelt Park)
	"Thank you from the bottom of my heart for making these events free." (Salazar Park)
	"The community faces poverty, it's sad living in 2016 to still experience poverty." (City Terrace Park)

Source: 2016 PAD participant surveys.

Stories and photos illustrate some of the diversity of PAD attendee characteristics (Exhibit 21 and Exhibit 22).

#### Exhibit 21: Selected Photos Depicting Characteristics of PAD Attendees, 2016



Source: Department of Parks and Recreation.

## Exhibit 22: Selected Stories Reflecting Characteristics of PAD Attendees, 2016

I work for LAUSD and I can't even begin to tell you what a blessing it was to have Park after Dark. Working summer school is not a guarantee and the hours we work are very limited so having the free events at the park saved our summer. We are a family of 6 so you can imagine the cost to go to the movie theatre so coming to the park and seeing a movie and how generous you were with hot dogs, snow cones, cotton candy, popcorn, and juice boxes was everything. Besides movies you had game nights on Thursdays and concerts on Saturday nights. It was amazing to play in the game truck and jump on the jumpers. Not only did you have kid friendly events but you also had yoga, Zumba, and many other sports offered to play. And if that wasn't enough you even gave us free swimming at night!!! This was one of the best summers we have ever had. THANK YOU for everything!! Can't wait to see what next summer brings. – (Participant, El Cariso Park)

Park Patron (female) approached me on a Friday second week of PAD, around 6pm, asking if we were having movie night and passing out free hotdogs. I (Recreation Service Supervisor) answered yes, gave her a PAD brochure and informed her of what Ted Watkins had to offer. The park patron started to cry, I didn't know why, so I asked her if she was ok and is there anything I can help her with? She replied "I am homeless with two kids, and I was at your park last week, when you guys had the movie, jumpers and gave free food, my kids enjoyed themselves and asked to come back, so I brought them hoping that was not a one-time thing...this is a great thing you guys do for the community, thank you so much to you and your staff." I was almost in tears, the family stayed and continued to come back weekly for the remaining of the PAD program. – (Park staff, Ted Watkins Park)

I'm writing to let you know that Parks After Dark at Obregon Park was an awesome experience. My family and I had fun every Saturday with the dodgeball and indoor soccer. Not only did my family had fun but the community as well. We got to meet people, made new friends and the staff at Obregon Park where great. I grew up in this community by Obregon Park. To see events happening at our park it's a great thing. The concerts, movies and even the bike safety classes were a good thing. I saw families having a great time at all the events that took place here at the park. One thing though, we need a couple of concerts in Spanish. That will cater to our community needs. – (Participant, Obregon Park)

I noticed this year PAD at Loma Alta Park consisted of a diverse community compared to the past couple of years. – (Park staff, Loma Alta Park)

Source: Department of Parks and Recreation.

## *PAD Youth Characteristics in 2016*

PAD was designed to provide opportunities for youth to help decrease crime. Over one third (34%) or roughly 4,000 of the PAD participant population were youth ages 21 and younger. The data showed that PAD youth were more often female (54%) than the adults (66%), but had the same racial/ethnic and income breakdowns. The majority of youth attended PAD daily (51%) or weekly (38%) and 18% of youth ages 0-16 and 27% of youth ages 17-21 reported attending PAD for the first time in 2016. Similar to adults, 92% said they would attend PAD again and would recommend PAD to a friend and assigned PAD an overall GPA of 3.58. Nearly all of PAD youth attendees (94%) agreed PAD improved relationships between the community and Deputy Sheriffs and 98% expressed feelings of safety while attending PAD events. Among youth attendees who viewed their neighborhoods unsafe, 87% felt safe at PAD.

Youth PAD attendees participated in team sports (28%), walking club (28%), exercise classes (13%), and swimming (24%). 87% participated in some type of physical activity at PAD. However, only 13% of youth participants met physical activity guidelines for their age. Among youth (0-16) who did not meet the recommended guidelines, 87% participated in physical activity programming at PAD. Youth PAD participants identified movie night, swim/water activities, games, basketball, and concerts/music most frequently as their favorite activities and expressed interest in movie night, soccer, concerts/music, swimming, and basketball for future programming. The overwhelming majority (97%) of youth reported PAD increased quality time with family members and improved their relationship with their neighbors (95%).

PAD provides opportunities to reach youth who are utilizing and need an array of services, similar to services used by youth at-risk or on Probation. Between 10-29% of youth attendees reported that they currently use services for mental health, substance use, family (e.g., child care or parent supports), employment, housing assistance, and financial assistance. Between 7-10% of youth attendees reported being interested in using these services. Youth PAD participants indicate that they are receiving benefits from PAD, including access to recreational and physical activity programs. Additionally, the safety youth felt attending PAD and PAD's impact on relationships with law enforcement, neighbors, and quality time with family members are important protective factors against involvement in the criminal justice system.

## Probation Youth

PAD may offer additional opportunities for Probation youth and families to benefit from programming at the parks through referrals from other Probation services and divisions and developing additional on-site programs at the above parks and other PAD parks. PAD is operated in communities with high levels of need, high numbers of Probation youth (see Goal 5: Increased Social Cohesion and Community Well-being in the Targeted Communities), and a high proportion of youth participants. Detailed analyses of PAD's impact on youth in 2016 is provided in a separate report titled "2016 Parks After Dark Youth Overview."

Existence of probation programs provided opportunities for additional venues for community-based outreach to this population. Probation programs were operating in Belvedere, Athens, Helen Keller, Roosevelt, Ted Watkins, and Pamela Parks (Exhibit 23). The Probation Department provided additional opportunities to engage these youth in PAD programming and added a youth development component to the parks. Additional information about the role of Juvenile Justice Crime Prevention Act (JJCPA) Deputy Probation Officers (DPO) and the Probation Enrichment Program (PEP) are presented in Goal 3: Deputy Probation Officer Perceptions of Cross-Sector Collaboration. Additionally, Probation staff also collaborated with park Teen Clubs at Athens, Roosevelt, Ted Watkins, and Pamela parks, participated in PAD summer programming and provided a table at PAD resource fairs at these parks.

### Exhibit 23: PAD Probation Programs and Services, 2016

District	Park	Probation Officer (on-site)	Probation Department Programming at PAD
SD 1	Belvedere	None	JJCPA DPO (currently unassigned)
SD 2	Athens	Yes	JJCPA DPO
SD 2	Helen Keller	Yes	PEP
SD 2	Roosevelt	Yes	PEP
SD 2	Ted Watkins	Yes	PEP
SD 5	Pamela	Yes	JJCPA DPO

Note: Data provided by the Department of Public Health.

JJCPA: Juvenile Justice Crime Prevention Act; DPO: Deputy Probation Officers (DPO); PEP: Probation Enrichment Program.

### ***PAD Volunteers and Youth Employment***

PAD aims to engage youth in community activities and reduce crime and its consequences among teens. PAD provided an opportunity for community participation through use of volunteers and employing youth. In 2016, 368 adults and 196 youth volunteered at PAD events and 23 youth were employed (Exhibit 24). Among PAD parks, Athens Park had nearly half of the volunteers. This was accomplished by a significant effort by the Assistant Regional Recreation Director and the Recreation Services Supervisor at Athens Park. Athens Park utilized specific strategies before the start of PAD, such as distributing letters to the community asking for volunteers and organizing convenient fingerprinting events at the parks to facilitate volunteer enrollment. Additionally, Athens Park themed their PAD programming around superheroes, naming their PAD “Athens City”. A staff member noted, “We aspired to demonstrate that everyone is or can be a ‘hero’ in their own way, every day, by serving their community, living healthy lives and fostering good will toward each other, through sharing, respect, tolerance, and cultural diversity.”

UCLA surveyed and conducted interviews and focus groups with administrators and staff from DPR about a variety of operational topics including staffing for PAD events and utilizing volunteers and youth employees. Volunteers and youth employees were considered a critical component for parks to help address staffing challenges during PAD. One park staff noted, “The most important impact that PAD had on the community was giving teens the opportunity to help and participate in PAD activities. It brought them to have a better perspective in what’s going on in our community and it let them be a part of something that was good for themselves and their park/community. It made them feel like they were a part of something bigger than themselves.”

However, park staff mentioned that use of volunteers and youth employees requires a significant investment of staff time and planning in advance. Following standard County procedures, a member of the park staff with Live Scanning certification and equipment must fingerprint prospective volunteers, who are required to pass a background check. Advance planning was challenging with expansion as funding was confirmed at a late date. Advance planning was challenging with expansion as funding was confirmed at a late date.

Exhibit 24: Number of PAD Volunteers and Employees by Park, 2016

		Year in which park joined PAD (Park Group)																					
		2010			2012			2015			2016												
Park Name	Average per park	Pamela	Roosevelt	Ted Watkins	City Terrace	Jesse Owens	Loma Alta	Bassett	Salazar	San Angelo	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Hellen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	Total volunteers (all parks)
Adult Volunteers	18	3	17	4	47	2	6	24	8	0	10	4	200	0	15	0	0	5	19	0	4	0	368
Youth Volunteers	9	9	22	7	4	8	10	16	12	15	10	4	50	0	6	0	7	5	5	0	6	0	196
Youth Employees	1	0	2	4	0	6	2	0	0	0	2	0	--	0	1	3	1	0	--	0	0	2	23
<b>Total</b>	<b>28</b>	<b>12</b>	<b>41</b>	<b>15</b>	<b>51</b>	<b>16</b>	<b>18</b>	<b>40</b>	<b>20</b>	<b>15</b>	<b>22</b>	<b>8</b>	<b>250</b>	<b>0</b>	<b>22</b>	<b>3</b>	<b>8</b>	<b>10</b>	<b>24</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>587</b>

Source: Department of Parks and Recreation administrative data.

## PAD Outreach

PAD participants reported on frequency of attendance and how they heard about PAD. The PAD survey data indicated that many PAD attendees visited the park daily (47%) or weekly (40%), independent of PAD. This high frequency of visits was most common for earlier park groups but not for PAD Group Four (Exhibit 25). Most individuals learned about PAD because they lived in the area or were walking by (47%), but many learned through PAD flyers (21%) and through word of mouth (26%). Comments also included suggestions for additional advertising in the community and requests to expand the program throughout the year.

Among PAD attendees, 19% visited PAD twice or more a week and 16% attended once a week during PAD season. Most (44%) attended three or more times during the entire season. Many PAD attendees had participated in PAD prior to 2016 and 30% were new to PAD in 2016. A significant portion of attendees of Pamela (23%) and Roosevelt (10%) parks, part of PAD Group One, reported having attended PAD every year since the program started in those parks. Many (44%) PAD attendees attended the resource fair during PAD.

Exhibit 25: PAD Attendance and Outreach by PAD Park in Percentages (%), 2016

		Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
<b>Frequency of park visit(s), independent of PAD</b>																										
First Time	3	0	2	2	2	1	3	10	4	4	1	1	2	3	1	8	3	4	9	7	8	5	3	8	5	5
Daily	47	58	47	46	48	62	52	46	56	41	65	44	52	25	54	45	41	45	30	41	39	35	46	44	48	42
Weekly	40	33	46	42	44	32	37	29	32	47	30	47	40	56	38	32	45	39	49	41	36	38	42	34	37	40
Monthly or Yearly	10	9	6	10	7	4	8	15	8	9	4	7	7	17	7	15	11	12	12	11	18	22	9	14	11	13
<b>PAD outreach method <sup>1</sup></b>																										
Live in area/ walked by	47	44	41	59	46	48	49	30	44	47	60	58	55	60	55	27	44	39	39	51	34	53	57	26	38	43
Flyer	21	25	21	13	20	16	19	27	19	20	18	11	18	17	13	39	22	32	17	16	14	21	19	35	48	24
Website	4	5	5	2	4	2	6	4	3	5	2	1	3	2	3	4	4	17	1	3	8	2	2	8	9	5
Social media	4	1	2	2	2	3	5	4	3	5	2	1	3	3	3	7	4	11	3	3	6	3	3	17	8	6
Reference	26	20	28	17	25	42	23	28	35	27	17	25	23	16	19	29	24	35	37	29	38	31	28	23	53	27
Other	5	10	4	2	4	4	10	17	8	9	3	8	6	8	4	5	5	1	8	13	5	2	5	5	1	5
<b>Frequency of PAD visit(s), planned and actual</b>																										
Once a week	16	9	15	14	14	10	16	20	14	17	12	14	14	14	15	13	23	23	22	25	23	20	18	15	30	19
Twice or more each week	19	22	16	18	17	30	30	21	28	16	24	19	20	13	21	17	15	15	28	25	14	12	15	21	35	17
Once or twice during PAD	20	17	17	17	17	9	16	33	16	18	15	27	19	32	17	32	22	16	22	20	26	26	26	24	7	24
Three or more times during PAD	44	52	52	51	51	51	38	26	42	48	48	40	47	41	47	38	40	46	27	29	36	42	41	40	29	40
<b>Number of years attended PAD at any park prior to 2016</b>																										
0	30	11	16	17	16	29	9	37	27	21	15	16	18	36	29	63	23	45	46	50	58	53	34	69	20	45
1	50	39	53	52	51	40	43	27	38	56	71	60	63	46	60	29	59	44	41	40	37	38	44	27	58	44
2	8	10	8	12	9	13	13	13	13	10	6	13	9	9	6	3	9	9	7	5	3	3	13	2	16	6
3	4	8	6	10	7	6	15	12	9	6	2	4	4	2	2	1	3	2	2	1	0	1	5	1	0	2
4	2	4	5	3	5	4	9	4	5	2	2	2	2	2	1	0	2	0	1	2	0	1	1	0	1	1
5	1	6	3	2	3	3	5	2	3	2	1	0	1	2	1	1	1	0	0	0	0	1	0	0	1	1
6	4	23	10	3	9	7	5	5	6	2	3	4	3	3	2	2	3	0	3	3	0	3	2	0	3	2
<b>Attended community resource fair</b>	44	44	61	56	58	30	58	35	36	42	38	26	37	46	46	54	39	38	50	21	45	41	32	42	29	42

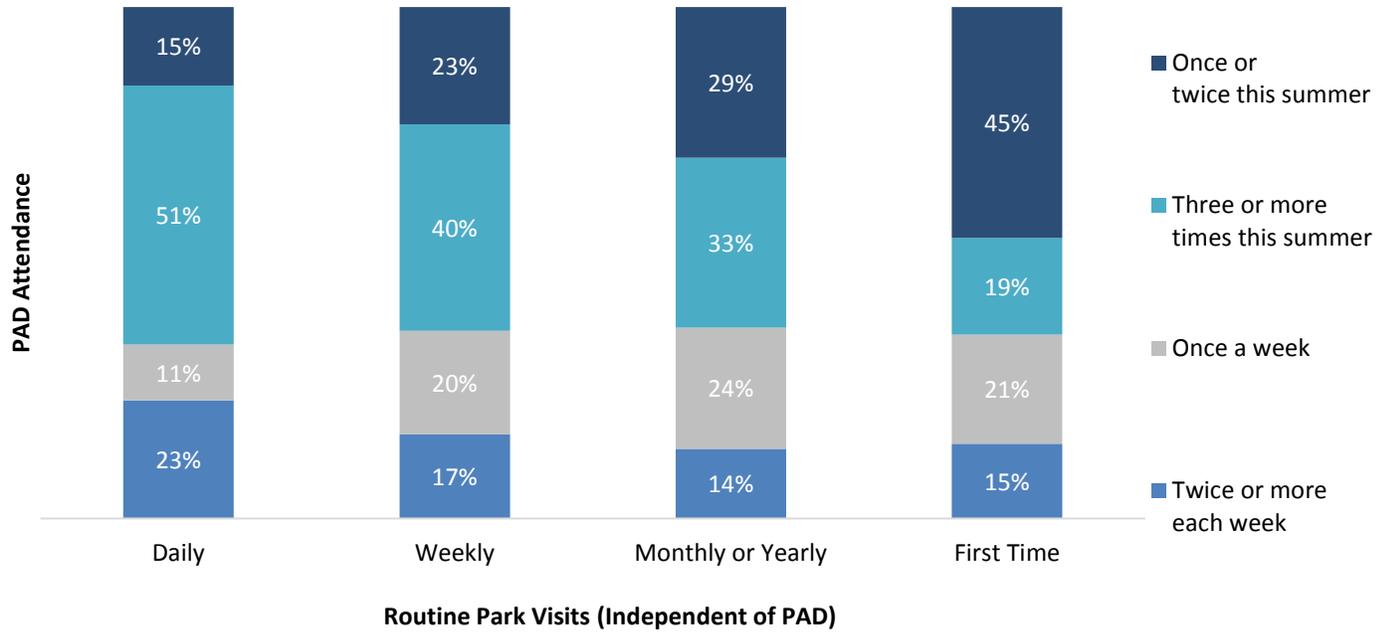
Source: 2016 PAD participant surveys.

Note: In the 12,700 surveys analyzed, the following data had missing values: frequency of park visit (10.6%), outreach methods (5.6%), frequency of PAD visits (14.2%), and resource fair attendance (6.2%).

<sup>1</sup> Multiple responses possible.

Among individuals who indicated they visited PAD parks routinely (e.g. daily or weekly visits throughout the year), attendance at PAD was more frequent than among those who visited the parks less frequently. For example, 23% of those who visited the park daily attended PAD twice or more each week (Exhibit 26), but 14% of less frequent visitors who came to the park monthly or yearly visited PAD twice or more each week.

Exhibit 26: Routine Park Visits and PAD Attendance, 2016



Source: 2016 PAD participant surveys.

To examine long-term trends regarding the impact of outreach methods on PAD participants, survey data for PAD Group One and PAD Group Two was examined from 2010 to 2016. The data indicated that personal invite/references and word of mouth/walking by were the most frequently reported ways participants heard about PAD (Exhibit 27). Flyers were also a successful outreach strategy. Reach over the internet (e.g. park website, social media, etc.) was consistently identified by fewer PAD participants over the years, although this mode of outreach increased over time.

There was growth in word of mouth/walking by as an outreach strategy for both PAD Group One (from 37% to 46%) and PAD Group Two (from 38% to 44%). In key informant focus groups and interviews, word of mouth/walking by were identified as common outreach strategies for parks that have significant street exposure (e.g. on major thoroughfares) or are centrally located within the community.

**Exhibit 27: PAD Outreach Method for PAD Group One and PAD Group Two, 2010-2016**

	2010	2011	2012	2013	2014	2015	2016
<b>PAD Group One</b>							
Personal invite/reference	30%	37%	39%	31%	26%	25%	25%
Word of mouth/walking by	37%	35%	45%	52%	44%	45%	46%
Flyer	27%	27%	20%	14%	18%	26%	20%
Internet	2%	4%	3%	2%	5%	5%	6%
Other	19%	8%	8%	7%	13%	4%	4%
<b>PAD Group Two</b>							
Personal invite/reference	--	--	45%	34%	34%	36%	35%
Word of mouth/walking by	--	--	38%	38%	34%	36%	44%
Flyer	--	--	20%	22%	24%	26%	19%
Internet	--	--	3%	5%	7%	6%	7%
Other	--	--	11%	11%	14%	12%	8%

Source: PAD participant surveys (2010-2016).

Note: Respondents reported on multiple methods, therefore percentages exceed 100%.

Comments by PAD participant survey respondents indicated that it is important for PAD to expand reach and increase attendance through appropriate outreach methods which utilize existing social networks, with stronger online and community presence. Most survey respondents who mentioned PAD outreach activities discussed the necessity of more advertising. Survey responses highlighted how despite living in the community, individuals may still be unaware of PAD (Exhibit 28).

Photos illustrating PAD attendance and outreach are shown in Exhibit 29.

#### Exhibit 28: Selected Comments about PAD Attendance and Outreach, 2016

PAD frequency and attendance	"Parks After Dark should be every day or weekends (not only summer)." (Roosevelt Park)
	"To continue doing this so there is entertainment for the family during vacation time." (City Terrace Park)
	"We had a really great time. We started to bring seven kids and at the end we ended up with 16 kids." (Athens Park)
PAD outreach and advertising	"This is only the second time I've known about PAD. I live three blocks away for 14 years and only experienced this twice." (Allen Martin Park)
	"Distribute more flyers or pamphlets to the community so they know about events." (City Terrace Park)
	"Flyers at local shops so people can be aware of these community activities." (Obregon Park)
	"More advertisement. I feel they are good programs but not enough people are aware." (Obregon Park)
	"It's the first time I've heard of Parks After Dark but I loved the information and the idea behind the activities." (Roosevelt Park)
	"Wish more people came to concerts, more advertising maybe?" (El Cariso Park)
	"Parks After Dark activities should be in your summer activity program book." (Adventure Park)

Source: 2016 PAD participant surveys.

Exhibit 29: Selected Photos about PAD Attendance and Outreach, 2016



Source: Department of Parks and Recreation.

In focus groups and interviews, park staff discussed using a wide variety of advertising methods for PAD outreach. Parks utilized a portion of their budget for advertising with the focus of bringing more people and attention to PAD. Although methods varied by park, most parks used signage, community engagement, and school districts to advertise.

#### Signage:

- Giving away promotional items with the PAD logo.
- Banners and other large-format advertisements; this was easiest for parks located near busy streets instead of in residential areas.
- PAD activities and events (e.g. music, crowds) to attract people who pass by the park to PAD.

#### Community engagement:

- Convening community stakeholder meetings to plan PAD each summer.
- Talking to local businesses and placing flyers and bulletins in local shops and restaurants.
- Reaching out to other park programs (such as Youth Activities League hosted by LASD).
- Connecting with individuals and organizations through social media, although staff members found it difficult to determine the ideal outreach platform.

#### School districts:

- Some parks produced PAD handouts to send home with students at local schools.
- Some school districts allowed for free advertising, while others required parks to pay a fee.
- Early advertising was preferred but unpredictable dates of funding brought up timeline challenges; schools were often not in session when PAD was confirmed.

## PAD Programming

PAD offers a wide variety of programming and services at parks throughout Los Angeles County; these vary widely based on the individual parks and demographic composition of the target population and surrounding park neighborhood. The PAD participant survey data were analyzed to determine programs that drew participants to participate in PAD, which programs were participant favorites, and participation in the health and social service resource fairs at the parks.

Exhibit 30 identifies the favorite PAD activities by major categories and specific activities as identified by PAD participants. The most popular category was arts/entertainment, with movie night (21%) and concerts/music (10%) as the favorite activities. Commonly mentioned forms of exercise included swim/water sports (9%) and walking club (5%). Popular team sports included basketball (5%) and soccer (5%). 14% of participants expressed appreciation for activities specific to youth. Participants also mentioned enjoying food/cooking at PAD events (5%). Favorite PAD activities varied by park, depending on programming available and local preferences.

**Exhibit 30: Favorite PAD Activities, 2016**

Category	Specific activity	Percentage
Arts/entertainment	Movie night	20.7%
	Concerts/music	9.7%
	Performance	0.7%
	Total	31.1%
Physical activity/exercise	Swim/water	8.6%
	Walking	5.0%
	Zumba	3.7%
	Cheerleading/gymnastics	2.4%
	Dance	1.8%
	General exercise classes	1.8%
	Martial arts, aerobics, yoga	1.2%
	Total	24.5%
Organized sports	Basketball	5.2%
	Soccer	4.9%
	General team sports	2.4%
	Tennis	2.1%
	Football, volleyball, dodgeball	1.8%
	Baseball/softball	1.6%
	Individual sports activities	1.3%
	Total	19.3%
Kids Activities	Games	4.8%
	Jumpers	3.8%
	Face painting	1.4%
	General youth activities	2.2%

Category	Specific activity	Percentage
	Arts/crafts	2.1%
	Total	14.3%
Other/general activities	Food/cooking	5.2%
	Bingo	4.0%
	Other activities	2.9%
	Everything	2.4%
	Total	14.5%

Source: 2016 PAD participant surveys.

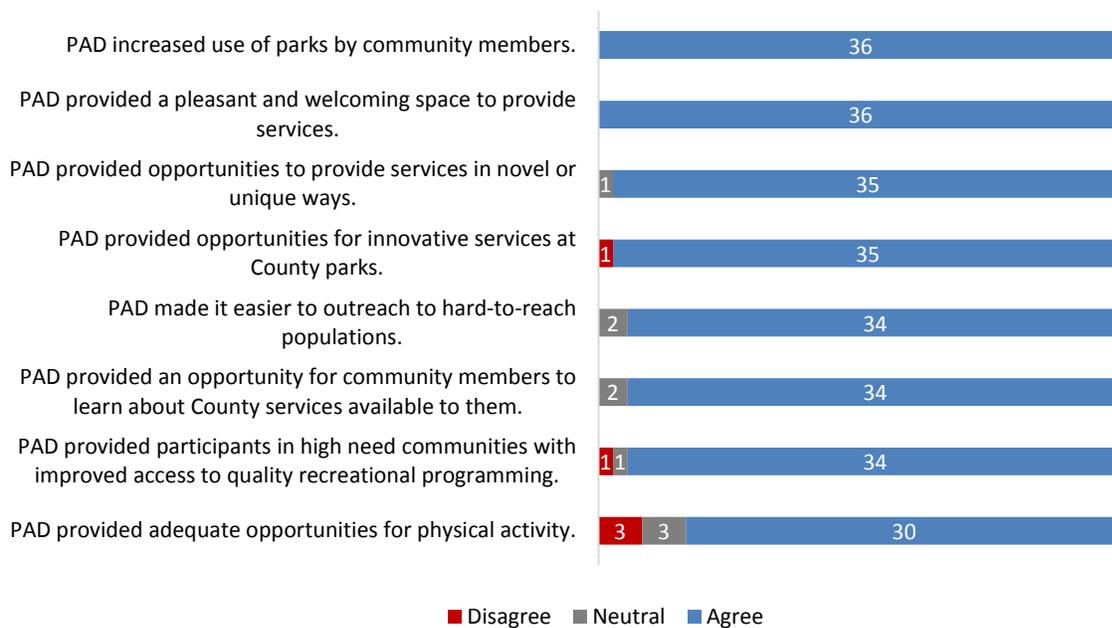
Note: Participants may have suggested more than one activity in their survey response, therefore percentages add to more than 100.



In the key informant survey, DPR and LASD informants were asked to report if they agreed or disagreed with statements on the impact of PAD on access, outreach, and service provision (Exhibit 33). Both groups overwhelmingly agreed that PAD provided quality services and increased the use of parks in novel ways. For example, informants agreed that PAD provided access to high quality recreational programming (34 out of 36), innovative services (35 out of 36), and increased use of parks (36 out of 36) among other advantages.

In interviews, informants felt that PAD expanded their ability to connect with the community and provide services more than they could without PAD. DPR staff saw PAD as a way to connect the community to resources offered at the park. DPR staff noted increased involvement in other park activities/programming and continued visits to the parks after PAD. Park staff also observed, “The community now takes better care of the park as a result of PAD.”

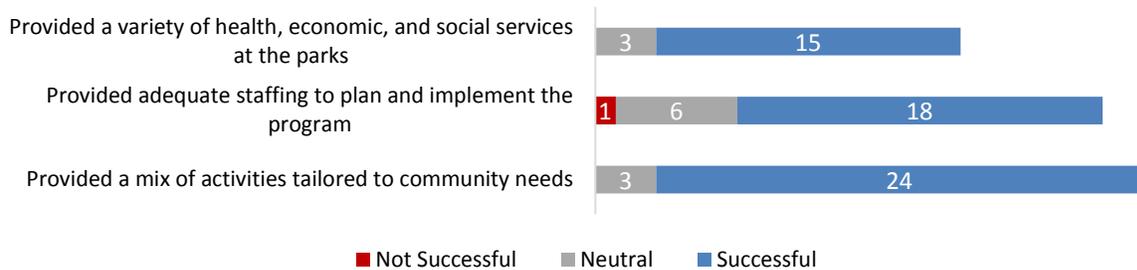
Exhibit 33: Number of DPR and LASD Key Informants Who Reported on Access, Outreach, and Service Provision during PAD, 2016



Source: 2016 PAD key informant survey.

Survey respondents were also asked to report if PAD successfully provided services, adequate staffing, and right mix of activities (Exhibit 34). The great majority of respondents reported PAD was successful in such service provision.

**Exhibit 34: Number of DPR and LASD Key Informants Who Reported on Success of PAD in Service Provision and Staffing during PAD, 2016**



Source: 2016 PAD key informant survey.

PAD attendees were asked to grade the types of PAD activities offered, the hours of operations, and the facilities. The great majority gave an A grade to the types of activities offered (69%), hours of operation (67%), and park facilities (70%; Exhibit 36). More than 20% also gave a B grade to these activities. The proportion giving grades of C or lower were in the minority. The overall GPA for all three measures was 3.58 or higher. PAD attendees also said they would attend PAD again (94%) or would recommend it to a friend (94%). In open ended responses, PAD participants emphasized social networks in indicating their satisfaction (Exhibit 35).

**Exhibit 35: Selected Comments about Referring PAD to a Friend, 2016**

Recommend PAD to social networks	"I will bring my friends to this park, it's really nice." (Salazar Park)
	"I post these events on Facebook and friends are jealous that they don't have this in their community." (Loma Alta Park)
	"I am going to recommend the park and its activities to all of my neighbors." (Belvedere Park)
	"I recommend Parks After Dark to friends and family, even if they live in another area!" (El Cariso Park)

Source: 2016 PAD participant surveys.

Exhibit 36: Satisfaction with PAD by PAD Park in Percentages (%), 2016

		Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
<b>Grade assignment</b>																										
<b>Types of activities offered</b>																										
A	69	66	76	74	74	73	61	70	70	64	67	73	67	81	73	63	61	44	69	69	57	91	60	78	59	68
B	24	26	19	21	20	19	30	22	22	29	26	19	26	14	20	29	29	42	25	24	40	8	25	19	31	25
C or below	7	8	5	5	5	8	9	8	8	6	7	8	7	5	6	8	10	14	6	7	3	1	15	3	9	7
Average "GPA"	3.60	3.55	3.67	3.67	3.66	3.60	3.49	3.61	3.58	3.56	3.60	3.62	3.59	3.74	3.66	3.53	3.50	3.28	3.59	3.60	3.54	3.89	3.42	3.75	3.50	3.60
<b>Hours of activities offered</b>																										
A	67	74	71	73	72	76	50	70	69	64	63	73	65	84	73	62	59	32	66	71	59	88	58	79	64	66
B	25	19	23	22	22	19	34	23	23	30	31	20	29	14	21	27	33	49	25	24	31	10	27	18	28	25
C or below	7	7	6	5	6	5	16	7	8	6	7	6	6	2	6	11	9	19	9	5	9	2	15	4	8	8
Average "GPA"	3.58	3.65	3.62	3.66	3.63	3.69	3.28	3.60	3.58	3.57	3.55	3.65	3.58	3.81	3.66	3.48	3.49	3.07	3.52	3.65	3.49	3.85	3.37	3.74	3.55	3.56
<b>Park facilities</b>																										
A	70	71	74	73	74	77	56	75	72	68	67	76	69	83	76	67	63	26	69	75	65	92	58	82	74	69
B	22	20	18	22	19	17	28	20	20	26	26	17	25	14	18	23	27	39	24	22	28	6	29	15	22	22
C or below	8	9	7	5	7	6	16	5	8	6	7	7	7	3	6	10	10	36	7	3	7	2	13	3	3	9
Average "GPA"	3.59	3.60	3.63	3.67	3.63	3.69	3.35	3.68	3.61	3.60	3.59	3.66	3.60	3.79	3.68	3.54	3.49	2.74	3.59	3.71	3.56	3.90	3.39	3.78	3.71	3.56
<b>Would attend PAD again</b>																										
Would attend PAD again	94	94	92	95	93	96	96	99	96	92	92	95	92	98	93	95	92	85	97	98	95	97	95	93	98	94
<b>Would recommend PAD to a friend</b>																										
Would recommend PAD to a friend	94	94	93	95	94	95	91	100	95	92	93	96	93	99	93	94	92	82	97	99	95	97	95	94	98	94

Source: 2016 PAD participant surveys.

Note: In the 12,700 surveys analyzed, the following data had missing values: grade assignment (8-9%), attending PAD again (12.9%), recommending PAD to a friend (13.9%).

Long-term trends in participant satisfaction were examined using survey data from PAD Group One and PAD Group Two from 2010 to 2016. Since PAD began in 2010, participants consistently indicated that they would attend PAD again over 92% of participants at each park each year (Exhibit 37).

#### Exhibit 37: Participants Who Would Attend PAD Again, PAD Group One and PAD Group Two, 2010-2016

	2010	2011	2012	2013	2014	2015	2016
Pamela	95%	97%	98%	99%	97%	99%	94%
Roosevelt	97%	99%	97%	97%	98%	98%	92%
Ted Watkins	99%	99%	97%	99%	99%	97%	95%
<b>PAD Group One</b>	<b>97%</b>	<b>98%</b>	<b>97%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>93%</b>
City Terrace	--	--	99%	100%	99%	99%	96%
Jesse Owens	--	--	96%	98%	99%	97%	96%
Loma Alta	--	--	99%	98%	98%	98%	99%
<b>PAD Group Two</b>	<b>--</b>	<b>--</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>98%</b>	<b>96%</b>

Source: PAD participant surveys (2010-2016).

Similarly, the percentage of individuals who indicated they would recommend PAD to a friend has been relatively consistent over time and remained above 91% for all parks in PAD Group One and PAD Group Two since PAD began at the park (Exhibit 38).

#### Exhibit 38: Participants Who Would Recommend PAD to a Friend, PAD Group One and PAD Group Two, 2010-2016

	2010	2011	2012	2013	2014	2015	2016
Pamela	98%	99%	99%	99%	99%	98%	94%
Roosevelt	98%	98%	96%	99%	99%	98%	93%
Ted Watkins	100%	100%	98%	98%	99%	98%	95%
<b>PAD Group One</b>	<b>99%</b>	<b>99%</b>	<b>97%</b>	<b>99%</b>	<b>99%</b>	<b>98%</b>	<b>94%</b>
City Terrace	--	--	100%	99%	99%	99%	95%
Jesse Owens	--	--	96%	98%	99%	99%	91%
Loma Alta	--	--	98%	98%	96%	98%	100%
<b>PAD Group Two</b>	<b>--</b>	<b>--</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>95%</b>

Source: PAD participant surveys (2010-2016).

In addition to PAD participants, PAD key informants consistently gave a score of 3 or higher (out of 4) to PAD for providing quality programming, innovative services, and physical activities (Exhibit 39).

#### Exhibit 39: Key Informant Perceptions of Access to Quality Recreational Programming, 2016

	<b>PAD provided participants in high need communities with improved access to quality recreational programming.</b>	<b>PAD provided opportunities for innovative services at County parks.</b>	<b>PAD provided adequate opportunities for physical activity.</b>
All Key Informants (n=49)	3.7	3.6	3.1
Department of Parks and Recreation (n=22)	3.7	3.7	3.2
Sheriff's Department (n=15)	3.5	3.5	3.0

Source: 2016 PAD key informant survey.

Note: Scores ranged from 0 to 4, with higher scores indicating a high level of agreement.

## Recommendations for Expanding PAD Programming and Services

### *PAD Participant Recommendations*

Comments about the type of activities included requests for more exercise classes, more food options and related programming, and more types of activities across all ages (Exhibit 40). Generally, comments suggested continuing old activities and offering a more diverse array of activities for participants. There were also activity suggestions unique to individual parks such as having jumpers for youth, bringing back teen club, and offering Zumba every night.

Additionally, there were comments about features of specific parks, such as swimming pools, skating area, and handball courts. These comments frequently overlapped with safety concerns, such as danger swimming at night or strange men drinking in the handball court area or by the bathrooms. Requests for improved facilities were common across multiple parks. Overall, participants considered the park environment and general area to be clean. However, cleanliness and quantity of bathrooms were primary concerns, as well as more lighting and parking, at multiple parks. Several respondents emphasized the importance of focusing on funding park resources and equipment, to ensure the health and safety of PAD participants (e.g. helmets).

Comments around park hours were mixed, some suggested early morning or late afternoon hours, while others wanted extended night hours to allow for more PAD programming. Themes with park hours frequently overlapped with safety concerns (e.g. participants did not feel comfortable walking home in the dark).

Exhibit 41 highlights selected photos from about PAD activities and facilities.

## Exhibit 40: Selected Comments about Type of Activities Requested, 2016

Type of activities	"Everything is great, but need more variety of events." (Salazar Park)
	"I would like to see health fairs with examples of food that contain too much sugar and workshops on how to cook healthy." (Belvedere Park)
	"Separate the jumpers. Have one for big kids and one for little kids." (Jesse Owens Park)
	"Activities focused on women in the family." (Mayberry Park)
	"I wish they had more funds for food." (Loma Alta Park)
	"More games for kids, educational games, more art, dance, karaoke." (City Terrace Park)
	"More adult activities and vendors." (Obregon Park)
Hours	"Wondering if you feed the homeless/that would be nice." (El Cariso Park)
	"Late night/evening activities are during dinner time; most working parents can't juggle it all." (Loma Alta Park)
	"This event should be held early on Saturday, not at night, we have to walk home in the dark." (Obregon Park)
Park facilities and environment	"Longer hours for City Terrace Park After Dark." (City Terrace Park)
	"Cleaner restrooms." (Multiple)
	"More bathrooms available." (Multiple)
	"When I went to skate with my kids, wasn't enough helmets. More supplies needed at this park. Other than that, great experience." (Val Verde Park)
	"Keep up the good job. Need more outside restrooms by pool by outside basketball court." (Jesse Owens Park)

Source: 2016 PAD participant surveys.

### Exhibit 41: Selected Photos about PAD Activities and Facilities, 2016

Park Activities,  
Equipment,  
and Facilities



PAD Activities  
and Temporary  
Facilities



Source: Department of Parks and Recreation.

PAD participants were asked to identify the top activities they would like to see at PAD in the future. Movie night (24%), concerts/music (20%), soccer (16%), swimming (15%), children's games (13%), basketball (10%), and jumpers for youth (9%) were most frequently suggested (Exhibit 42). Among general activities, PAD participants also expressed significant interest in having more activities and events involving food/cooking (22%).

#### Exhibit 42: Participants Suggestions for Future PAD Activities, 2016

Category	Specific Activity	Percentage
Arts/entertainment	Movie night	24.1%
	Concerts/music	20.2%
	Bingo	5.3%
	Performance	3.9%
	Carnival activities	2.1%
	Total	55.6%
Physical activity/exercise	Swimming	14.6%
	Zumba	7.0%
	Dance	6.4%
	Walking/walking club	5.9%
	General exercise classes	3.4%
	Gym	3.3%
	Cheerleading/gymnastics	2.8%
	Martial arts/boxing	2.5%
	Yoga	2.5%
	Running/jogging	2.4%
	Aerobics/pilates	1.2%
Total	52.0%	
Organized sports	Soccer	15.5%
	Basketball	10.1%
	General sports	8.2%
	Baseball/softball	7.2%
	Tennis	5.8%
	Football	5.0%
	Individual sport activities	2.5%
Total	54.3%	
Kids Activities	Games/playground	13.1%
	Jumper	8.5%
	Painting/coloring	3.9%
	General youth activities	3.3%
	Face painting	1.5%
	Total	30.3%
Other/general activities	Food/cooking	22.0%
	Other	2.2%
	Events	1.8%
	Raffles/giveaways	1.7%
	Skateboarding	1.4%
	Animals	1.1%

Category	Specific Activity	Percentage
	Total	30.2%

Source: 2016 PAD participant surveys.

Note: Participants suggested more than one activity (up to three) in their survey response, therefore percentages add to more than 100.

### Teen Club PhotoVoice Recommendations

Teen clubs at four PAD parks were recruited to conduct a community-based participatory research project to provide feedback on how PAD can be more responsive to the community’s needs. Teen clubs conducted a PhotoVoice project (see Appendix 3: Methods for additional detail on Teen Club PhotoVoice Project Methods, page 235). Teen clubs at two parks, Athens and Pamela, included youth involved in Probation youth development programs. Teen clubs identified the following three themes for improvements and responsiveness to community’s needs.

### Community Benefits

Teens were asked to identify ways in which PAD activities have benefitted the community. Teen clubs indicated that PAD improved community cohesion and provided recreation opportunities. These benefits occurred during the summer period when PAD operated and were ongoing benefits after PAD had finished for the year. Specific examples of these benefits are presented in Exhibit 43.

Exhibit 43: Teen Clubs Perceptions of Ways PAD has Benefitted the Community, 2016

Recommendations	Photograph
<p>Pamela Park: What works about PAD?</p> <p>Concerts, live bands, Walking Club, Teen Dance, Movies, Laser Tag, Video Game Club, 3 on 3 Basketball Tournaments, Backpack giveaway, Airbrush tattoos, Zumba, food, Youth Sports: Soccer, Basketball, Outdoor Volleyball.</p>	

<p>Bassett Park: PAD activities have benefitted our community by getting everyone to come together and celebrate Thanksgiving. It opened way to get the community to participate in such events.</p>	
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Source: TeenClub PhotoVoice Photos and Description.

*Areas for Improvement*

Teen clubs recommended three types of changes to improve areas in and around the park:

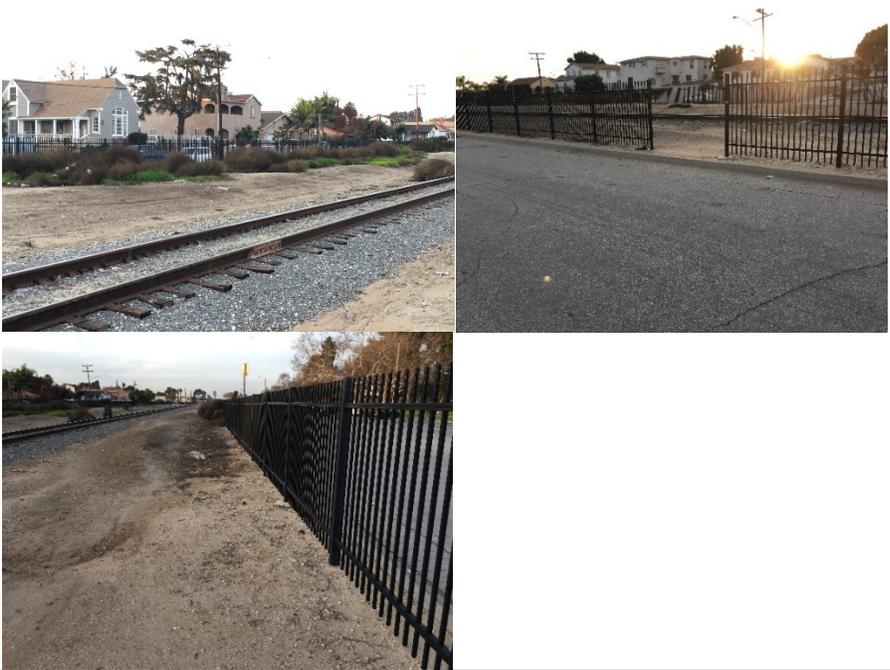
- 1) Adjust or add equipment to make the park facilities safe and accessible to younger children;
- 2) Add lights, which will allow patrons to safely use the park at night; and
- 3) Clean, improve, and maintain facilities to improve the accessibility, comfort, and safety of parks.

Specific examples of these recommendations are presented in Exhibit 44.

**Exhibit 44: Teen Club Recommendations on Park Areas in Need of Improvement, 2016**

Recommendations	Photograph
<p>Pamela Park: Lack of steps on both sides of the monkey bar for the smaller children.</p>	

Recommendations	Photograph
<p>Bassett Park: The dark side of the park: The Playground needs to be updated. The swings and other equipment is old and we would like an upgrade. There is also hardly any lights at night that hit the playground area.</p>	
<p>Bassett Park: There is not enough lights to light up the benched areas at night. It could be dangerous because someone can get hurt, lost or taken due to no lights.</p>	
<p>Bassett Park: The restrooms are always dirty. The Mirrors are old and ugly they need to be updated to real mirrors. Also the locks on the stall doors are always broken.</p>	

Recommendations	Photograph
<p>Athens Park: We took a picture of the train tracks because we feel that it needs beautification and upgrades. This is directly across from Athens Park Teen Center and gymnasium.</p>	

Source: TeenClub PhotoVoice Photos and Description.

*Activity Recommendations*

Teen clubs were asked to identify three main recommendations for additional activities not currently included in their respective PAD programs which would benefit their park and community. The recommendations were both teen-specific and general.

- 1) Teen specific recreation and instructional classes; expanding successful programs and creating new ones;
- 2) PAD activities to serve specific members of the community; and
- 3) Prepare early for the next PAD to increase the amount of participation among the members of the community.

Specific examples of these themes are presented in Exhibit 45.

**Exhibit 45: Teen Club Recommendations on Future PAD Programming and Activities, 2016**

Recommendations	Photograph
<p>San Angelo Park: A major issue is the amount of homeless people in the park. Concerns have been raised by the program about the well-being of these members of our community. An idea was to have a “Feed The Homeless Food Truck Friday” where every Friday food trucks will come out and cater to the homeless.</p>	
<p>Pamela Park: The most important question we must ask ourselves throughout this process is how far can we expand?</p> <p>With a proper budget plan, execution and support, these ideas can unify our community and increase participation throughout our community!</p>	

Recommendations	Photograph	
<p>San Angelo Park: With dance class, others can learn new cultures, dance, music, let their creativity show, and express themselves through dance.</p>		
<p>Bassett Park: We think that PAD should bring more activities that benefit all ages, such as rock climbing will bring in a larger number of people to the PAD events. This will help in getting more teens involved in park programs.</p>		
<p>Bassett Park: Although our Luche Libre night at PAD is a huge success, we would like to see different entertainment as well, such as Concerts, Movies in the Park and possible illusion entertainment "Street Magic".</p>	 	

Source: TeenClub PhotoVoice Photos and Description.

## Key Informant Recommendations

### Planning Recommendations

Areas of improvement consistently mentioned by key informants included: engaging community members in the planning process, strengthening internal planning and improving PAD operations, and utilizing available outreach resources. Exhibit 46 highlights selected comments around recommendations for improving PAD in these areas.

Key informants said that in order to best serve the community, an understanding of community needs is necessary. One best practice mentioned was to host “community think-tanks,” where park staff engage a group of community members to provide feedback during the PAD planning period. PAD parks currently host community planning meetings each spring, along with their community stakeholders service providers, to plan summer programming; however, there may be opportunities to enhance this process.

#### Exhibit 46: Selected Comments around General PAD Recommendations, 2016

Community input	“Now that we have identified some of the community’s needs and desires, we can better plan future PAD programs.” (DPR)
	“We need to engage the community more to determine exactly what the needs are.” (Probation Department)
Planning/organization	“It takes a lot of planning and we need to know what the budget is going to be in order to start planning.” (DPR)
	“There should be a PAD coordinator for the department that works year round assisting with grants, assistance to the park staff with equipment, supplies, and support.” (DPR)
	“Provide a PAD budget earlier than years past, this will help in purchasing services and providing quality programming for the community.” (DPR)
Outreach	“Streamline marketing, community outreach, and partner engagement with new Coordinator staff, opportunities to peer network with PAD partners and park staff to share ideas and improve efficiency, and work with partners to co-locate services at the parks year-round to build momentum from the summer.” (DPH)
	“Making community members aware and advertising the PAD programs merits and activities months before the established program dates via local news outlets, social media, and school districts/schools within the PAD venue.” (LASD)

Source: 2016 PAD key informant surveys.

Additionally, it is critical to address barriers and limitations to adequately staff for PAD. Key informants discussed the limitations of using volunteers. For example, volunteers cancelling on short notice and youth volunteers participating in activities rather than running them. Informants discussed how labor laws limited the ability of teens to work late and on what teens can do. Parks had different levels of success in recruiting volunteers and youth. One informant said “Some supervisors have more pull than others [with organizations that provide

volunteers]. They have a relationship and getting a constant flow of five, six, or seven workers. But other parks might ask for them and get maybe one... so maybe PAD itself can reach out to them and that would be distributed evenly.” Parks tried to find youth workers through other agencies but one informant pointed out that “You are getting kids where it’s their first job and you’re teaching them as you’re going. And so you still need to send other staff to supervise them.” Additionally, the screening duration to have volunteers or staff was a barrier to adequately staffing PAD; “we need to hire, and that needs to happen six months prior.” Finally, parks struggled to find staff who are willing to work for only six weeks. Temporary staff might find full time jobs between the time they are recruited and when PAD starts.

The main solutions recommended by informants included starting the hiring and volunteer screening process as early as possible, having park staff conduct the LiveScan fingerprinting at park events throughout the year, and balancing the scheduling of PAD to maintain staffing for summer camps, other summer events, and PAD. Scheduling suggestions included focusing on the most popular nights and activities. Some noted that different days were more effective for their individual park, but there was no consensus about which days were the best. Many noted that Saturdays were generally quiet due to family or sports events and some suggested Wednesday as an alternative. Informants noted that adults might prefer earlier activities for sports and exercise; kids and families might prefer early evening activities. Informants said that parks that were close to other PAD parks had lower attendance if a nearby park had a bigger event that evening. Still others noted that some residents were unwilling to travel to other parks due to gang territorial issues.

### Expansion Recommendations

As shown in Exhibit 47, 92% of key informants agreed PAD should be expanded to more parks, while 69% agreed PAD should be offered more times throughout the year (i.e. offer programming outside of summer months). Among respondents from DPR and LASD, a smaller percentage agreed PAD should be expanded, particularly around offering PAD more times throughout the year (55% and 67%, respectively).

#### Exhibit 47: Key Informant Opinions on PAD Expansion by Department, 2016

	Agreement with "expand to more parks"	Agreement with "expand PAD to more times throughout the year"
All Key Informants (n=49)	92%	69%
Department of Parks and Recreation (n=22)	91%	55%
Sheriff's Department (n=15)	87%	67%
Department of Public Health (n=5)	100%	100%
Probation Department (n=7)	100%	100%

Source: 2016 PAD key informant surveys.

When asked about potential challenges/barriers to expansion, 76% of respondents noted the biggest challenge would be funding and/or staffing for PAD events. Key informants identified funding and staffing for the expansion of PAD as their biggest challenge for cross-sector collaboration in 2016. DPR partnered with Probation to fund the expansion, and matching funds were provided by DPH and CEO. Informants stated that expansion led to many positive outcomes, but the DPR staff who implemented PAD before 2016 encountered specific challenges due to a reduced operating budget.

Key informants placed emphasis on the importance of providing quality programming for the community and were concerned this could diminish with expansion. Another challenge mentioned by key informants was decreased attendance due to school schedules and unfavorable weather outside of summer months (12%). When asked about potential benefits of expansion, the majority of respondents mentioned positive community impacts, such as increased access to services/programs, stronger family relationships, and an opportunity to increase park outreach and engagement.

Exhibit 48 highlights selected comments around perceived challenges/barriers and benefits to potential PAD expansion.

#### Exhibit 48: Selected Comments around Perceived Challenges/Barriers and Benefits to PAD Expansion, 2016

Perceived challenges/barriers to expansion	"Decreased funding as PAD expands, with more parks offering PAD it also hurts the parks that have had PAD for years because the funding is reduced. This causes the community to be frustrated with the Park because they aren't able to provide the services and programming they have in years past." (DPR)
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	“Barriers would be staffing. Trying to find staffing for summer PAD is difficult, so making it year-long would be more difficult.” (DPH)
	“Not enough resources and functions for each park. Limited amount of money to go around and not being able to provide the same level of enjoyment for the community.” (LASD)
Perceived benefits to expansion	“Greater utilization of the park system and ability to offer innovative programs in a safe environment.” (DPR)
	“Probation can use the parks as central hubs within the community for youth and families to receive services.” (Probation Department)
	“Parks are a critical resource in the County that would be better utilized by community members and organizations if PAD expanded.” (DPH)

Source: 2016 PAD key informant surveys.

Furthermore, Deputy Sheriffs said PAD expansion would create challenges unique to LASD, especially as they want to provide consistent presence of Deputy Sheriffs at parks. LASD already relies heavily on their overtime-list and utilizes security officers when necessary for PAD. It was suggested Deputy Sheriffs may alternate between parks to address current staffing issues and those associated with potential expansion. This would be more feasible for parks that are close together geographically, but a common concern was safety issues that may be event-dependent or neighborhood specific.

## Summary

Overall, PAD achieved its goal of increasing access to free recreational programming to residents of PAD zip codes and many others living in greater Los Angeles County. PAD provided a mix of entertainment, physical activity programming, and health and social services that attracted families and youth. Participant and key informant feedback on various aspects of PAD was highly positive, indicating the need for PAD programming in these low resource communities.

### *PAD Attendance*

Attendance at PAD during the summer of 2016 was estimated by DPR to roughly include over 178,000 visits by Los Angeles County residents at the 21 parks, roughly 17% of the population of PAD park zip codes. There were an estimated 8,500 total visits weekly across all PAD parks and the most frequently attended events were entertainment, followed by physical activity. PAD attendance was higher in immediate areas surrounding PAD parks, but PAD reached the great majority of County zip codes.

PAD participant survey data reflected that attendees had similar characteristics as the surrounding community. Most PAD attendees in 2016 were ages 22 and older (66%), female (66%), Latino (71%), had incomes less than \$20,000 (52%), and were insured (75%). 24% of participants were age 16 and younger and 9% were age 17-21. Survey data from the oldest PAD

parks showed that female participation increased more than males, while youth participation declined for PAD Group One and increased for PAD Group Two by 2016. PAD surveys were anonymous and some respondent may have complete the surveys more than once.

### *Outreach*

The great majority of PAD participants attended PAD parks daily (47%) or weekly (40%) throughout the year. Most individuals learned about PAD because they lived in the area or were walking by (47%), but many participants learned through word of mouth (26%) or PAD flyers (21%). Many attended PAD for multiple years, including participants at Pamela and Roosevelt Parks, at which 23% and 10% attended every year since PAD started in 2010, respectively. PAD also attracted attendees who did not use the park routinely. To understand long-term trends in PAD outreach methods, survey data for the oldest PAD park groups were examined. PAD outreach changed from 2010 to 2016, with an increase in the number of participants who heard about PAD through word of mouth, walking by, or the internet. Participants suggested more advertising and a stronger community and online presence. PAD park staff indicated having used advertising and distribution of promotional items for outreach; providing these materials during PAD and in the community. The staff expressed interest in more social media outreach and guidance on the most effective methods.

### *Programming*

PAD programming was diverse and included arts/entertainment, physical activity and sports, teen clubs and activities, personal development/health services, and a community resource fair. Participants rated arts and entertainment programs as their favorite activity (27%), followed by physical activity (9%). Participants also recommended more exercise classes and food options, but most frequently asked for movie night, concerts, soccer, and swimming as recommended activities. PAD provided volunteer and youth employment opportunities for 587 individuals in 2016. However, key informants discussed several limitations of using volunteers. It is critical to address barriers and limitations to adequately staff for PAD, particularly when considering expansion. Ten PAD parks had year-round teen clubs which provided teen programs during PAD. Additionally, Probation provides year-round youth development programs at five PAD parks, and provided outreach and services at PAD during the summer.

### *Participant Satisfaction*

PAD participant satisfaction was high with 67% to 70% giving the program activities, hours of availability, and park facilities an “A” and 94% reporting they would attend PAD again and recommend it to a friend. Many had highly positive feedback such as: “Parks After Dark is the most empowering cultural/artistic educational event in the community to bring peace and

understanding as neighbors across neighborhoods.” and “The current program is very good. We needed something like this for low income people. It helps a lot because we can’t afford to take them to places that charge. Thank you for remembering us and we hope that you please continue to offer the program.” Teen clubs that participated in the PhotoVoice project confirmed the benefits of parks to include sports and entertainment opportunities and improved community cohesion. Key informants also confirmed positive community impacts that included stronger family engagement and participation.

### *Recommendations*

Recommendations from key informants and participant surveys for increased access to PAD included the following:

- Develop outreach strategies and programs tailored to boys and men to increase participation in PAD.
- Increase outreach methods, including promoting at schools and through social media to increase attendance at parks and engage a diverse group of community members.
- Improve park safety, facilities, and equipment.
- Address staffing challenges by developing a strategy to streamline and increase volunteer and employment opportunities at the parks.
- Improve planning for PAD by engaging more community members and local organizations in the PAD planning process.
- Identify a sustainable funding source for PAD and expand PAD to more parks or more times throughout the year.

## Goal 2: Facilitate Cross-Sector Collaboration

Cross-sector collaboration in PAD was assessed through surveys and interviews with key informants in participating departments and examination of available data for joint activities, such as the resource fairs. Surveys, focus groups, and one-on-one interviews with individuals in different positions from multiple departments and agencies were conducted. Topics included 1) the level of collaboration and potential increase in collaboration attributable to PAD, 2) perceptions of PAD collaboration and recommendations, and 3) identification of new opportunities to increase cross-sector collaboration in the future.

### Departments and Agencies that Collaborated in PAD

Department of Parks and Recreation (DPR) is the lead organization for PAD and works in close collaboration with the Sheriff's Department Parks Bureau (LASD), Los Angeles County Department of Public Health (DPH), and Probation Department, and various community based organizations and county departments, with strategic support from the Office of Child Protection (OCP) and Chief Executive Office (CEO). Key informants were identified from their involvement in PAD. Informants included DPR PAD Regional Directors, Recreational Supervisors, and Managers; LASD Deputies and Supervisors; Probation Department Officers; and DPH staff. Leadership from collaborating agencies were invited to provide input. Additional organizations were involved with resource fairs and other PAD programs (see Appendix 2: Additional Data for a complete list of Resource Fair Participants, page 218).

### Cross-Sector Collaboration in PAD Implementation

Key informants were asked to report the level of collaboration between sectors in implementing PAD ranging from none (0), low (1), medium (2), or high (3) (Exhibit 49). The highest level of collaboration occurred between entities involved with the daily operations of PAD. DPR (2.7) and LASD (2.9) reported very high collaboration with each other. DPH's highest level of collaboration was with DPR (2.4). The Probation Department reported the most collaboration with DPR (3.0) and LASD (2.6). Lower levels of collaboration were seen for some departments because staff who worked in the parks during PAD collaborated the most with each other and were the majority of survey respondents. In contrast, directors and senior administrators had medium to high levels of collaboration across a larger number of departments.

Exhibit 49: Level of Cross-Sector Collaboration in PAD by Los Angeles County Departments, 2016

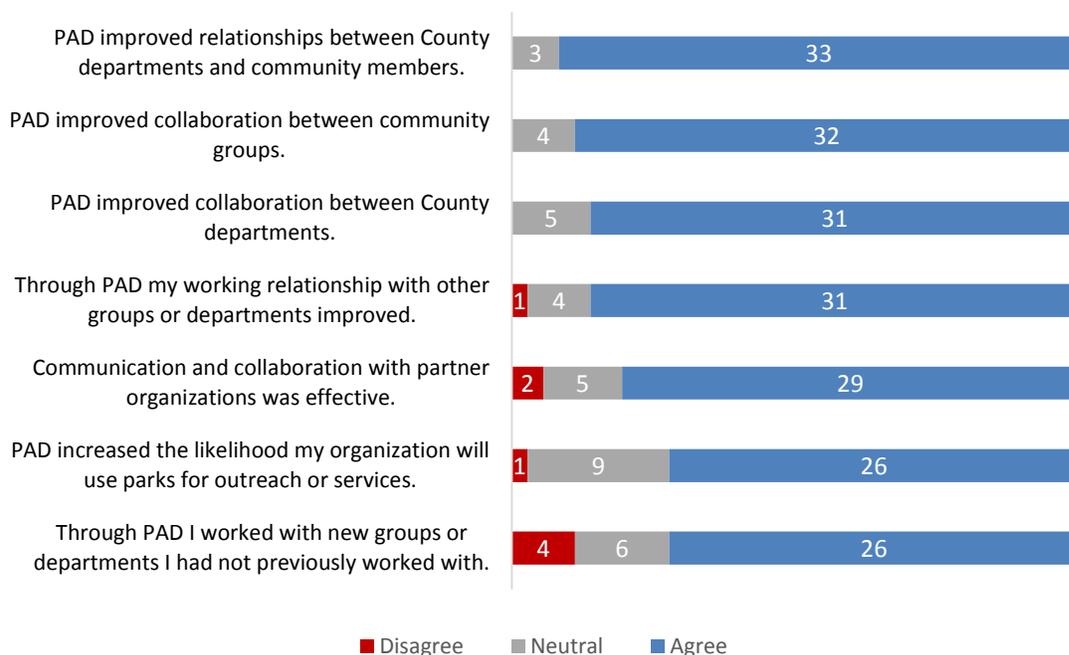
	Department of Parks and Recreation	Department of Public Health	Sheriff's Department	Office of Child Protection	Chief Executive Office	Probation Department	Other Los Angeles Departments
Department of Parks and Recreation (n=22)	--	2.4	2.7	1.4	1.5	1.8	2.1
Sheriff's Department (n=15)	2.9	1.0	--	0.7	0.9	0.9	1.7
Department of Public Health (n=5)	2.6	--	1.6	1.4	1.6	1.4	2.2
Probation Department (n=7)	3.0	2.2	2.6	2.0	1.7	--	1.7

Source: 2016 PAD Key Informant Survey

Note: Collaboration rates ranged from 0 to 3, with higher scores indicating a high level of collaboration. The Department of Mental Health was most commonly listed in the "Other Los Angeles County Department" category.

DPR and LASD key informants reported on their impressions of how PAD improved cross-sector collaboration in the survey. Overall, they responded improvements in areas such as between County departments (31 out of 36), community groups (32 out of 36), community members (33 out of 36), and new groups (26 out of 36) (Exhibit 50).

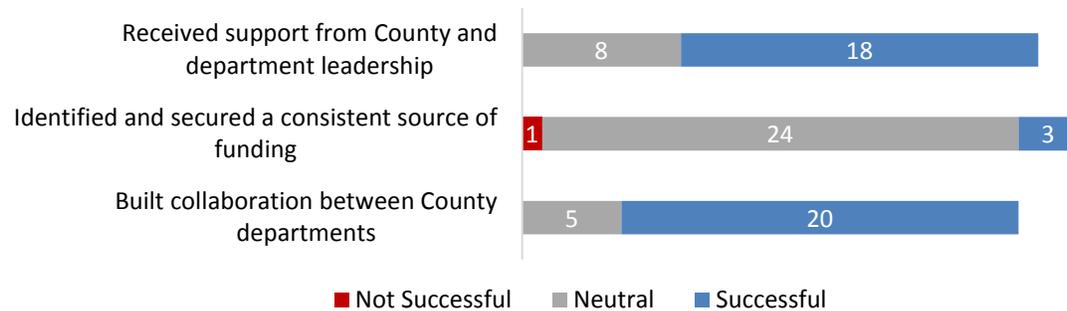
Exhibit 50: Number of DPR and LASDs Key Informant Who Reported Their Impressions of Impact of PAD on Cross-Sector Collaboration, 2016



Source: 2016 PAD key informant survey.

DPR and LASD key informants also reported on success of the collaboration and most reported receiving support from leadership (18 out of 26) and building collaboration between County departments (20 out of 25; Exhibit 51). But most (24 out of 28) were neutral on success in identifying and securing funding.

**Exhibit 51: Number of DPR and LASD Key Informants Who Reported on Success of Cross-Sector Collaboration in PAD, 2016**



Source: 2016 PAD key informant survey.

In addition to cross-sector collaboration, key informants reported on their collaboration with youth and community members. LASD had the highest level (2.7 and 2.5, respectively), followed by DPR (2.5 and 2.6, respectively), Probation (2.4 and 2.6, respectively), and DPH (2.2 and 1.8, respectively; data not shown). Informants also reported on collaboration with community organizations and the highest rating was reported by Probation (2.6) followed by DPR (2.3), DPH (2.2), and LASD (1.7). Exhibit 52 highlights illustrative comments from the key informant survey around the benefits of cross-sector collaboration to County departments.

**Exhibit 52: Selected Comments around Cross-Sector Collaboration by County Department, 2016**

Department of Parks and Recreation	“Partnering with other departments and getting the word out to the community about the resources and programs we have to offer is vital in sustaining PAD. The community is able to see that we have a lot of quality programs and services for them that they find useful.”
	“We learned what each department was capable of providing, and how each provided their services. We then figured out ways how to tie everything together to provide these services to the community.”
	“Working with the CEO’s office for the resource fair was very important. Through that office I was able to make many relationships with other County Departments.”
Sheriff’s Department, Parks Bureau	“It allowed us to speak with both members of the community and park staff to help them better understand law enforcement’s role in their communities.”
	“PAD allowed the Sheriff’s Department to positively work as a team with other organizations, that if it were not for PAD, would never be able to.”
	“Collaboration between County agencies and the citizens they serve is the single most important thing... none of these things are mutually exclusive. The concept of collaborating for the sake of community (specifically for the sake of keeping children safe) is something every human being can relate to.”
Department of Public Health	“It allowed DPH to look at its work in a new way, and encouraged collaboration with other sectors to address the multiple needs that face many of the same communities.”

Source: 2016 PAD key informant survey.

Informants noted challenges in PAD implementation. These included limited funding, schedules/timelines, and staffing most commonly. Selected comments are highlighted in Exhibit 53.

#### Exhibit 53: Selected Challenges to Implementing PAD, 2016

Themes	What has been most challenging in implementing PAD?
Scheduling/ timeline	"The allotted time to plan for the whole summer, it was a huge hit but very time sensitive."
	"The most challenging part of PAD has been Saturday evenings. The community tends to not come to PAD on Saturdays."
	"Getting supplies on time."
	"The main challenge has been implementing the program on a short timeline. As we expand the program we are not always sure how many parks will be included and when funding has been identified right before summer we must gear up within a very short timeline."
	"Timetable between allocation of funding and securing needed program support materials."
Funding/ staffing	"There was not a challenge to implement a program, however if we had more funding, we could do so much more."
	"Trying to the implement the program with limited funding and staff hours."
	"When we have to downsize on programs due to budget decrease."
Other challenges	"Receiving all the paperwork from the facilities"
	"Coming up with activities to bring the community in."
	"When the sheriffs don't patrol the park on foot during the P.A.D."
	"Group Sports."

Source: 2016 PAD key informant survey.

Key Informants were asked about what helped to sustain PAD and the most common responses were funding, cross-sector collaboration, community need/support, and colleagues/supervisors (Exhibit 54).

#### Exhibit 54: Selected Factors that Helped Sustain PAD, 2016

Themes	What has helped to sustain PAD?
Funding	"Sufficient funds."
Cross-sector collaboration	"The County family has helped to sustain PAD. The Department of Public Health, Probation, CEO, Sheriff and others have stepped forward to support and provided grants, leadership and resources to PAD."
	"Board of Supervisors, our and other County Departments and local CBO's and commitment from staff."
	"Family involvement and funding."
Community need/support	"The need for this type of community program, and great support from the general public."
	"The community support as well as the funding."
	"Quality services for the community during PAD. When they know the program is great they want to return and be part of it again."
	"Funding and the community wanting PAD."
	"Getting the word out about PAD and PAD activities."
Colleagues/ supervisors	"Recreation Leaders as well as my Recreation Supervisor."
	"The staff's dedication and passion for their community."

Source: 2016 PAD key informant survey.

### *Department of Parks and Recreation Perceptions of Cross-Sector Collaboration*

DPR is the lead agency for PAD. DPR provided overall administration, hosted PAD at their park facilities, planned programming, and conducted daily operations. Key informants from DPR talked about how PAD helped build relationships with other county departments, and the critical role funding from other sectors played in expanding PAD to more communities.

Key informants from DPR, the lead department in PAD implementation, discussed how PAD facilitated cross-sector collaboration: “PAD brought County Departments and community groups together to serve our patrons.” DPR staff reflected on how PAD is different from other programs: “PAD provides programs to our communities that may not otherwise be possible due to funding and supplies. This program truly makes a difference in the communities we service.”; “We were able to offer programming that we may not have been able to provide otherwise.” They also noted that PAD improved well-being by: bringing families together as a whole, was pretty neat to see”; and PAD “brought the community together.” They also said that “The County family has helped to sustain PAD. The Department of Public Health, Probation, CEO, Sheriff and others have stepped forward to support and provided [funding], leadership and resources to PAD.”

In 2015, OCP approached departments such as DPR to inquire about programs that strengthen families, and PAD was identified as a strategy that could meet their mission to reduce youth in the foster and criminal justice systems. CEO and OCP worked together with DPR to identify county funds to sustain and expand PAD. Federal funding from the Probation Department’s Title IV-E Waiver were identified, requiring a 50% local match. Probation recognized value in PAD: “PAD allows our department to find more ways to reach out to the community. We can identify at-risk populations and provide services in a safe place with the hope of keeping young people from becoming more involved in the criminal justice system.” The funding match required to leverage Probation dollars for the 2016 expansion was secured using a small amount of ongoing County funds, along with prior years’ savings and one-time funding from DPH’s Trauma Prevention Initiative, which were not renewable sources of funds. Although the federal Title IV-E Waiver matching funds are available for two more years, the local or state matching funds needed to sustain PAD at 21 parks have not yet been identified for 2017 to 2019. Departments were collaborating to find new resources for non-federal matching funds as well as alternate sources to provide ongoing funding.

### *Sheriff's Department, Parks Bureau Perceptions of Cross-Sector Collaboration*

During key informant interviews, LASD Deputies discussed their role in PAD. One Deputy said “Parks Bureau just attracts a different type of person” and another, “we are generally seen as more approachable.” Many mentioned other community based programs they were involved in as a mentor or coach to youth (e.g. BRAVE program, bicycle education programs, basketball skills competitions). Deputies believed this to be advantageous to the role they can play during PAD and ability to relate to and engage PAD communities.

Deputies highlighted the increased emphasis on walking around and engaging community members, particularly the youth. A Deputy expressed “Without PAD, Deputies would not get out of their patrol cars or communicate and interact with the kids or community members in the same manner.” One Deputy shared a story of baking cookies to bring to PAD events as a strategy to help youth connect with Deputies more informally. Commonly mentioned approaches utilized by Deputies to improve community relationships included handing out coloring books and stickers to children, recruiting at the PAD community resource fair, and inviting youth to see the lights/inside of the police car.

### *Deputy Probation Officer Perceptions of Cross-Sector Collaboration*

Deputy Probation Officers (DPOs) involved with PAD and park youth programs were interviewed separately by DPH and described their role in PAD and their collaboration with other sectors. DPOs reported meeting weekly with park staff and the Sheriff Deputies who ran the Youth Activity League. DPOs reflected on the positive working relationships built between Probation, DPR, and the Sheriff's Department staff at the parks: “[We] get along and have each other's back” and another noted “I feel like I work for Parks and Rec.”

DPOs offered examples of their impact on PAD. At Pamela Park, the DPO provided extended hours during PAD until 11 PM to 12 AM to ensure the safety of kids and park staff. At Athens Park, the DPO worked with the community around gang truces. DPOs also reported that park staff taught them “about a lot of resources in community that you don't have in Probation.” Finally, DPOs felt that they were able to enhance the ability of Park staff to reach specific populations: “I used to work at a City park, a very active gang park... gangsters would intimidate you... If you had a Probation officer's access to the referrals and the CBOs and the information, to give that [to park staff] and work with them, you would make a world of difference with those kids... If you put a PO there to bring in these services, to bring in this knowledge... that's going to garner a little more respect.” DPOs also talked about how the park setting changed the dynamic of how they work with youth and families: “When you are at the park, you are totally in their environment,” and, “That's what saved me, getting involved in sports and different things at the parks. It's the same for them. I can relate and identify.” Providing services at the

parks helped them build trust with the community: “A lot of people are kind of hesitant to associate with law enforcement... I kind of turn it around and let them see the positive side... We’re here to help you.”

DPOs wanted to provide more services at parks because they had unique training as system navigators, and PAD provides an opportunity to prevent youth from becoming involved in the criminal justice system. They identified a need for parks to provide services tailored to at-risk youth, to address gang issues in community, and for programs that provide age appropriate activities for younger kids separate from older kids.

### ***Department of Public Health Perceptions of Cross-Sector Collaboration***

DPH leadership described its role in PAD to be an initial and long term advocate. DPH Injury & Violence Prevention (IVPP) assisted with evaluation and strategic planning, and Community Health Services developed PAD outreach and programming, such as walking clubs. One informant said that DPH was “one of the funding departments and one of the champions of this concept and one that did the initial Health Impact Assessment to demonstrate that this concept impacts both obesity prevention and increasing exercise as well as decreasing violence in communities.” An informant also noted that “It allowed our staff to implement creative programs and think differently about how to deliver services and information to communities in need”. Informants noted that DPR was also instrumental in helping sustain and advance PAD by promoting collaboration with the CEO and Probation (Exhibit 55).

#### **Exhibit 55: Selected Comment about DPH’s Role Promoting Cross-Sector Collaboration, 2016**

“As the evidence base developed, DPH increasingly promoted PAD as a promising practice to address violence and chronic disease, helping to identify funding to sustain and expand PAD, and involve more partners in PAD.

As PAD grew and DPH continued to develop the evidence base through a Health Impact Assessment, PAD gained national attention as a model practice, and more support from local leadership, new partners and sectors. PAD is included in the strategic plans of several County departments and initiatives, including the DPH strategic plan, and the new LA Health Agency strategic priorities.

There is still a lot of untapped potential for DPH to leverage PAD to provide outreach and services co-located at parks to address multiple public health priorities, including women’s health, substance abuse, communicable disease, tobacco prevention, HIV/STD prevention, environmental health, and others. DPH will continue to explore how to align health outreach and services at the parks and further build its partnership with Parks and Recreation and other PAD partners.”

Source: 2016 PAD key informant survey.

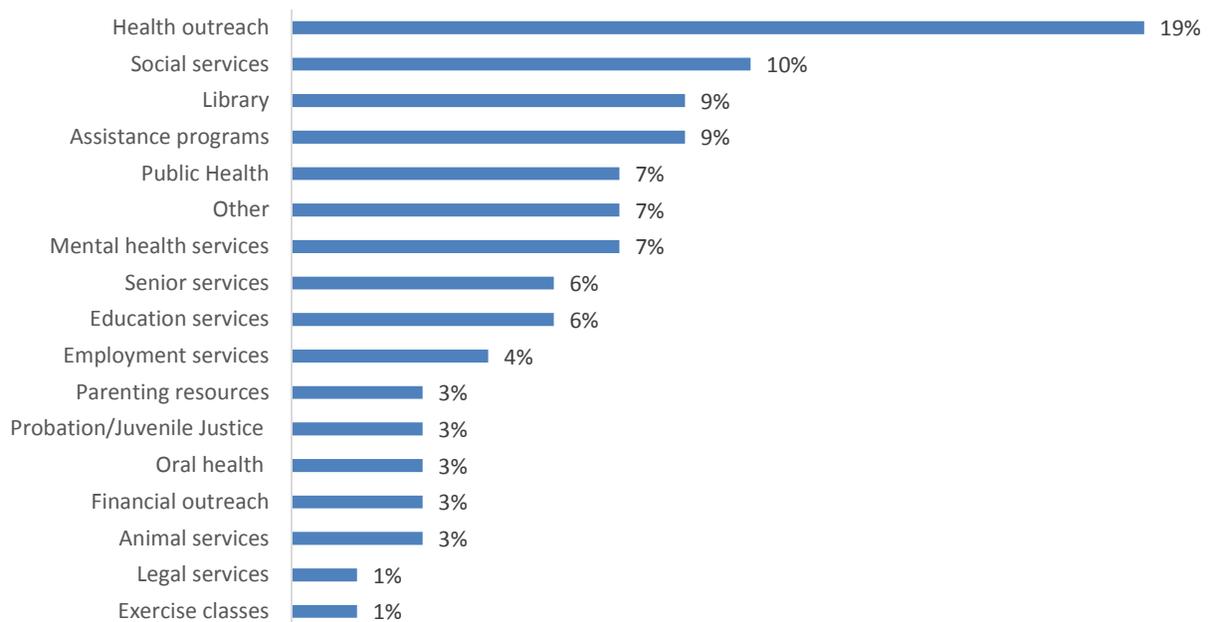
### *Cross-Sector Collaboration in Community Resource Fairs*

A specific example of cross-sector collaboration during PAD was the community resource fair. Each park held one community resource fair during PAD, organized by DPR, which centralized outreach to County departments and community organizations and other agencies, and worked closely with each park to schedule each resource fair. DPH assisted with outreach to health and public health agencies to provide services at the community resource fair.

The services provided at the fair were diverse. Many service providers attended multiple resource fairs at PAD parks. For example, Planned Parenthood and SafetyBeltSafe USA had services at 15 parks each, and Family Health Care Centers of Greater LA had health outreach services at 12 parks. A complete list of Resource Fair Participants and services available to PAD attendees at the resource fair is available in Appendix 2: Additional Data (page 218).

Exhibit 56 shows the extent of services and resources at PAD community resource fairs by service type. The most common services were health outreach services (19%). A few organizations provided services in more than one domain. For example, DPH provided animal services through Veterinary Public Health and public health resources, including lead poisoning awareness, nutrition education, and emergency preparedness. As indicated in Exhibit 25, 44% of PAD participants attended the resource fair.

**Exhibit 56: Type of Services at PAD Community Resource Fairs, 2016**



Source: 2016 PAD resource fair provider survey.

A survey of resource fair participants indicated that the majority of resource fair providers found out about the resource fair through participation in previous years (29%) or an invitation from DPR (29%). Other providers indicated learning of the resource fair through another County department (13%) or a colleague (13%).

Resource fair service providers gave a rating of excellent (grade of A), good (grade of B), fair (grade of C), and poor (below a grade of C) to various aspects of the resource fair as highlighted in

Exhibit 57. Overall, satisfaction was high, with the majority of service providers giving a grade of A or B. Facilities were the highest rated and publicity by the organizer was the lowest rated aspect of the resource fair. Roughly one in four service providers gave a grade of C or below to publicity, suggesting the need for stronger outreach to the community, particularly as the community can greatly benefit from access to and information about various services available at the resource fair.

#### Exhibit 57: Grade Assignment to Various Aspects of the Resource Fair by Resource Fair Service Providers, 2016

<b>Rating of attendance at resource fair</b>	
A	43%
B	41%
C or below	15%
<b>Average "GPA"</b>	<b>3.28</b>
<b>Rating of pre-planning for resource fair</b>	
A	46%
B	39%
C or below	15%
<b>Average "GPA"</b>	<b>3.30</b>
<b>Rating of on-site management at resource fair</b>	
A	41%
B	48%
C or below	11%
<b>Average "GPA"</b>	<b>3.30</b>
<b>Rating of facilities at resource fair</b>	
A	41%
B	50%
C or below	9%
<b>Average "GPA"</b>	<b>3.33</b>
<b>Rating of publicity by organizers</b>	
A	39%
B	34%
C or below	27%
<b>Average "GPA"</b>	<b>3.11</b>

Source: 2016 PAD resource fair provider survey.

All resource fair service providers indicated feeling safe at PAD and 97% believed PAD to be a pleasant venue to provide services. Additionally, 95% agreed PAD makes it easier to reach their target population and all resource fair service providers indicated they were likely to participate in the resource fair in the future.

Service providers feel as though the resource fair is a great way for the community to get involved and noted the general community response to be very positive and appreciative. Resource fair service providers were asked to provide feedback on the benefits of the resource fair and their satisfaction with PAD, as well as recommendations for improving the resource fair and PAD in the future. Selected comments from service providers around the resource fair and PAD are provided in Exhibit 58.

#### Exhibit 58: Selected Comments from Service Providers about the Resource Fair and PAD, 2016

Community Benefits of Resource Fair	"I enjoy these events and it's a perfect way to inform the community of our services."
	"Great staff and community members who attended PAD, were very appreciative. Everyone had a great time and provided an avenue for community members to walk together with their kids. Also provided great community engagement in a fun and safe environment."
	"It's a great opportunity to hear concerns and address questions from the community. Engaging with children on healthy lifestyle and food choices."
	"It is an innovative way to reach out to the public that would otherwise be intimidated to walk into an office."
Satisfaction with PAD	"The event seems to be growing year after year and can only get better."
	"Great community event. Great way for staff and community members to get exercise and great avenue to educate community members on variety of health issues. Also great way to start building relationships with other County departments."
	"It was very much appreciated by the families who attended. They particularly appreciated the extra security."
Recommendations for Resource Fair	"Doing Community Surveys, asking community members about their needs."
	"More community outreach, list event on a website, have a flier to promote it."
Recommendations for PAD	"Involve the community more regarding programs the park offers."
	"Joint planning has to be done between departments so that we can maximize assets (staff, funding, etc)."
	"Better advertising. We were advertising the event and people were unaware of PAD."

Source: 2016 PAD resource fair provider survey.

A key informant noted, the "Resource Fairs were very impactful. It provided an opportunity to collaborate with various agencies and the community was able to receive a variety of services at the same time." One challenge raised by park staff about the resource fair and the PAD expansion is that parks were drawing from the same limited resources and lost effective programs that served a community need. Informants struggled to maintain consistent resources from Los Angeles County Library and volunteer staff from the Archdiocese of Los Angeles on a regular basis. One informant noted that parks were "pulling from the same

resources.” Strategic scheduling and engagement of key resources to plan their participation ahead of time would help ensure resources are available at multiple parks.

## Recommendations for Improving and New Opportunities to Increase Cross-Sector Collaboration

Key informants offered recommendations for improved cross-sector collaboration and identified new opportunities to increase collaboration. These recommendations can be grouped into three domains.

### 1) Improve communication and coordinate programming within sectors

Survey respondents recommended improving communication and cross-sector collaboration through regular meetings/opportunities for relationship building (71%), having a central point person for PAD activities at my department (63%), and having regular communication regarding PAD progress to partners (63%).

LASD leadership expressed interest in being more involved in PAD planning and suggested developing and sharing a master calendar of events by park to allow LASD to assess need for additional law enforcement at events that draw a large number of attendees. One LASD informant noted that “We need to be a part of the planning well before the start of the program.”

Coordinating programming with cities or other PAD parks in vicinity to avoid scheduling conflicts and competing programming was also mentioned. One informant discussed coordinating advertising with Pasadena and another participated in meetings throughout the year at Altadena to coordinate scheduling to avoid conflicting events on the same nights. Coordinating with other similar summer park programs were recommended by multiple respondents across sectors, such as Summer Night Lights (SNL) in the city of Los Angeles, Pasadena, and Long Beach.

A PAD leadership informant noted that “When we started out and there were only three parks or six parks, it wasn’t nearly as hard and the staff at the parks did a pretty good job about reaching out. As we’ve continued to expand some of the groups that were already booked for the existing parks [...] without having somebody to coordinate it all is really difficult and we should be doing this as a department [...] and that all of the County resources are available at all those different fairs. [...] We can coordinate purchasing, and we can line up their resources to plan their different programs and to aid them in purchasing all of their supplies.”

The role of the PAD Coordinator was identified as “A big portion of the goals will be to work with the other County departments to bring in their programs and services and program for us, to work on finding additional funding for the program, and also to work with Public Health as well as [evaluator] on what the statistics mean and where we can continue to improve in the program and where we can continue to add additional programs and services. The Coordinator will also help with daily operations...”

## **2) Increase involvement of local organizations in PAD events**

Informants noted that park staff were successful at recruiting partners in their local neighborhood. This was a positive experience because these organizations’ activities and resources enriched the PAD program, but also a challenge when it also added to their summer workload. Respondents from multiple sectors encouraged PAD to increase involvement of local organizations and businesses to support the community.

## **3) Recommendations about expanding PAD using cross-sector collaboration**

Respondents in leadership positions recommended cross-sector collaboration as a mechanism to expand PAD by identifying additional funds, coordinating with existing funded initiatives, and engaging other departments to leverage PAD to meet their missions. For example, DPOs suggested that they could serve as system navigators, by increasing awareness of various programs and services available to refer families. Additionally, DPH used PAD as a platform to promote public health through participation in the resource fair and leading weekly walking club activities.

## **Summary**

PAD is led by DPR, in collaboration with LASD, Probation, and DPH, with strategic and funding support from OCP and CEO. To assess PAD’s impact on increased collaboration, key informant surveys and interviews were conducted with staff from DPR and partner organizations. Key informants from these organizations rated the level of PAD cross-sector collaboration very high. Department staff that collaborated closely to implement PAD in the field, particularly DPR and LASD, gave the highest collaboration scores. Directors and senior administrators more often rated high levels of collaboration with all sectors. In general, key informants from DPR, LASD, Probation, DPH, OCP, and CEO highly rated PAD cross-sector collaboration (a score of 3.0 to 3.7 out of 4).

### *DPR Staff on Collaboration*

Key informants from DPR, the lead department in PAD implementation, discussed how PAD facilitated cross-sector collaboration: “PAD brought County Departments and community groups together to serve our patrons.” DPR staff reflected on how PAD is different from other programs: “PAD provides programs to our communities that may not otherwise be possible due to funding and supplies. This program truly makes a difference in the communities we service.” and “We were able to offer programming that we may not have been able to provide otherwise.” They also noted that PAD improved well-being, “bringing families together as a whole, was pretty neat to see” and PAD “brought the community together.”

### *PAD Partners on Collaboration*

LASD key informants pointed out their participation in PAD helped improved perceptions of Deputy Sheriffs in the community: “We are generally seen as more approachable.” PAD provided opportunities for Deputies to interact with community in a positive way: “Without PAD, Deputies would not get out of their patrol cars or communicate and interact with the kids or community members in the same manner.”

Deputy Probation Officers identified PAD as an investment in prevention: “PAD allows our department to find more ways to reach out to the community. We can identify at-risk populations and provide services in a safe place with the hope of keeping young people from becoming more involved in the criminal justice system.” Probation also discussed their funding contributions to PAD and willingness to expand their services at PAD parks. Probation staff also discussed how the park setting changes the dynamic of how they interact with the community: “When you are at the park, you are totally in their environment.”; “That’s what saved me, getting involved in sports and different things at the parks. It’s the same for them. I can relate and identify.”; “A lot of people are kind of hesitant to associate with law enforcement... I kind of turn it around and let them see the positive side... We’re here to help you.”

DPH leadership described its role in PAD to be an early and long-term advocate and an informant pointed out that PAD presents an opportunity for creative programming to address health and equity in high need communities. DPH noted: “Providing variety of physical activity options to the community has been wonderful... the community members really enjoyed going out and experiencing different ways to be physically active. Even if it was walking on the walking trail with your kids and talking. That is a plus in so many ways.” DPH helped to develop the evidence base for PAD: “As the evidence base developed, DPH increasingly promoted PAD as a promising practice to address violence and chronic disease, helping to identify funding to sustain and expand PAD, and involve more partners in PAD.” DPH key informants also discussed the untapped potential of PAD to impact other aspects of public health and equity.

### *Cross-sector Collaboration*

The resource fair was another example of successful cross-sector collaboration, which provided a venue for multiple County departments and community organizations to provide an array of health and social services to community members. Service providers agreed PAD improved the accessibility of services to their target populations and noted the positive response from PAD participants. One survey provider noted, “It is an innovative way to reach out to the public that would otherwise be intimidated to walk into an office.” In the key informant survey, County departments overwhelmingly agreed PAD increased the likelihood their agencies would use parks for outreach or services. In interviews and focus groups, key informants said PAD helped build better relationships with other departments and the community, as they gained a stronger understanding of community needs.

Comments reflected the high level of collaboration: “We learned what each department was capable of providing, and how each provided their services. We then figured out ways how to tie everything together to provide these services to the community.” Informants noted that cross-sector collaboration has sustained PAD: “the County family has helped to sustain PAD”, as well as community support: “great support from the general public” and dedication of staff: “the staff's dedication and passion for their community.”

### *Recommendations*

Key informant recommendations for improved collaboration included the following:

- Improve communication and coordination of PAD within sectors through a coordinator.
- Convene leadership of key departments to strategically align resources and plan programming for PAD each year, including DPR, LASD, DPH, Probation, and other partners.
- Increase collaboration with local community organizations through involvement in park stakeholder planning meetings.
- Coordinate with County initiatives to align resources to address multiple needs of communities through PAD.
- Identify opportunities to use the park as a hub for system navigation to link at-risk youth and families to needed services.

## Goal 3: Decrease Community Violence and Increase Perception of Safety

The potential impact of PAD on community violence and perceptions of safety were examined using different data sources and methods. Potential impact on violence and crime was assessed using Los Angeles Sheriff Department (LASD) and Los Angeles Police Department (LAPD) Part I and Part II crime data from 2004 to 2016 (when available) at the reporting districts (RDs) where PAD parks were located or adjacent RDs when parks crossed RD boundaries. This section examines crime rates in PAD parks, rates over time by individual park and PAD park group, compares crime rates to LASD overall rates, estimates the impact of PAD with a difference in difference (DD) analysis, and measures crime severity and seasonality in PAD and crime comparison parks. These data describe the potential impact of PAD on crime in the park and surrounding community and highlight the potential impact of expanding PAD to other parks in Los Angeles County. Perceptions of safety and relationships between community members and Deputies were also examined using PAD participant surveys, stories provided by DPR and LASD, and key informant interviews.

### Part I and Part II Crime Rates

Part I crimes are serious property and violent crimes that include homicide, aggravated assault, rape, larceny theft, robbery, grand theft auto, burglary, and arson. Part II crimes include non-violent and violent low-level offenses such as narcotics, disorderly conduct, non-aggravated assaults, and vandalism, among others. Part II crime rates are subject to underreporting and therefore trends presented in this report may underestimate rates of these crimes.

To estimate the potential impact of PAD on crime, a number of non-PAD parks were selected as a comparison group. Crime comparison parks were selected based on assault and obesity rates in LASD/LAPD RDs for PAD parks specifically and for the RDs that surrounded the park. Each PAD park group was matched to a group of crime comparison parks, but crime comparison parks could be matched to more than one park group.

Part I and Part II daily crime rates were created by calculating the ratio of number of crimes during the PAD period to the total population of the selected RDs using LASD/LAPD and Census population data. The PAD period was park and year specific and included the common timeframe of when PAD was in operation at all parks for the year. Daily crime rates were used for this analysis as 1) PAD operation is concentrated during summer months and for a short period of time and 2) the number of days of PAD varies from year to year; therefore, using a daily rate makes crime comparable over time. See Appendix 3: Methods for further detail on

Crime Data Analyses Methods (page 238). These methods are different in several ways from methods used in previous evaluations of PAD.

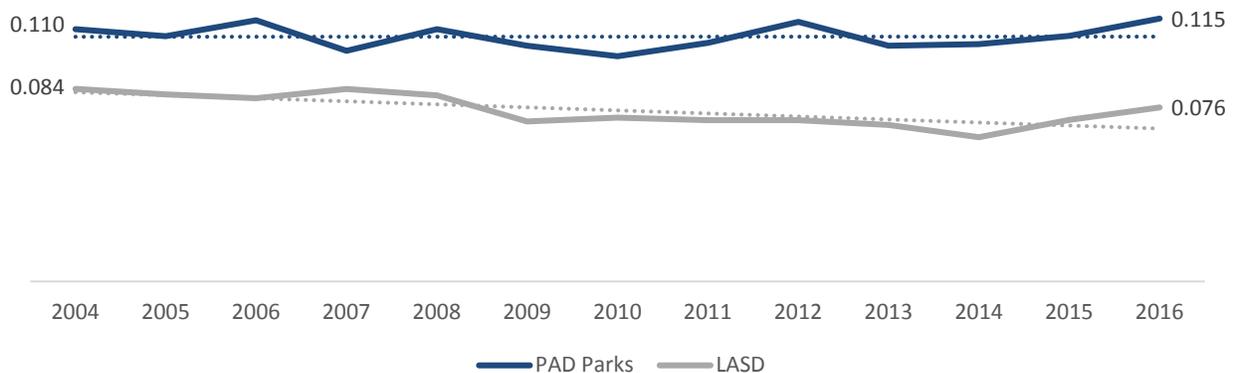
## Patterns in Part I and Part II Crime Rates

### *Part I and II Crime Long-Term Trends, PAD Parks and LASD Overall*

Long term trends during the PAD period were examined from 2004 to 2016, including five years prior to implementation of PAD in PAD Group One, for a more reliable assessment of potential changes related to PAD. Several years of baseline data provide a more stable assessment of pre-PAD trends, for comparison to several years of trends for PAD implementation.

Exhibit 59 shows the Part I crime rates in PAD parks and Los Angeles County RDs on average from 2004 to 2016. These data confirm that PAD parks had higher rates as they were intentionally selected for PAD programming due to being located in high crime areas.

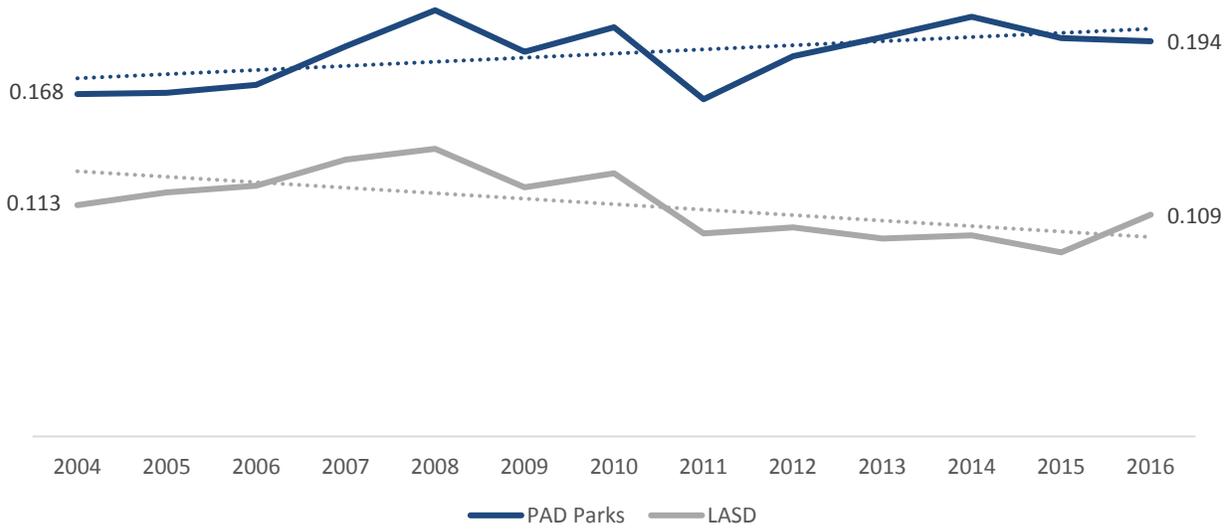
Exhibit 59: Part I Daily Crime Rate per 1,000 Population, PAD Parks, and Los Angeles County Reporting Districts, 2004-2016



Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2004-2016.

Exhibit 60 shows Part II crime rates in PAD parks and Los Angeles County RDs on average from 2004 to 2016. These trends are similar to Part I crime rates, with higher rates in PAD parks than LASD overall, though the number of these crimes were in general higher than Part I crimes.

Exhibit 60: Part II Daily Crime Rate per 1,000 Population, PAD Parks, and Los Angeles County Reporting Districts, 2004-2016

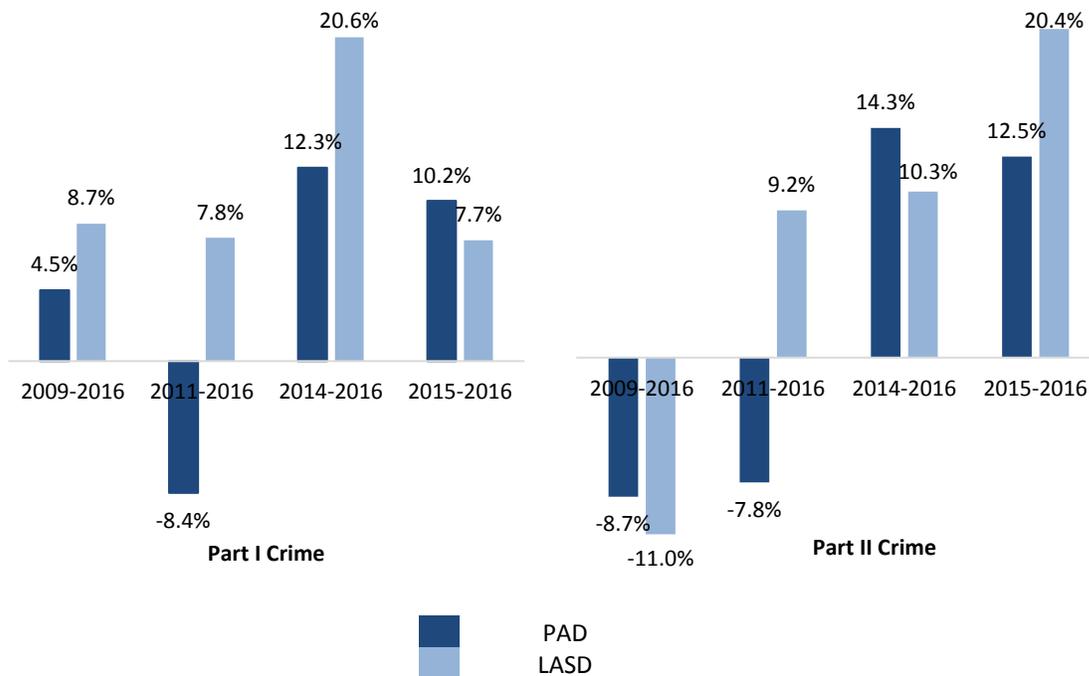


Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2004-2016.

### Change in Trends in PAD Parks Relative to LASD Overall

Exhibit 61 displays the crime rates in PAD groups compared to their respective baseline year (the year prior to implementation of PAD) to 2016. The analyses highlight the reductions in crime rates in PAD Group One and Two, but not for PAD Group Three and Four. Specifically, Part I crime rates increased and Part II crime rates declined for PAD Group One, similar to LASD. Both Part I and Part II crime rates declined for PAD Group Two, but not in LASD. Part I and Part II crime rates both increased for PAD Group Three and PAD Group Four, similar to trends in LASD. Crime Trend Analyses by Individual Park and PAD Group is presented in Appendix 2: Additional Data (page 221).

Exhibit 61: Change in Daily Crime Rate in PAD Parks and Los Angeles County Reporting Districts, by PAD Group, from Respective Baseline to 2016



Years	Part I Crimes		Part II Crimes	
	PAD	LASD	PAD	LASD
2009-2016 (PAD Group One)	4.50%	8.7%	-8.7%	-11.0%
2011-2016 (PAD Group Two)	-8.4%	7.8%	-7.8%	9.2%
2014-2016 (PAD Group Three)	12.3%	20.6%	14.3%	10.3%
2015-2016 (PAD Group Four)	10.2%	7.7%	12.5%	20.4%

## Differences in Daily Crime Rates and Trends in PAD and Selected Crime Comparison Parks

To accurately assess the impact of PAD on crime rates, changes in crime rate before and after PAD implementation were compared to changes in crime comparison parks in the same time period. This analysis helps assess whether crime trends in PAD parks were similar or different to what we would expect to see in comparison parks (predicted crime rates). These changes were calculated using regression models that predicted crime rates. Comparison of the change between regression-based rates for PAD and crime comparison parks (difference-in-differences or DD indicates whether PAD implementation had an impact on crime rates in PAD parks. The analyses included 1) comparing the change in predicted crime rates between the PAD park group and crime comparison parks at the respective baseline year and the first year of implementation, 2) comparing change in crime rate during PAD between the two groups, and 3) comparing the long term trends before PAD and during PAD for both groups. Long term trends included five years prior to implementation of PAD in each park group. All rates reported in this sections are predicted rates and do not correspond to descriptive rates of crime reported in the rest of this chapter. See Appendix 3: Methods for additional detail on Crime Rate Calculation and DD Methodology (page 240).

Overall, findings indicated either a reduction in crime rates or a dampening effect on crime and an estimated avoidance of 81 Part I crimes and 91 Part II crimes between 2010 and 2016 (Exhibit 62 and Exhibit 63).

**Exhibit 62: Estimated Cumulative Change in Number of Part I Crime (vs. Comparison Parks), 2010-2016**

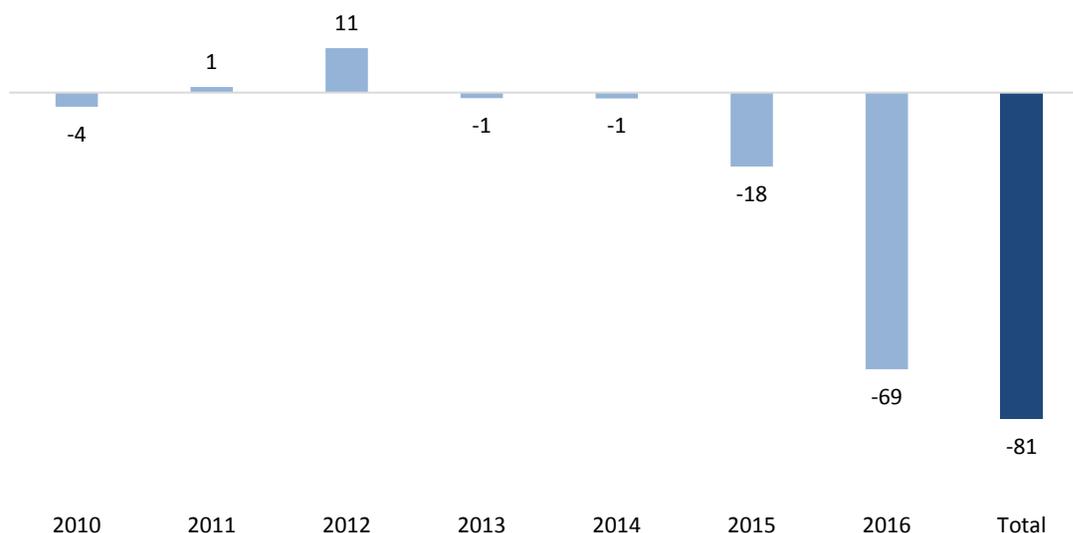
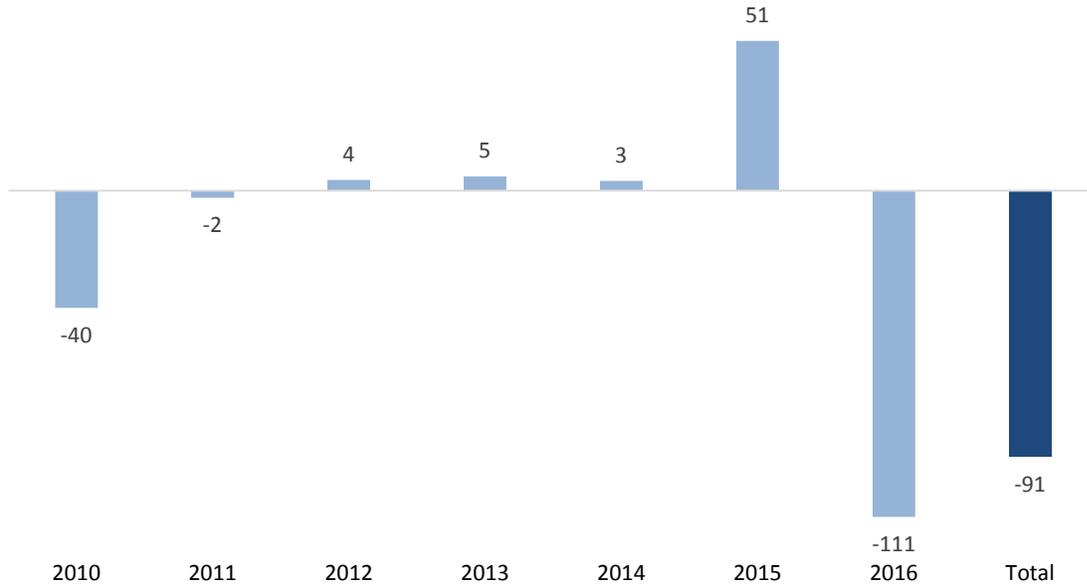


Exhibit 63: Estimated Cumulative Change in Number of Part II Crimes (vs. Comparison Parks), 2010-2016

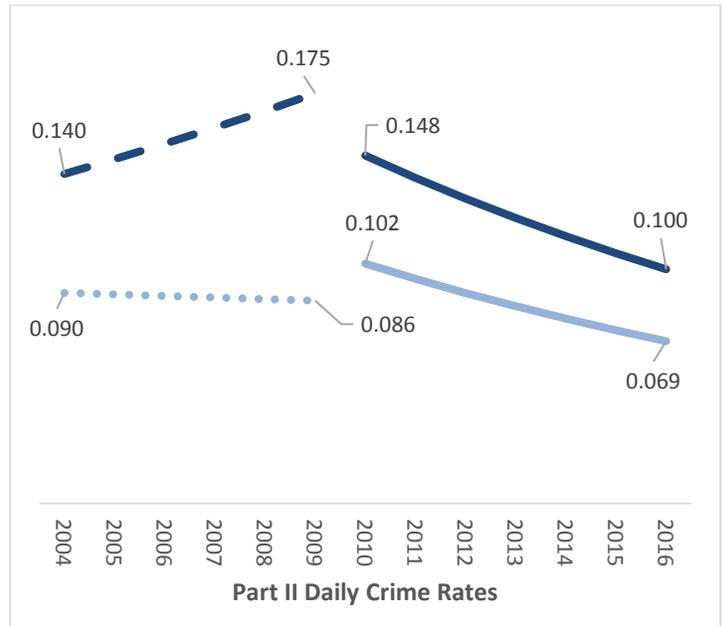
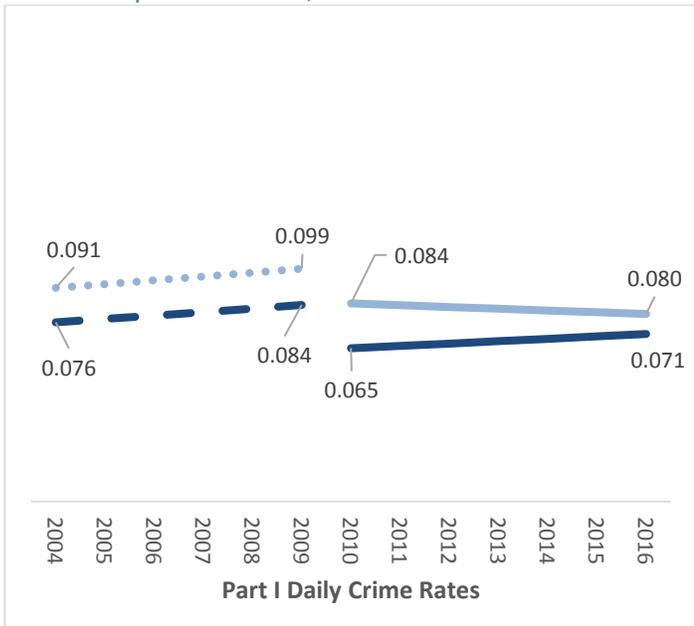


### ***PAD Group One***

Among PAD Group One, PAD may have prevented a greater rise in Part I crimes during PAD operation in PAD parks. Also, PAD may have contributed to a faster decline in Part II crime rate during PAD operation in PAD parks. More specifically, Exhibit 64 shows the predicted Part I daily crime rate declined significantly from 2009 to 2010 in both the 2010 PAD park group and the crime comparison parks. Predicted Part I daily crimes per 1,000 population declined from 0.084 in 2009 to 0.065 in the PAD parks, a decline of 0.019 daily crimes per 1,000. In contrast, the decline among crime comparison parks was from 0.099 to 0.084, a decline of 0.015 daily crimes per 1,000. The difference in decline between PAD parks and crime comparison parks was not statistically significant. The Part I daily crime rate continued to decline from 2010 to 2016 in the crime comparison parks. However, the Part I daily crime rate in the PAD park group increased. The long term patterns of change between the 2010 PAD park group and crime comparison parks in the five years prior to PAD and during PAD was also statistically different.

DD analyses of changes in predicted Part II daily crime rate per 1,000 population also showed a significant drop from 2009 to 2010 in PAD Group One (from 0.175 in 2009 to 0.148 in 2010 in the PAD parks, a decline of 0.027 crimes per 1,000), but an increase for crime comparison parks (from 0.086 in 2009 to 0.102 in 2010, a significant increase of 0.016 per 1,000). During PAD or from 2010 to 2016, Part II daily crime rates significantly declined for both groups and the rate of this decline was significantly greater for PAD Group One than the crime comparison parks. The long term patterns of change in Part II daily crimes for both PAD park groups and crime comparison parks was statistically similar.

Exhibit 64: Predicted Part I and II Daily Crime Rates per 1,000 population for PAD Group One and Selected Crime Comparison Parks, 2004-2016



Crime Comparison Parks (Baseline, before 2010)
  Crime Comparison Parks (2010-2016)

PAD PAD Group One (Baseline, before 2010)
  PAD PAD Group One (Intervention, 2010-2016)

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2004-2016.

Note: Predicted crime rates are based on regression models. The predicted values do not match descriptive data presented elsewhere in this section.

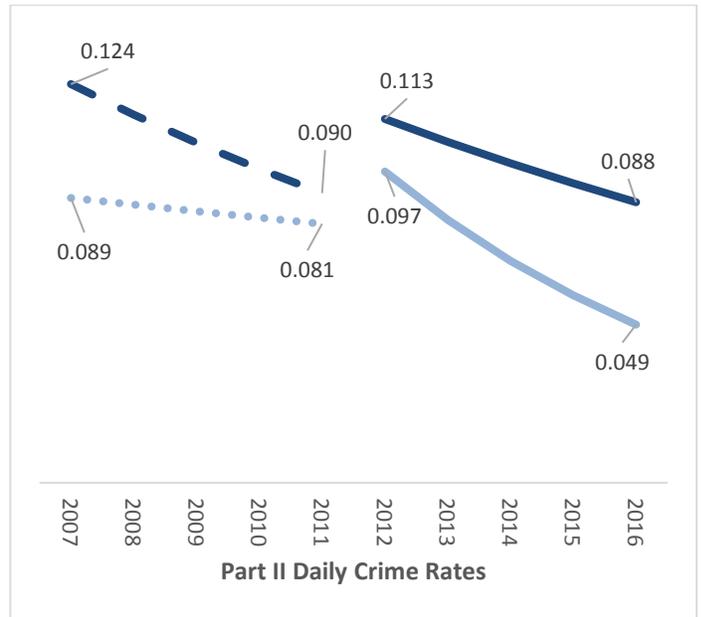
### *PAD Group Two*

Among PAD Group Two, PAD may have prevented a rise in Part I crimes in PAD parks during PAD operation. Trends in PAD and crime comparison parks were similar for Part II crimes, indicating no potential impact.

More specifically, in PAD Group Two, predicted Part I daily crime rate per 1,000 increased significantly from 2011 to 2012 (0.057 to 0.071, an increase of 0.014) for PAD parks but not for crime comparison parks (0.042 to 0.045, an increase of 0.003). During PAD and from 2012 to 2016, this rate declined slightly for PAD Group Two (0.071 to 0.066, a decline of 0.005), while crime comparison parks experienced a significant increase. The change in long term trend for five years prior to PAD and the crime comparison parks was also statistically different, with a consistent declining trend for both groups prior to PAD implementation, a diverging trend during PAD implementation.

Predicted Part II daily crime rate per 1,000 for PAD Group Two also increased from 0.090 to 0.113 (an increase of 0.023) and in crime comparison parks from 0.081 to 0.097 (an increase of 0.016) from 2011 to 2012; a proportionally similar increase for the two groups. During PAD and from 2012 to 2016, predicted Part II daily crime rate per 1,000 decreased from 0.113 to 0.088 (a decline of 0.025) and from 0.097 to 0.049 (a decline of 0.048) in crime comparison parks; a statistically similar decline for both groups. The long term patterns of change before and during PAD were the same for both groups.

Exhibit 65: Predicted Part I and II Daily Crime Rates per 1,000 population for PAD Group Two and Selected Crime Comparison Parks, 2007-2016



..... Crime Comparison Parks (Baseline, before 2012)      ——— Crime Comparison Parks (2012-2016)  
- - - - - PAD PAD Group Two (Baseline, before 2012)      ——— PAD PAD Group Two (Intervention, 2012-2016)

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2007-2016.

Note: Predicted crime rates are based on regression models. The predicted values do not match descriptive data presented elsewhere in this section.

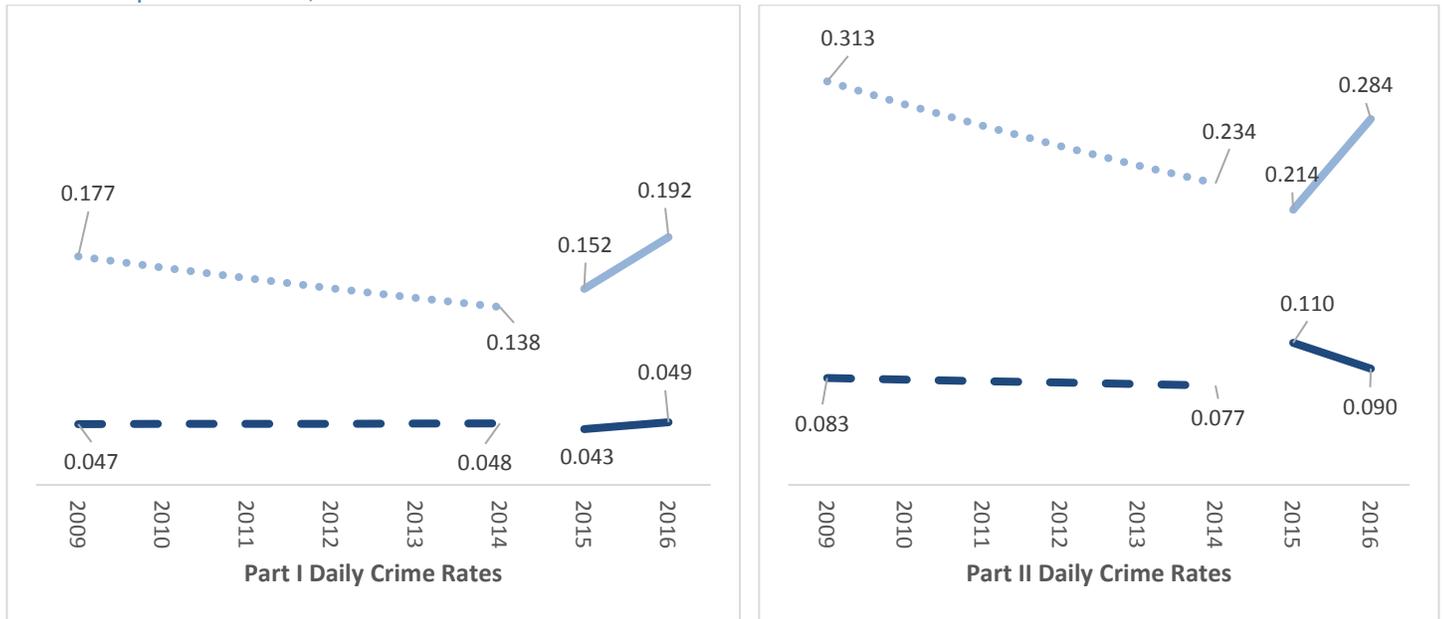
### *PAD Group Three*

Among PAD Group Three, PAD may have prevented a rise in Part I crimes. However, PAD did not have a similar impact on Part II crimes.

More specifically, the predicted Part I daily crime rate per 1,000 among PAD Group Three declined (0.048 to 0.043, a decline of 0.005) and crime comparison parks increased (0.138 to 0.152, an increase of 0.014). This was a statistically significant difference between the two groups. During PAD, the predicted Part I daily crime rate for this park group increased slightly, but increased at a significantly higher rate for crime comparison parks. The long term patterns of change between the two groups, from 2009 to 2016, before and during PAD, were statistically different.

The Part II daily crime rate per 1,000 among PAD Group Three showed a significant increase from 0.077 to 0.110 (an increase of 0.033) and a significant decline for crime comparison parks from 0.234 to 0.214 (an increase of 0.020) from 2014 to 2015. From 2015 to 2016, the patterns of Part II daily crime rates diverged with a decline for PAD and an increase for crime comparison parks; these were statistically different patterns for the two groups. The long term trends between the two groups also differed statistically before and during PAD.

Exhibit 66: Predicted Part I and II Daily Crime Rates per 1,000 population for PAD Group Three and Selected Crime Comparison Parks, 2009-2016



..... Crime Comparison Parks (Baseline, before 2015)      ——— Crime Comparison Parks (2015-2016)  
- - - - - PAD PAD Group Three (Baseline, before 2015)      ——— PAD PAD Group Three (Intervention, 2015-2016)

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

Note: Predicted crime rates are based on regression models. The predicted values do not match descriptive data presented elsewhere in this section.

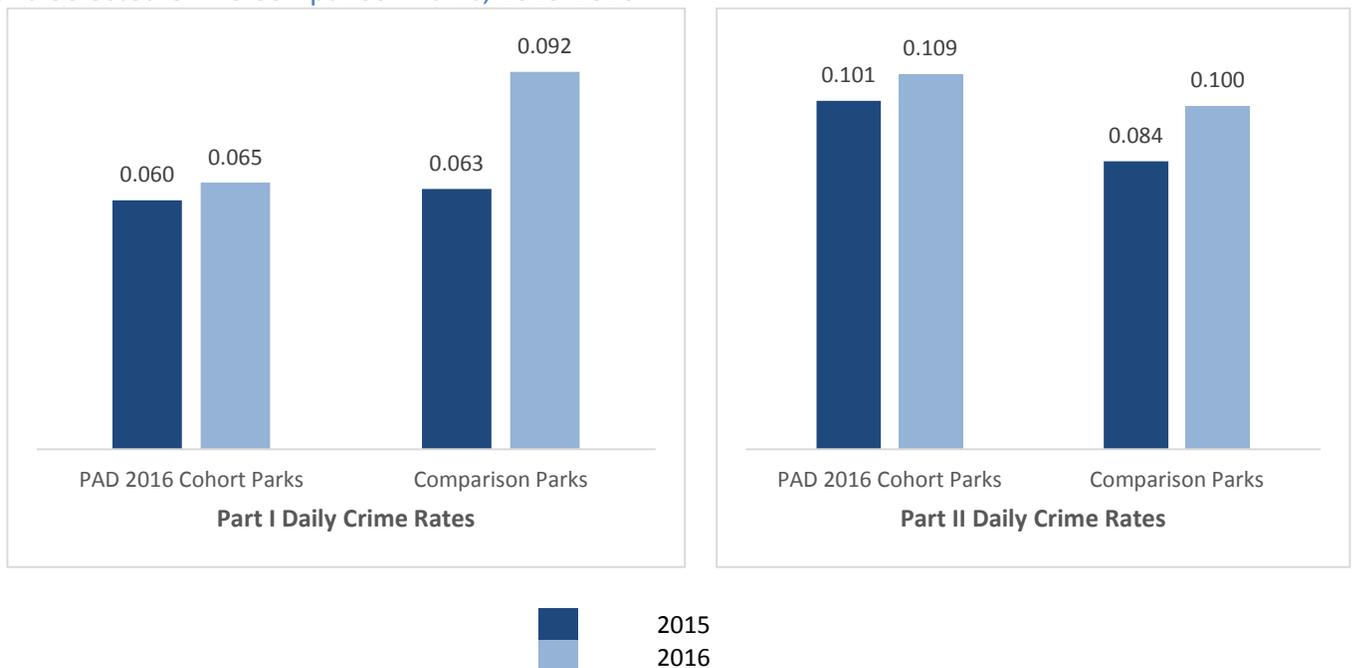
### PAD Group Four

Among PAD Group Four, PAD may have contributed to a decline in Part I and Part II crime rates.

The DD analyses of PAD Group Four and crime comparison parks were limited to 2015 and 2016, since a trend during PAD could not be established. For this park group, the predicted Part I daily crime rate per 1,000 increased slightly, but not significantly (0.060 to 0.065, an increase of 0.005). However, in crime comparison parks this rate increased significantly (0.063 to 0.092, an increase of 0.029), leading to a statistically higher rate of increase in Part I crime rates for crime comparison parks (Exhibit 67).

Similar changes were found for the predicted Part II daily crime rates; an increase for PAD Group Four (0.101 to 0.109, an increase of 0.008) and crime comparison parks (0.084 to 0.100, an increase of 0.016) from 2015 to 2016. The change in the crime comparison parks was statistically significant.

Exhibit 67: Predicted Part I and II Daily Crime Rates per 1,000 population for PAD Group Four and Selected Crime Comparison Parks, 2015-2016



Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2015-2016.

Note: Predicted crime rates are based on regression models. The predicted values do not match descriptive data presented elsewhere in this section.

## Cumulative Reduction in Part I and II Crime

The reduction in Part I crimes were measured as the marginal reduction in PAD parks versus crime comparison parks each year PAD was in operation per 1,000 population. Exhibit 68 shows cumulatively, Part I crimes for PAD overall were reduced by 2.572 per 1,000 population over crime comparison parks. This reduction was primarily attributed to PAD Group Three (1.790), followed by PAD Group Four (0.865). The estimated reduction in Part I crime in 2016 was 2.181 per 1,000 population.

**Exhibit 68: Estimated Cumulative Reduction in Rate of Part I Crime per 1,000 population in PAD Parks by Park Group, 2009-2016**

	2009	2010	2011	2012	2013	2014	2015	2016	Total
<b>PAD Group One</b>	--	-0.111	0.044	0.051	0.051	0.051	0.052	0.065	0.203
<b>PAD Group Two</b>	--	--	--	0.298	-0.095	-0.097	-0.100	-0.127	-0.120
<b>PAD Group Three</b>	--	--	--	--	--	--	-0.536	-1.253	-1.790
<b>PAD Group Four</b>	--	--	--	--	--	--	--	-0.865	-0.865
<b>Cumulative Crime Reduction</b>	--	<b>-0.111</b>	<b>0.044</b>	<b>0.349</b>	<b>-0.044</b>	<b>-0.046</b>	<b>-0.584</b>	<b>-2.181</b>	<b>-2.572</b>

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

Applying the crime reduction rate to the PAD population at each park's specific reporting district (total population of all specific PAD Park RDs was 31,574), roughly 81 Part I crimes were avoided during PAD operation from 2010-2016 and 69 Part I crimes were avoided during PAD operation in 2016. This analysis was used to inform the estimates for Potential PAD Cost Savings Due to Reduced Crime presented in Goal 6: Estimated Cost Savings Associated with PAD.

Exhibit 69 shows cumulatively, Part II crimes for PAD overall were reduced by 2.874 per 1,000 population over crime comparison parks. The estimated reduction in Part II crime in 2016 was 3.524 per 1,000 population.

**Exhibit 69: Estimated Cumulative Reduction in Rate of Part II Crime per 1,000 population in PAD Parks by Park Group, 2009-2016**

	2009	2010	2011	2012	2013	2014	2015	2016	Total
<b>PAD Group One</b>	--	-1.267	-0.076	-0.082	-0.077	-0.072	-0.067	-0.078	-1.717
<b>PAD Group Two</b>	--	--	--	0.197	0.232	0.176	0.131	0.116	0.852
<b>PAD Group Three</b>	--	--	--	--	--	--	1.554	-3.261	-1.707
<b>PAD Group Four</b>	--	--	--	--	--	--	--	-0.302	-0.302
<b>Cumulative Crime Reduction</b>	--	<b>-1.267</b>	<b>-0.076</b>	<b>0.115</b>	<b>0.155</b>	<b>0.105</b>	<b>1.618</b>	<b>-3.524</b>	<b>-2.874</b>

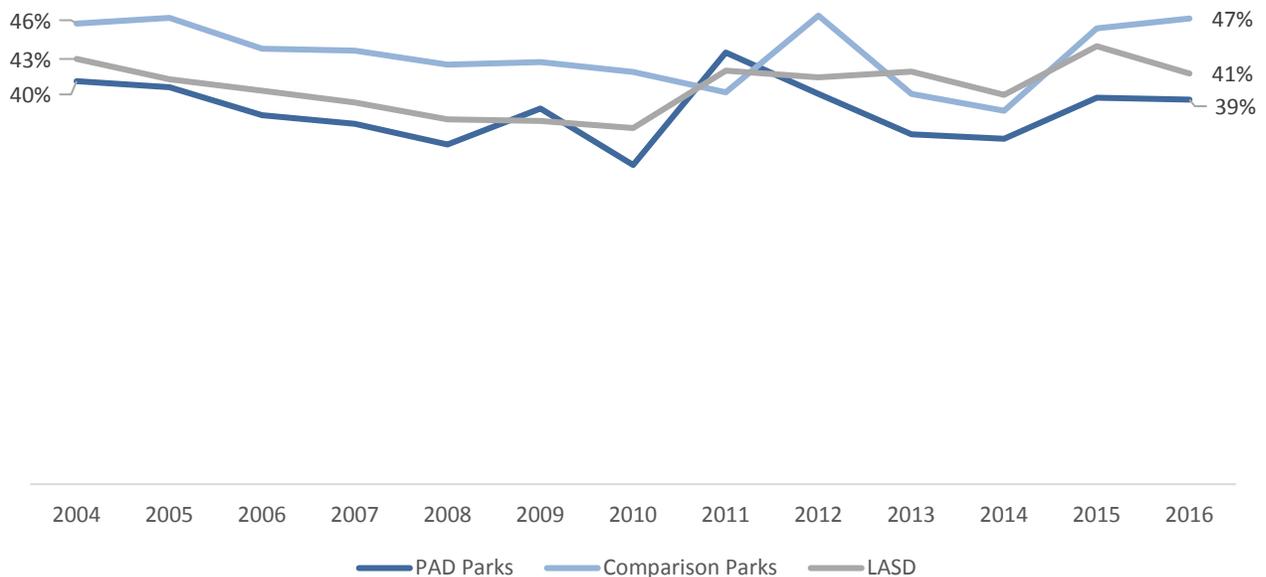
Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

Applying the crime reduction rate to the PAD population at each park’s specific reporting district (total population of all specific PAD Park RDs was 31,574), roughly 91 Part I crimes were avoided during PAD operation from 2010-2016 and 111 Part I crimes were avoided during PAD operation in 2016.

### Crime Severity

Crime severity was measured by calculating the proportion of Part I, or more severe crimes, to total crimes from 2004 to 2016 during PAD operation months. Exhibit 70 shows that, despite annual fluctuations, Part I crimes were frequently more common in crime comparison parks during PAD operation months than in PAD parks or LASD overall. There were variations in these trends by PAD park groups, but the patterns were generally similar (see Appendix 2: Additional Data, page 223; Exhibit 150, Exhibit 151, Exhibit 152, and Exhibit 153).

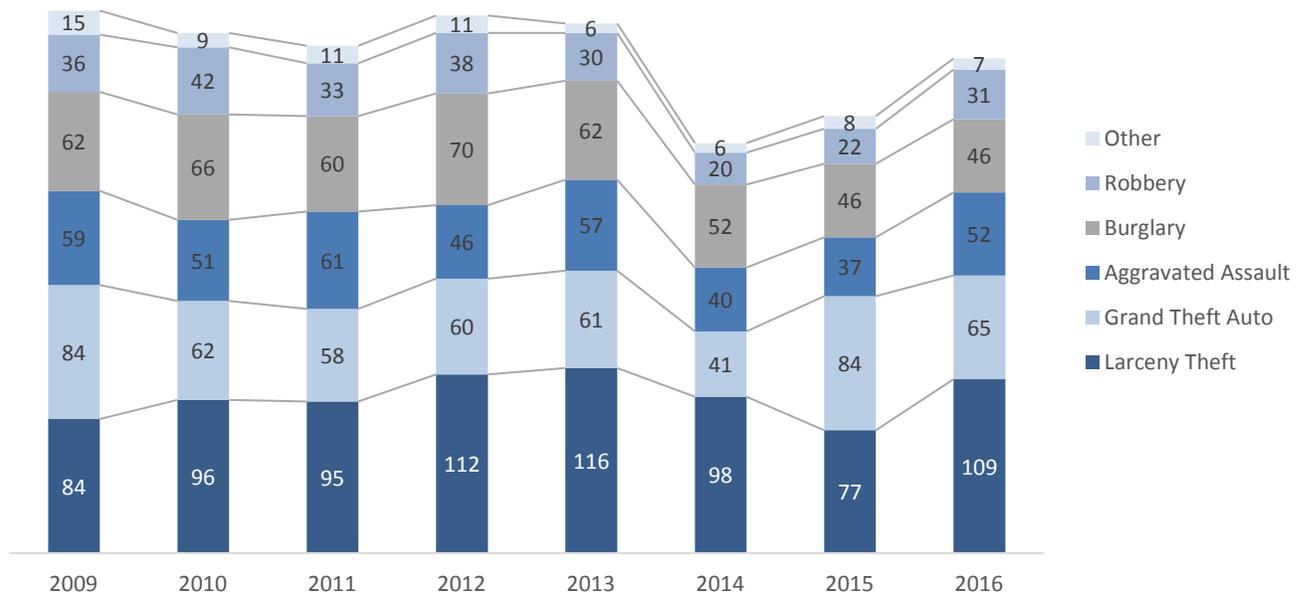
Exhibit 70: Crime Severity Rate during PAD for PAD Parks, Crime Comparison Parks, and Los Angeles County Reporting Districts, 2004-2016



Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2004-2016.  
 Note: Crime severity is measured as the proportion of Part I crimes to total crimes.

A closer look at number of Part I crimes for the 21 PAD parks during the PAD period showed reductions in many types of crimes from 2009 to 2016, with an overall decrease of 8.8%. More specifically, the number of cases of burglary (25.8%), grand theft auto (22.6%), and robbery (13.9%) decreased most from 2009 to 2016. Only larceny theft increased over this period (29.8%).

Exhibit 71: Change in Number of Part I Crimes during PAD from 2009 to 2016, by Part I Crime Type

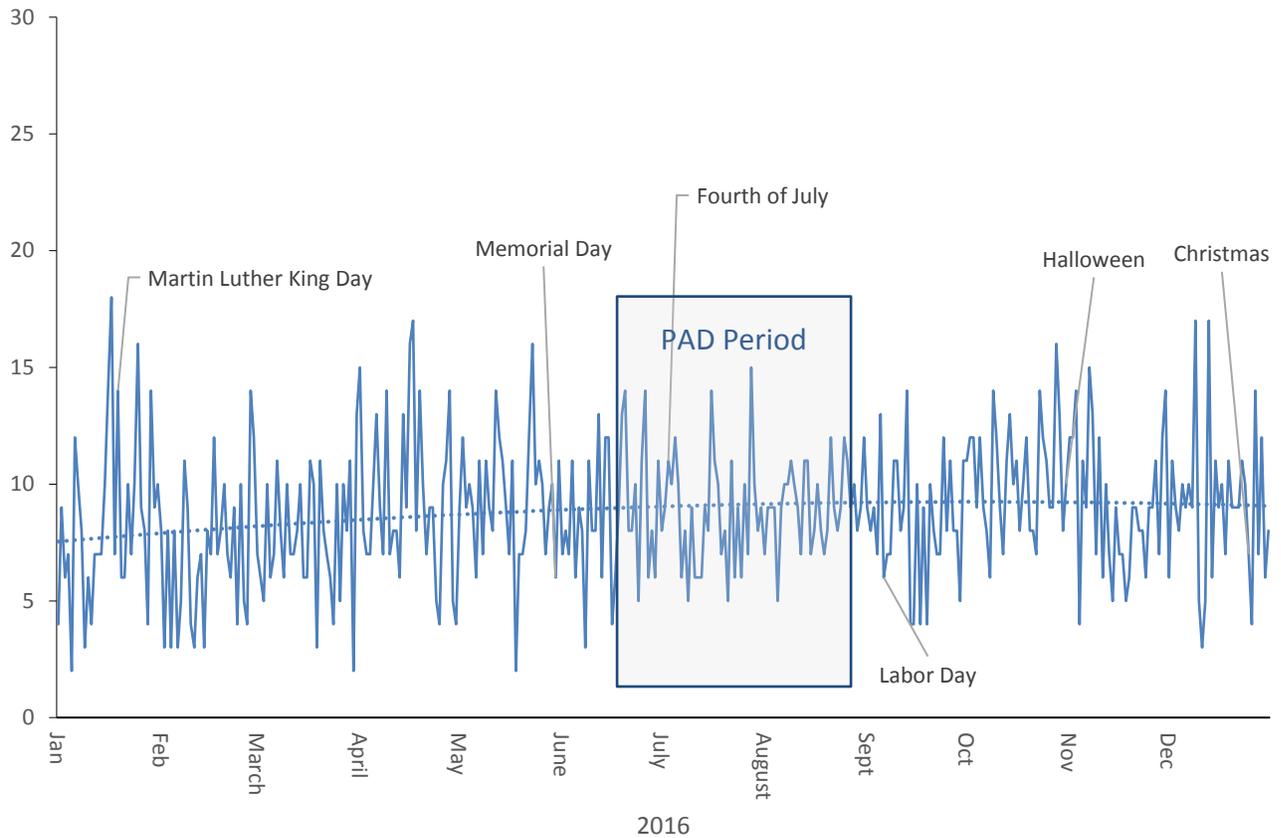


Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.  
 Note: The “other” category includes arson, criminal homicide, and forcible rape crime types.

## Crime Seasonality

The seasonality of crime in PAD parks was assessed by examining the number of Part I and Part II crimes during 2016 trends in daily and monthly numbers of crimes during 2016 in PAD and crime comparison parks. Exhibit 72 shows significant fluctuations in Part I crimes daily crime rates but a relatively flat trend (dotted trendline) over the entire year in PAD parks with perhaps a small growth in late spring and summer during 2016. Peaks in Part I crime do not seem to be correlated with major holidays.

Exhibit 72: Part I Crime Numbers in PAD Parks, 2016

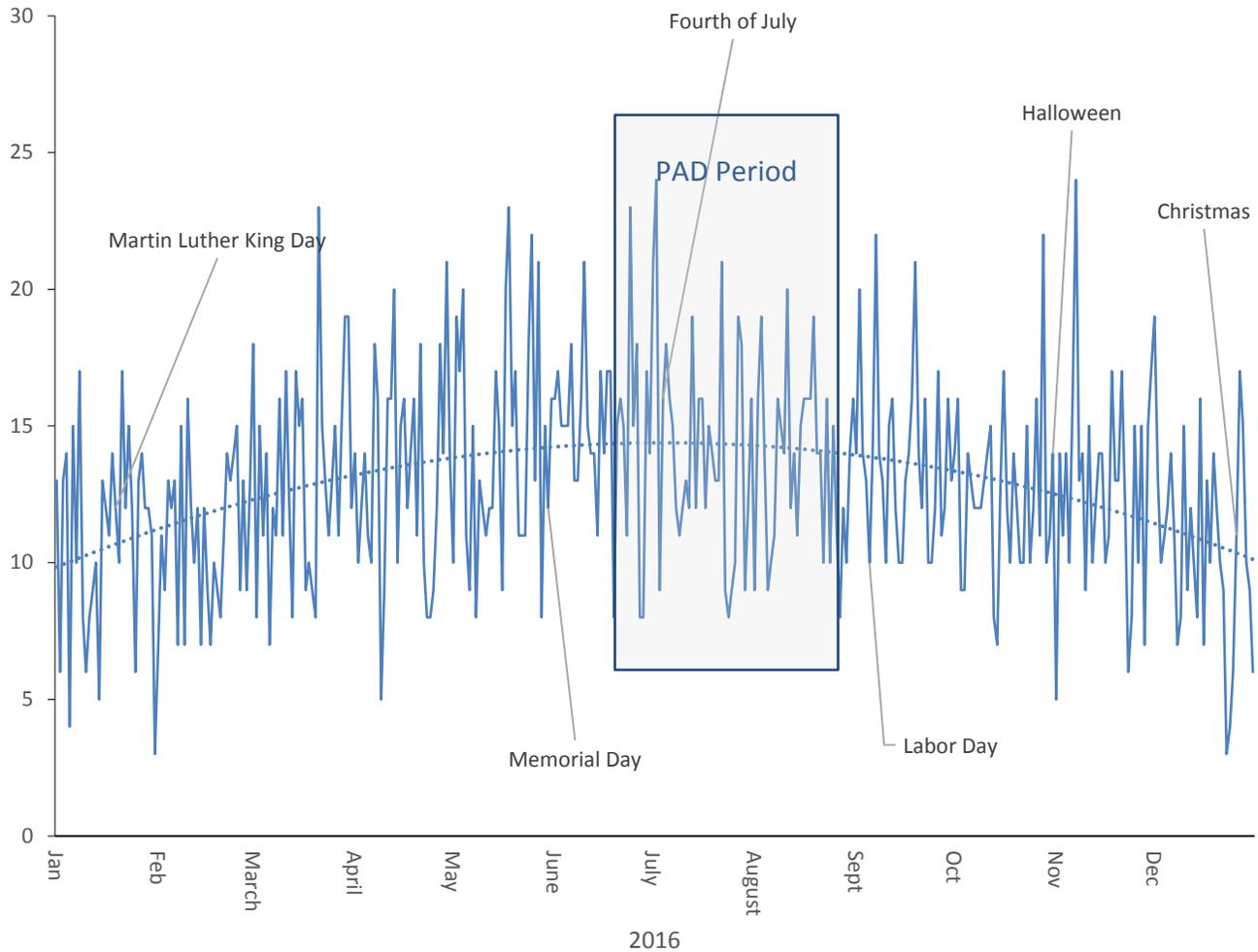


Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2016.

Note: PAD occurred in Los Angeles County parks from June 16 to August 27, 2016; however, the 6-8 week PAD period varied by individual park. The graph displays the entire range in which PAD occurred for all parks.

Exhibit 73 shows much greater fluctuation in the daily number of Part II crimes in PAD parks during 2016, and a trend (dotted trendline) highlighting a notable increase during the late spring and summer. Peaks in Part II crime were more often near major holidays such as weekends before Memorial Day, Fourth of July, and Halloween.

Exhibit 73: Part II Crime Numbers in PAD Parks, 2016

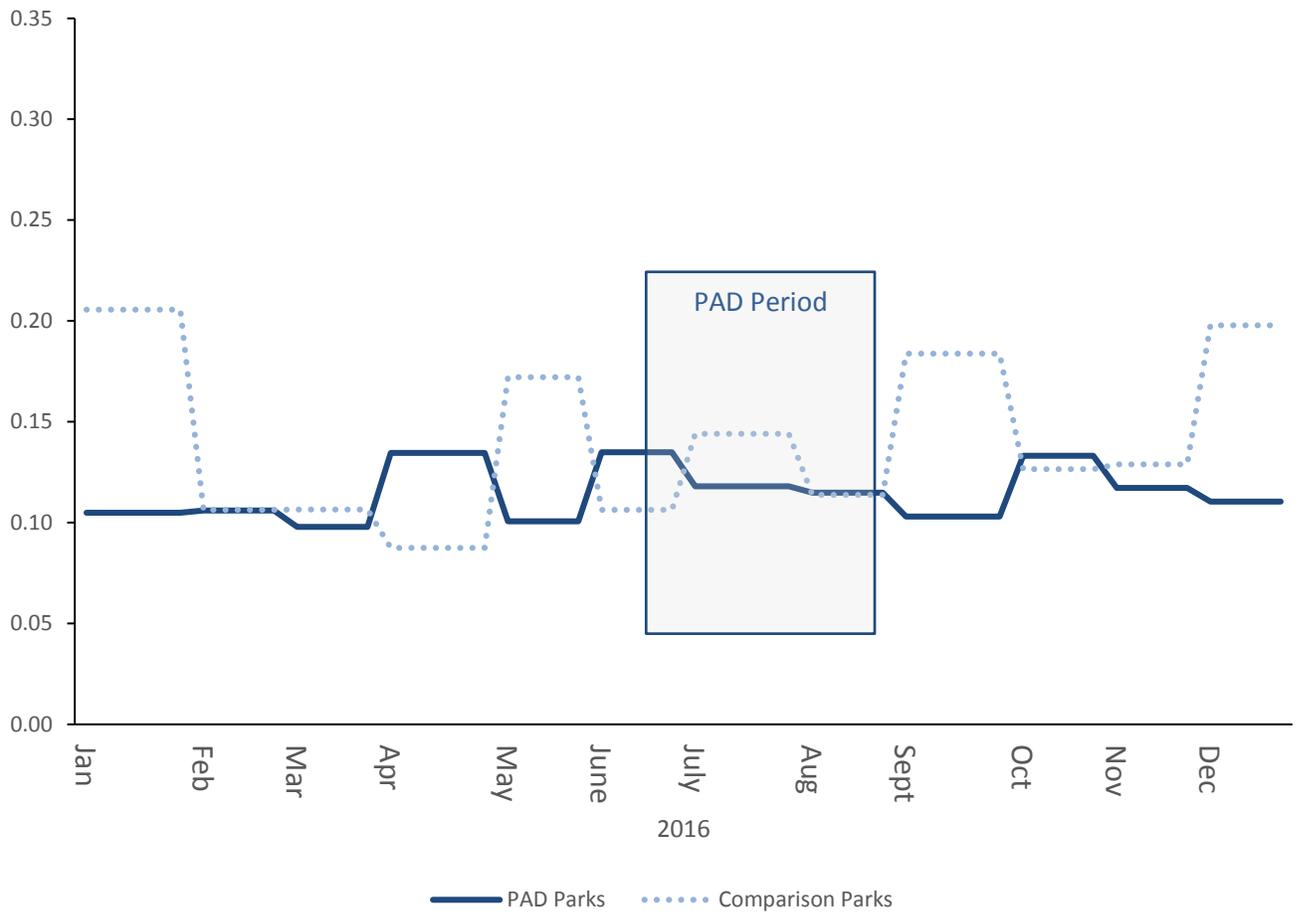


Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2016.

Note: PAD occurred in Los Angeles County parks from June 16 to August 27, 2016; however, the 6-8 week PAD period varied by individual park. The graph displays the entire range in which PAD occurred for all parks.

The monthly Part I crime rates per 1,000 population in PAD and crime comparison parks during 2016 was also compared to assess if crime rates changed after PAD ended. The data showed that the rate of Part I crimes in PAD parks was lower than crime comparison parks during PAD and remained low after PAD ended and declined slightly in September. In contrast, the rate was higher during PAD period in crime comparison parks and also increased in September (Exhibit 74). While these results are not definitive, they suggest that the impact of PAD may have lingered after PAD ended.

Exhibit 74: Monthly Part I Crime Rate per 1,000 in PAD and Crime Comparison Parks, 2016

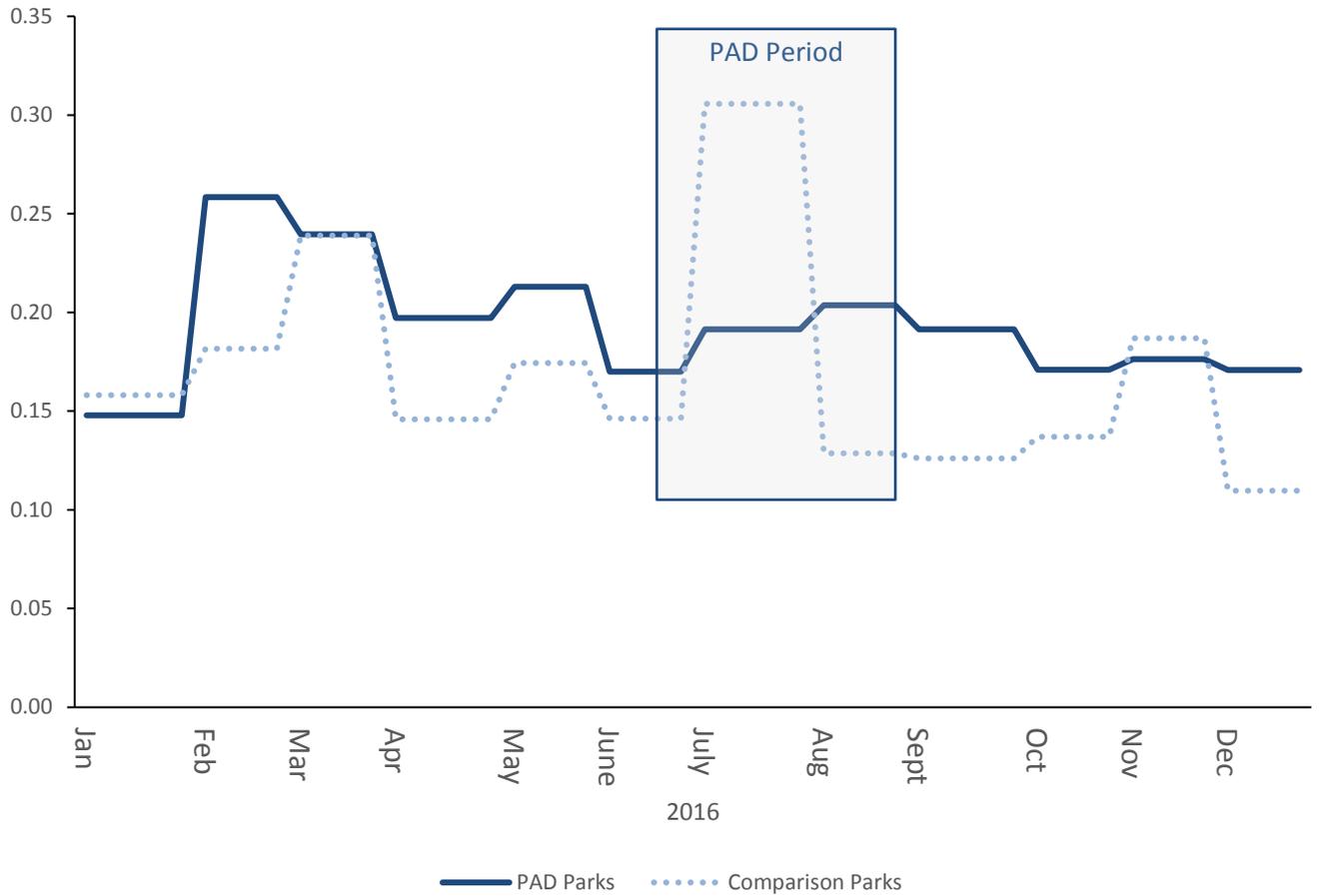


Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2016.

Note: PAD occurred in Los Angeles County parks from June 16 to August 27, 2016; however, the 6-8 week PAD period varied by individual park. The graph displays the entire range in which PAD occurred for all parks.

The monthly rate of Part II crimes per 1,000 was also lower for PAD parks during PAD operation months than crime comparison parks (Exhibit 75). The rate of these crimes remained about the same or increased slightly after PAD ended in PAD parks but was on the decline in crime comparison parks and remained lower in September.

Exhibit 75: Monthly Part II Crime Rate per 1,000 in PAD and Crime Comparison Parks, 2016



Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2016.

Note: PAD occurred in Los Angeles County parks from June 16 to August 27, 2016; however, the 6-8 week PAD period varied by individual park. The graph displays the entire range in which PAD occurred for all parks.

## PAD Participant Perceptions of Safety and Satisfaction with Law Enforcement

The majority of PAD attendees perceived PAD parks to be very safe (55%) and an additional 42% perceived PAD parks to be somewhat safe (Exhibit 76). Perceptions of PAD parks as very safe appeared to be highest in PAD Group Two (62%). In contrast, PAD attendees perceived the neighborhoods they live in as very safe less frequently (38%). Among PAD attendees who expressed not feeling safe in their neighborhood, 73% felt safe at PAD.

The great majority (74%) of PAD attendees reported that the number of Deputy Sheriffs at PAD parks was just right (Exhibit 77). More reported that the number of Deputy Sheriffs was not enough (18%) as opposed to too many (7%). Overall, the overwhelming majority agreed that PAD improved the relationship of the community with Deputy Sheriffs (95%).

Exhibit 76: PAD Attendees Perceptions of Safety at PAD Parks and Their Neighborhoods in Percentages (%), 2016

		Year in which park joined PAD (Park Group)																									
		2010				2012				2015				2016													
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total	
		<b>Perception of safety during PAD attendance</b>																									
Unsafe	3	2	4	4	4	2	5	.	2	2	2	2	2	1	5	1	4	6	4	2	1	.	3	2	.	3	3
Somewhat safe	42	36	57	53	54	41	35	24	36	47	53	29	46	19	37	34	47	57	43	25	46	21	56	21	30	36	
Very safe	55	62	39	43	42	57	60	76	62	52	45	69	52	80	58	65	49	37	54	74	53	79	42	77	70	61	
<b>Perception of neighborhood safety from crime</b>																											
Unsafe	3	4	7	7	6	3	6	0	3	2	2	2	2	2	4	2	3	11	5	.	3	1	2	1	.	3	
Somewhat safe	59	55	67	63	65	73	45	48	61	61	64	45	59	45	53	51	62	65	56	51	60	53	67	45	56	55	
Very safe	38	40	26	30	28	25	50	51	36	37	34	53	39	54	43	47	35	24	38	49	37	46	31	53	44	42	

Source: 2016 PAD participant survey.

Note: In the 12,700 surveys analyzed, the following data had missing values: safety during PAD and within the neighborhood (5.2% and 4.8%, respectively).

Exhibit 77: PAD Attendees Perceptions of Satisfaction with Law Enforcement in Percentages (%), 2016

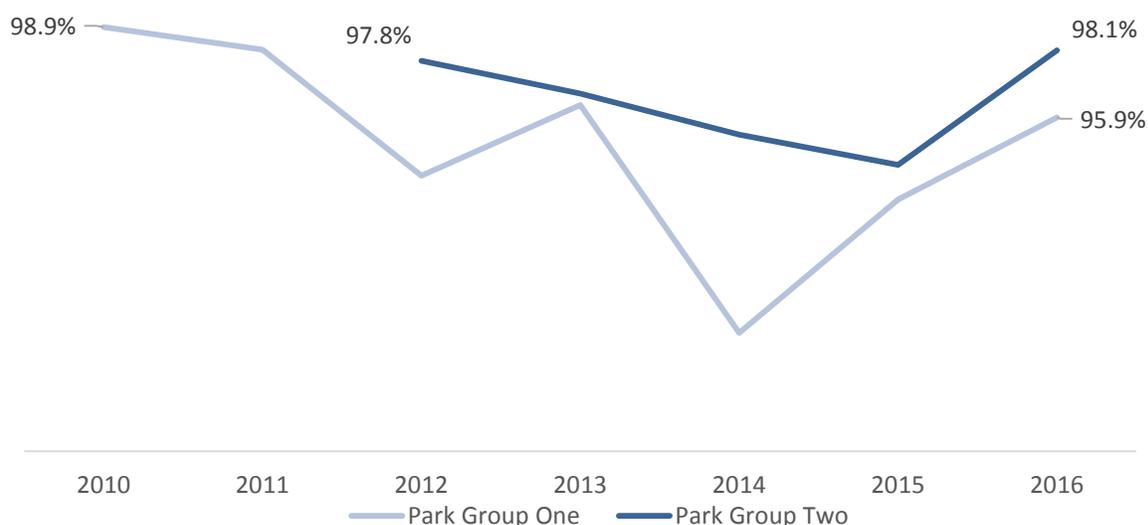
		Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
		<b>Number of Deputy Sheriffs at PAD</b>																								
Just right	74	83	72	74	73	87	57	81	79	76	70	83	75	80	81	68	69	53	73	84	64	92	64	82	87	74
Not enough	18	9	25	19	22	12	14	12	12	16	24	11	18	9	11	13	26	41	21	12	19	5	33	6	11	17
Too many	7	8	4	7	5	1	29	7	9	8	6	6	7	11	8	19	5	7	7	4	17	3	3	12	2	9
<b>Agreed that PAD improved relationships between community and Deputies</b>																										
	95	91	96	96	95	98	91	92	95	96	96	96	96	99	98	93	94	66	97	93	94	100	90	96	100	93

Source: 2016 PAD participant survey.

Note: In the 12,700 surveys analyzed, the following data had missing values: questions around deputy presence (6.2% and 7.7%, respectively).

To understand long-term trends in perception of safety at PAD and in the surrounding community, survey data were examined for the oldest PAD park groups, which had several years of data available. Feelings of safety at PAD were relatively consistent from 2010 to 2016 for PAD Group One and PAD Group Two (Exhibit 78). For PAD Group One, values were below 90% in 2014. Ted Watkins Park (PAD Group One) showed the greatest fluctuation in feelings of safety at PAD over time as indicated by 99% who expressed feeling safe at PAD in 2010 and 85% expressed feeling safe at PAD in 2014 (Exhibit 79). Five out of six PAD parks improved feelings of safety at PAD from 2015 to 2016; all six PAD parks had at least 95% of participants express feelings of safety at PAD in 2016.

Exhibit 78: Proportion of PAD Participants in PAD Group One and PAD Group Two who Expressed Feelings of Safety at PAD, 2010-2016



Source: PAD participant surveys (2010-2016).

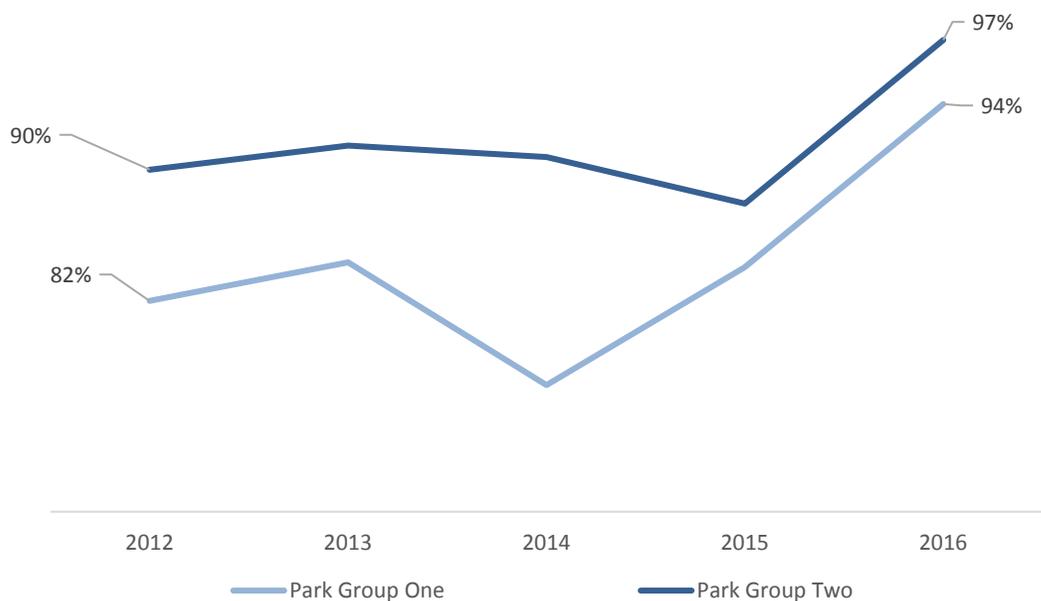
Exhibit 79: Proportion of PAD Participants in PAD Group One and PAD Group Two who Expressed Feelings of Safety at PAD by PAD Park, 2010-2016

	2010	2011	2012	2013	2014	2015	2016
Pamela	99%	97%	96%	97%	94%	95%	98%
Roosevelt	99%	98%	95%	94%	89%	95%	96%
Ted Watkins	99%	98%	91%	98%	85%	89%	96%
<b>PAD Group One</b>	<b>99%</b>	<b>98%</b>	<b>94%</b>	<b>96%</b>	<b>89%</b>	<b>93%</b>	<b>96%</b>
City Terrace	--	--	98%	97%	95%	94%	98%
Jesse Owens	--	--	95%	94%	96%	97%	95%
Loma Alta	--	--	99%	97%	97%	95%	100%
<b>PAD Group Two</b>	<b>--</b>	<b>--</b>	<b>98%</b>	<b>97%</b>	<b>95%</b>	<b>94%</b>	<b>98%</b>

Source: PAD participant surveys (2010-2016).

On average, neighborhood perception of safety from crime was lower for PAD Group One than PAD Group Two (Exhibit 80). In 2014, PAD Group One’s perception of safety was below 80%. Participants’ feelings of safety from crime within their neighborhood increased over time, with the greatest gains in the last two years and particularly for PAD Group One. Neighborhood perception of safety increased for all parks in PAD Group One and PAD Group Two from 2015 to 2016 (Exhibit 81). From 2015 to 2016, there was an 18% change in participants who expressed feeling safe within their neighborhood at Ted Watkins Park (from 79% to 93%; PAD Group One) and a 14% change for participants at City Terrace Park (from 86% to 97%; PAD Group Two).

Exhibit 80: Proportion of PAD Participants in PAD Group One and PAD Group Two who Expressed Feelings of Safety at in Their Neighborhood, 2012-2016



Source: PAD participant surveys (2012-2016).

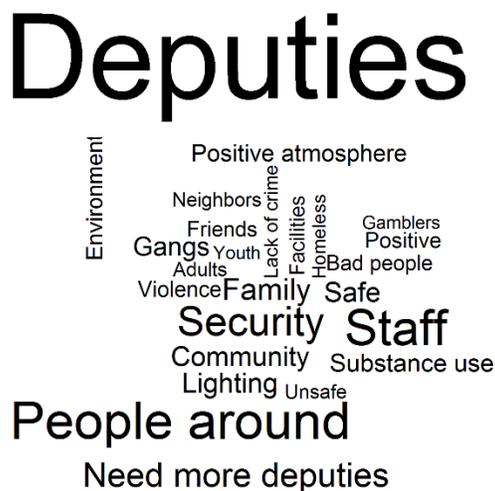
Exhibit 81: Proportion of PAD Participants in PAD Group One and PAD Group Two who Expressed Feelings of Safety at in Their Neighborhood by PAD Park, 2012-2016

	2012	2013	2014	2015	2016
Pamela	89%	91%	85%	88%	96%
Roosevelt	82%	80%	80%	86%	93%
Ted Watkins	77%	83%	71%	79%	93%
<b>PAD Group One</b>	<b>82%</b>	<b>84%</b>	<b>77%</b>	<b>84%</b>	<b>94%</b>
City Terrace	90%	90%	91%	86%	97%
Jesse Owens	84%	88%	88%	90%	94%
Loma Alta	95%	95%	89%	93%	100%
<b>PAD Group Two</b>	<b>90%</b>	<b>91%</b>	<b>90%</b>	<b>88%</b>	<b>97%</b>

Source: PAD participant surveys (2012-2016).

PAD respondents rated their level of safety when attending PAD and identified what factor(s) contributed to this level of safety. Exhibit 82 displays common themes of the responses around factors that contribute to feelings of safety or unsafety. Selected comments are highlighted in Exhibit 83.

Exhibit 82: Common Themes of Responses around Feelings of Safety, 2016



Source: 2016 PAD participant surveys.

Exhibit 83: Selected Comments about Park and Neighborhood Safety, 2016

Safety during PAD attendance	"More crimes are done at the park." (City Terrace Park)
	"I go to this park a lot, so I trust it." (Loma Alta Park)
	"People looking out for each other here." (Roosevelt Park)
	"The crowd was calm and staff is alert." (El Cariso Park)
	"It makes me feel safe because of the cops that are here." (Roosevelt Park)
	"Drinking and gambling by older people. Some homeless people who drink. Dark spots not safe enough for women to exercise." (Salazar Park)
	"The staff and volunteers. It was very organized." (Loma Alta Park)
	"If big crowds of gang members have them leave. Too many kids at the park that need to be kept safe." (Salazar Park)
	"Congratulations. Years ago City Terrace Park was unsafe." (City Terrace Park)
	"We have safe parks. I strongly recommend parks for all kids and all types of events." (Belvedere Park)
Perception of neighborhood safety from crime	"Seeing sheriffs in the park makes me feel safe." (Sorenson Park)
	"I live in neighborhood for 15 years and have never had any trouble." (El Cariso Park)
	"Sometimes the neighborhood crowd makes it unsafe." (Jesse Owens Park)
	"People visiting not living in the neighborhood." (San Angelo Park)

Source: 2016 PAD participant surveys.

Exhibit 84 identifies the themes associated with these factors by count and percentage. The responses were overall positive. The most common theme was deputy presence, which was based on PAD participants feeling safe when Deputy Sheriffs were around and visible at PAD events. However, a sizeable number of those surveyed suggested the need to increase deputy presence and visibility (4.4%). A large number of respondents also indicated that having a lot of people around during PAD made it safe (8.9%), and the presence of park staff made them feel safe (8.3%). Another common theme was general supervision/security; these responses did not directly mention deputy presence but expressed safety in a more general sense of participants being supervised in and around the park.

Restrooms were common areas of the park identified as unsafe and often overlapped with substance use. Lighting was a common theme around feelings of unsafety as well; many people felt that the park was too dimly lit for the event to take place at night.

Safety concerns also focused on other people who were at the park during PAD— both in a positive and negative way. Roughly 25% of respondents contributed their safety ranking to other people attending PAD. People felt safe when there were people around (i.e. friendly people, crowds), park staff/PAD organizers, and family members at PAD. Feelings of unsafety were associated with the presence of gangs or strangers.

## Exhibit 84: Comment Distribution around Feelings of Safety at PAD, 2016

Theme	Sub-Theme	Count	Percentage
General safety factors	Deputy presence	2,853	59.4%
	General supervision/surveillance/security	286	5.9%
	Need more deputies	213	4.4%
	Other	140	2.9%
	General safety	122	2.5%
	Community/neighborhood (positive)	112	2.3%
	Substance use	86	1.8%
	Positive atmosphere	74	1.5%
	Violence/weapons/crime	51	1.1%
	General positive	47	1.0%
	General lack of safety	21	0.4%
	Lack of crime	15	0.3%
	Community/neighborhood (negative)	6	0.1%
Park specific factors	Park lighting	123	2.6%
	Park environment	55	1.1%
	Park facilities	35	0.7%
People at PAD	People around	430	8.9%
	Staff	399	8.3%
	Family	155	3.2%
	Gangs	102	2.1%
	"Bad" or strange people	59	1.2%
	Friends	42	0.9%
	Adults	24	0.5%
	Neighbors	20	0.4%
Young people	10	0.2%	

Source: 2016 PAD participant surveys.

PAD participants described their thoughts about the number of Deputy Sheriffs present at PAD and offered comments or suggestions to the Sheriff’s Department. Exhibit 85 displays common themes of the responses around comments or suggestions to the Sherriff’s Department. Selected comments are highlighted in Exhibit 86.

Exhibit 85: Common Themes of Comments and Suggestions to Sheriff’s Department, 2016



Source: 2016 PAD participant surveys.

Exhibit 86: Selected Comments about Deputy Sheriffs, 2016

Deputy presence	“Sheriffs need to be around more than just when there is an event because men in back by handball court drink and smoke weed every day.” (Bethune Park)
	“Police presence keeps families safe and deters crime.” (Roosevelt Park)
	“More moving around the park because I see them just sitting in one spot all the time.” (Salazar Park)
	“The more police the better for the neighborhood.” (Salazar Park)
	“I think they are doing a great job. I notice that they stay and secure the park until everything is done and even after.” (Adventure Park)
	“I am happy that they take care of us. Thank you for your help.” (Mayberry Park)
Relationship between deputies and community	“I feel this is an excellent opportunity to create an environment of brotherly and sisterly love in the community, with the Sheriff Department, and with the churches. Keep up the good work!” (Athens Park)
	“Everything is good, but if they could interact more with the kids or give them information that would be great.” (Bassett Park)

Source: 2016 PAD participant surveys.

Exhibit 87 identifies the themes associated with these factors by count and percentage. Most responses were positive, with nearly one in three comments expressing gratitude to Deputy Sheriffs for their participation and involvement with PAD. Most responses were recommendations to the Sheriff's Department. There were many recommendations about expanding current coverage and patrol within the park or a specific area of the park. Within the coverage and patrol theme, it was frequently suggested that Deputies increase their presence at the park outside of scheduled PAD programming. Many expressed the need to increase the number of Deputies, for Deputies to walk around more while at PAD, to add more general surveillance, and to improve their interaction with the community. Roughly 10% of comments and suggestions to the Sheriff's Department had a less positive tone.

#### Exhibit 87: Comment Distribution around Suggestions/Comments for Sheriff's Department, 2016

Theme	Sub-Theme	Count	Percentage
Positively charged comment	Thank you/good job	545	29.7%
	General positive/safe	171	9.3%
	Positive deputy interaction	60	3.3%
Recommendations/ observations	Improve coverage/patrol	309	16.9%
	Bathroom	13	0.7%
	Courts/fields	13	0.7%
	Neighborhoods around park	14	0.8%
	Park (more often)	99	5.4%
	Playground	11	0.6%
	Parking lot	2	0.1%
	Increase number of deputies	179	9.8%
	Walk around more	127	6.9%
	More general surveillance	97	5.3%
	Improve community engagement/response	79	4.3%
	Interact more with youth	26	1.4%
	Increase visibility (did not see any deputies)	24	1.3%
	Address substance use	20	1.1%
	Address fights/violence	15	0.8%
"Black lives matter"	14	0.8%	
Negatively charged comment	Negative deputy interaction	29	1.6%
	Did not see any deputies	24	1.3%
	Substance use	20	1.1%
	Decrease deputy presence	10	0.5%
	Other	191	10.4%

Source: 2016 PAD participant surveys

Selected photos and stories of park safety and law enforcement are displayed in Exhibit 88 and Exhibit 89.

Exhibit 88: Selected Photos about Park Safety and Law Enforcement, 2016



Source: Department of Parks and Recreation.

### Exhibit 89: Selected Stories about Park Safety and Law Enforcement, 2016

While PAD is meant to keep older kids off the streets my kids love the program and I believe by getting them into programs when they are young they will develop a love and passion that will keep them off the streets when they get older. I have three kids under 7 and they can tell you exactly what we are doing on which day. They look forward to PAD every week and can't wait to attend. As children they find it fun and entertaining and get to interact with the park staff that they adore, as mom I find it beneficial for their health. It gets them up and moving and off the couch. Without Parks After Dark my kids wouldn't be as active over the summer. Yes we have a great splash pad but you can only spend so many hours playing in the water. They would be at home watching Netflix and playing Barbie's and being "bored". When we go to parks after dark they get to do cheer, dance, soccer, tennis, cooking, arts and crafts, games, karaoke, and so on. PAD is an amazing program that I can't say enough good things about. – (Participant, Stephen Sorenson Park)

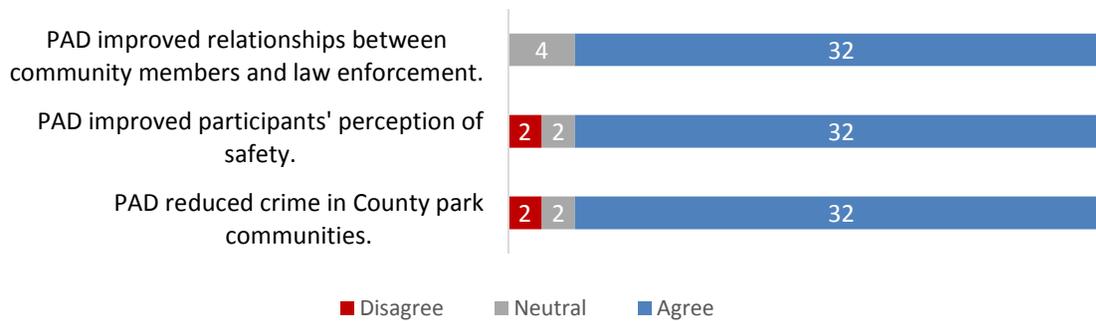
There was a lady who came out at least twice a week (every week) for PAD with her three children; ages two, seven, and nine. This family really seemed to enjoy the family activities we had. She told me she loved movie nights because as a single mother she couldn't afford to take her children out to the movies as much as she would like to. Not only did she love the free food every night, but she liked the fact that the Sheriff's deputies were at the park to keep the families safe. She enjoyed the free concerts because she said "it exposed my children to a different culture and different music". – (Staff, East Rancho Dominguez Park)

Source: Department of Parks and Recreation.

## Key Informants’ Perceptions of Safety at PAD Parks

Various County departments described their perceptions of safety at PAD in key informant surveys (Exhibit 90), focus groups, and interviews. Exhibit 90 and Exhibit 91 highlights survey responses about safety at PAD. The great majority agreed that PAD improved relationships between community and law enforcement (32 out of 36), improved participant perceptions of safety (32 out of 36) and reduced crime at PAD parks and communities (32 out of 36). In addition, 31 out of 33 survey respondents reported that PAD succeeded in insuring safety of the parks during PAD programming (data not shown).

Exhibit 90: Number of DPR and LASD Key Informants Who Reported on Role of PAD on Safety, 2016



Source: 2016 PAD key informant survey.

Exhibit 91: Selected Comments around Safety at PAD by County Department, 2016

Department of Parks and Recreation	“Many families thought parks were unsafe at night but after PAD families looked forward to warm summer evenings in the park.”
Sheriffs Department, Parks Bureau	“It provides a safe environment for families to enjoy entertainment. Where the PAD is available, it is in high crime areas and with this program and the Deputies dedicated to just this program, I know many more came out, because they felt safe, PLUS, it is FREE and that is a good thing!”
	“PAD allows members of the community to interact with deputies in a more personal, positive manner. Members of the community are able to speak with deputies about concerns in their communities and gain a better understanding of Law Enforcement.”
	“It fosters a bonding of deputies to the community and the community to the deputies; they approach us more as a human and find that we are much like them.”
	“It gets the Deputies out of their cars and interacting with the community. We become part of the community and give them information flyers, of what is going on in their community or about safety and whom to contact for services.”
Los Angeles County Department of Public Health	“Increasing community safety and reducing violence. This is extremely important because it then leads to lots of other positive outcomes for individuals, families, and the community overall.”

Source: 2016 PAD key informant survey.

## Summary

To assess the potential impact of PAD on community violence, crime rates were analyzed, as well as perception of safety and law enforcement from participant satisfaction surveys and key informant interviews. PAD was designed to take place in parks in high crime areas and analyses of Part I and Part II crime rates confirmed these rates were higher in PAD parks than in Los Angeles County reporting districts (RDs) overall. Part I crimes include serious and violent crimes (i.e. homicide, aggravated assaults, rapes, and robberies) and Part II crimes include less violent and lower-level offenses (i.e. narcotics, disorderly conduct, and vandalism). Crime rates were analyzed using the number of crimes in the park RD and the RD immediately surrounding each park, along with Census block-level population estimates. Unless otherwise specified, analyses focus on the common period of PAD operation during the summer, or the shared time period between the first day of PAD and the last day of PAD, at each park each year. As PAD schedules varied by park and by year, daily crime rates were used to enable accurate comparisons.

Findings indicated either a reduction in crime rates or a dampening effect on crime and an estimated avoidance of 81 Part I crimes and 91 Part II crimes between 2010 and 2016. No change in crime severity in this time period was observed but some types of Part I crimes declined. Higher overall number of Part II crimes in spring and summer months and around the holidays point out PAD expansion opportunities. The consistency in participant and key informant reports that PAD had an additional positive impact on feelings of safety in parks pointed out other tangible benefits of PAD. The following data highlight the underlying variations in crime rates between PAD and crime comparison parks.

### *PAD Park Crime Rate Trends*

Crime rate trends were examined for each group of PAD parks, looking at each group's baseline year (the year before PAD started) to 2016. Among PAD Group One, both Part I and Part II crime rates declined from 2011 to 2016, additionally Part II crime rates decreased among PAD Group One from their baseline year of 2009 to 2016. Among the other park groups, crime trends were similar to LASD overall, which increased. In LASD reporting districts overall, Part I crime rates increased 9% from 2009 to 2016; while Part II crime rates decreased 11% during this timeframe.

### *Crime Rates in PAD Parks and Crime Comparison Parks*

To accurately assess the impact of PAD on crime rates, changes in crime rate before and after PAD implementation were compared to changes in crime comparison parks in the same time period (Difference in Differences methodology). This analysis helps assess whether crime trends in PAD parks were similar or different to what we would expect to see in comparison parks

(predicted crime rates). A greater reduction in PAD parks would indicate the marginal impact of PAD in reducing crime. Crime comparison parks were identified using statistical modeling that had similar levels of violence at baseline, and adequate facilities to host a program like PAD. The DD analyses showed mixed results among PAD Groups.

- PAD Group One (2010 start: Pamela, Roosevelt, and Ted Watkins Parks)
  - Part I crime rates: PAD may have prevented a greater rise in Part I crimes during PAD operation in PAD parks.
  - Part II crime rates: PAD may have contributed to a faster decline in Part II crime rate during PAD operation in PAD parks.
- PAD Group Two (2012 start: City Terrace, Jesse Owens, and Loma Alta Parks)
  - Part I crime rates: PAD may have prevented a rise in Part I crimes in PAD parks during PAD operation.
  - Part II crime rates: Trends in PAD and crime comparison parks were similar for Part II crimes, indicating no potential impact.
- PAD Group Three (2015 start: Basset, Salazar, and San Angelo Parks)
  - Part I crime rates: PAD may have prevented a rise in Part I crimes.
  - Part II crime rates: PAD did not have a similar impact on Part II crimes; PAD parks showed a significant increase, while comparison parks experienced a significant decline during PAD operation.
- PAD Group Four (2016 start: Adventure, Allen Martin, Athens, Belvedere, Bethune, East Rancho Dominguez, El Cariso, Helen Keller, Mayberry, Obregon, Stephen Sorensen, and Val Verde Parks)
  - Part I crime rates: PAD may have contributed to a decline in Part I crime rates.
  - Part II crime rates: PAD may have contributed to a decline in Part II crime rates.

#### *Cumulative Reduction in Part I and Part II Crimes*

The crime analysis indicated PAD had a potential impact on Part I crime rates since it began in 2010. The cumulative marginal reduction in Part I crimes in PAD parks (vs. comparison parks) was 2.572 crimes per 1,000 population, with the greatest reductions in PAD Group Two. This resulted in roughly 81 Part I crimes avoided during PAD operation from 2010 to 2016. In 2016, there was a reduction of 2.181 crimes per 1,000 population, resulting in roughly 69 Part I crimes avoided during PAD operation in 21 parks.

PAD may have had a greater impact on Part II crime rates than Part I crime rates. The cumulative marginal reduction in Part II crimes in PAD parks (vs. comparison parks) was 2.874 crimes per 1,000 population, with the greatest reductions in PAD Group One. This resulted in roughly 91 Part II crimes avoided during PAD operation from 2010 to 2016. In 2016, there was a

reduction of 3.524 crimes per 1,000 population, resulting in roughly 111 Part I crimes avoided during PAD operation in 21 parks.

### *Crime Severity Rates*

Crime severity remained relatively flat for PAD and comparison parks. The ratio of Part I to total crimes was used as a measure of crime severity and indicated some fluctuations but little change from 2004 to 2016 in both PAD and crime comparison parks. Severity rates were generally lower (fewer Part I crimes to total crimes) in PAD than in crime comparison parks and LASD overall. Of Part I crimes in the 21 PAD parks during the PAD period from 2009 to 2016, the number of cases of burglary (26%) and grand theft auto (23%) decreased most.

### *Crime Seasonality*

Crime seasonality patterns were observed for PAD parks. The daily number of crimes during 2016 for PAD parks was examined to assess seasonality and showed Part II crimes increased in the spring and summer months, but no seasonal variation for Part I crimes. Examining monthly crime rates after the end of PAD showed a slight decline in Part I crime rates among PAD parks through September, but an increase among crime comparison parks. In contrast, Part II crime rates remained at a higher rate among PAD parks but declined among crime comparison parks.

### *Participant Perception of Safety*

Perception of safety at PAD parks was high, particularly relative to perception of safety in participant neighborhoods. Overall 97% felt safe attending PAD in 2016. The majority (55%) of PAD participants reported feeling very safe at PAD parks but fewer (38%) reported feeling very safe in their neighborhoods. Long-term trends among PAD Group One and PAD Group Two showed consistently high levels of perception of safety from 2010 to 2016. Trends in perceptions of safety within participants' neighborhood in the same park groups increased in the same time period.

### *Community Law Enforcement Relationships*

Participants indicated that PAD helped improve relationships between community and law enforcement. The majority agreed that the number of Deputy Sheriffs at PAD were just right (74%) and that PAD improved the relationship of the community with the Deputies (95%). Participants indicated that these perceptions were most frequently based on the presence of Deputies (56%): "Seeing Sheriffs in the park makes me feel safe." Having people (9%) and park staff (8%) around also contributed to feelings of safety "People looking out for each other here." And "The crowd was calm and staff is alert." General feedback to the Deputy Sheriffs

most often included gratitude (30%): “I am happy that they take care of us. Thank you for your help.” and to increase the number of Deputies and have more of a constant presence at parks (10%): “Sheriffs need to be around more than just when there is an event because men in back by handball court drink and smoke weed every day.” Participants also recommended Deputies walk around more and interact with the community (7%): “More moving around the park...” and “Everything is good, but if they could interact more with the kids.”

### *Key Informant Perception of Safety*

Key informant comments confirmed the feelings of safety expressed by the community: “It provides a safe environment for families to enjoy entertainment... with this program and the Deputies dedicated to just this program, I know many more came out, because they felt safe...” and “It fosters a bonding of Deputies to the community and the community to the Deputies; they approach us more as a human and find that we are much like them.”

### *Recommendations*

Recommendations for improved safety at PAD from key informants and PAD participants include:

- Develop programs and strategies to ensure youth and families can travel safely to and from the parks across gang neighborhoods.
- Encourage increased engagement of Deputy Sheriffs with the community at PAD (e.g. interaction with youth, consistent assignment of same Deputies per park to build trust).
- Encourage increased presence of Deputy Sheriffs at parks throughout the year.

## Goal 4: Increase Physical Activity and Decreased Burden of Disease

The impact of PAD on physical activity and burden of disease was assessed using PAD participant survey data, DPR data on attendance, and Census data on population characteristics. The potential impact of PAD on disease burden was estimated using a modified version of the Integrated Transport and Health Impacts Model (ITHIM). Further detail on Integrated Transport and Health Impacts Model (ITHIM) Methods is provided later in this chapter and in Appendix 3: Methods (page 241). These data highlight the potential benefits of physical activity at PAD parks and motivate encouraging increased participation at existing PAD parks and expansion of the program to other parks.

### Routine Physical Activity and Physical Activity during PAD

PAD participants reported on their routine levels of physical activity (independent of PAD) and participation in physical activity while attending PAD. About one third (30%) indicated they routinely had at least 30 minutes of moderate physical activity for five or more days per week (Exhibit 92). This percentage was highest for males (32%) and children ages 16 and under (37%). Approximately 11% of PAD participants indicated not having any routine weekly physical activity.

#### Exhibit 92: Weekly Frequency of at least 30 Minutes of Routine Moderate Physical Activity among PAD Participants, 2016

Group	N	None	1-2 days	3-4 days	5+ days
Gender					
Female	5,914	11%	19%	39%	31%
Male	3,068	10%	22%	35%	32%
Age					
Adult (22 and older)	7,122	11%	20%	41%	28%
Young adult (17-21)	1,002	12%	21%	39%	27%
Children (16 and under)	2,648	11%	21%	32%	37%
All PAD participants	11,468	11%	20%	38%	30%

Source: 2016 PAD participant surveys.

Note: The frequency for 5+ days for all PAD participants does not fall in the range of female/male groups due to Ns. Not all PAD participants indicated gender in the PAD participant survey.

This routine level of activity was compared with the U.S. Department of Health and Human Services physical activity guidelines, which indicated 60 minutes/day for youth ages 16 and under, 30 minutes for 5 days a week for adults ages 17 and older. Based on these guidelines, 53% of adult and 14% of youth PAD participants met these levels of routine physical activity (Exhibit 93).

Exhibit 93: PAD Attendees' Physical Activity Level and Participation in PAD Physical Activities in Percentages (%), 2016

		Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
<b>Reaches recommended level of daily physical activity</b>																										
Youth	14	24	9	6	10	12	17	17	14	20	22	14	20	.	11	10	9	16	16	.	4	4	16	6	28	10
Adult (17 and older)	53	50	51	66	55	58	64	71	63	49	61	55	54	46	57	44	61	53	54	61	46	41	54	42	47	50
<b>Participation in any physical activity at PAD</b>	83	84	87	87	87	93	87	60	84	85	88	76	85	62	74	78	86	94	71	66	80	79	83	87	99	80
Team sport	20	12	18	13	16	10	33	18	17	19	18	23	19	19	13	29	15	36	35	10	27	31	17	30	28	24
Walking club	35	53	49	30	45	42	17	5	28	45	45	29	42	26	35	30	33	21	25	10	21	13	36	27	63	28
Exercise class	17	25	13	38	20	7	15	5	8	12	11	11	11	11	17	25	12	22	8	10	25	32	22	32	9	21
Swimming	19	2	19	18	17	51	25	33	42	6	22	4	13	2	3	19	34	49	2	29	18	1	25	4	57	18
Other activity	9	8	5	7	5	7	8	14	9	12	6	15	10	11	11	6	9	6	8	15	6	10	10	10	15	9

Source: 2016 PAD participant surveys.

Note: In the 12,700 surveys analyzed, the following data had missing values: questions around physical activity (9.7% and 7.5%, respectively).

Nearly half (47%) of participants indicated they visited the park daily independent of PAD, and 83% participated in physical activity (of any form) at PAD. Many PAD attendees reported to have participated in various PAD physical activities including team sports (20%), walking club (35%), exercise classes (17%), and swimming (19%). Among attendees who did not meet the recommended activity guidelines for their age, 84% participated in PAD physical activities. Select comments about participation in PAD physical activity are highlighted in Exhibit 94. Examples of photos and stories are provided in Exhibit 95 and Exhibit 96.

#### Exhibit 94: Selected Comments about Physical Activity at PAD, 2016

Physical activity at PAD	"They should have more events for the kids to exercise more." (Salazar Park)
	"You can exercise at the park. I am going on 8 years of doing weights, walking, and running." (Belvedere Park)
	"This is the best park in the community and I feel happy to come and exercise here." (Roosevelt Park)
	"Make gym more available." (East Rancho Dominguez Park)
	"More exercises/sports." (Multiple)

Source: 2016 PAD participant surveys.

Exhibit 95: Selected Photos about Participation in PAD Physical Activities, 2016



Source: Department of Parks and Recreation.

## Exhibit 96: Selected Stories about Participation in PAD Physical Activities, 2016

I can't even begin to tell you how wonderful it was to have the opportunity to work with community members and staff from Bethune Park and surrounding area. As you know, my colleague and I conducted The Walking Club for 8 weeks. During those 8 weeks I witnessed the importance of why these programs are a great community benefit, let me explain. Every week, I was witness to connections made between the walking club participants. During those walks they exchanged ideas about the community, their access to healthy food choices, opportunities to be more physically active, healthy recipe exchanges and so on.

Not only did they get a chance to walk together as a group, but also share and swap ideas on how to sustain healthy lifestyles for their families. This was not only limited to the adults, but their children were also part of the conversation. The enthusiasm of the children, who created challenges for themselves to see how many laps they could walk was inspiring. One boy even walked extra laps since he promised his younger sister that if he won the raffle, he would give her the prize. He won, and he did. It was a bitter sweet ending as I had gotten used to seeing all of their familiar faces every week. Many of them promised to keep up their walking and are looking forward to seeing us next summer. – (Staff, Bethune Park)

The indoor soccer instructor told me that a mom from the program, thanked her for bringing this soccer program to East Rancho Dominguez, even if it was for a short period of time. She felt that the appreciation was very genuine and sincere. The mom expressed to her how expensive soccer can be. Her son has always wanted to play soccer, so she looked around for soccer organizations. She found AYO, but it was too expensive! She knew she wouldn't be able to get her son in that organization, but didn't want to break his heart. So she told her son that first he had to do well in school (to procrastinate the process and save money). Timing was perfect, because her son had just asked her again about soccer. Her neighbor told her to inquire at the park about soccer and that's when staff told her about indoor soccer. She was sad to see the program end, but was so happy her son got the opportunity to play soccer. – (Staff, East Rancho Dominguez)

As you know, my colleague and I were responsible for the walking club during *Parks After Dark* this year. Every Thursday, we would form small groups of parents and children and walk two laps around the park. Participants received a raffle ticket each time they participated. Many families participated on a weekly basis and some even walked multiple times in a single day. One child mentioned that they were excited about their parents participating in the walking club because they "now come to the park every week".

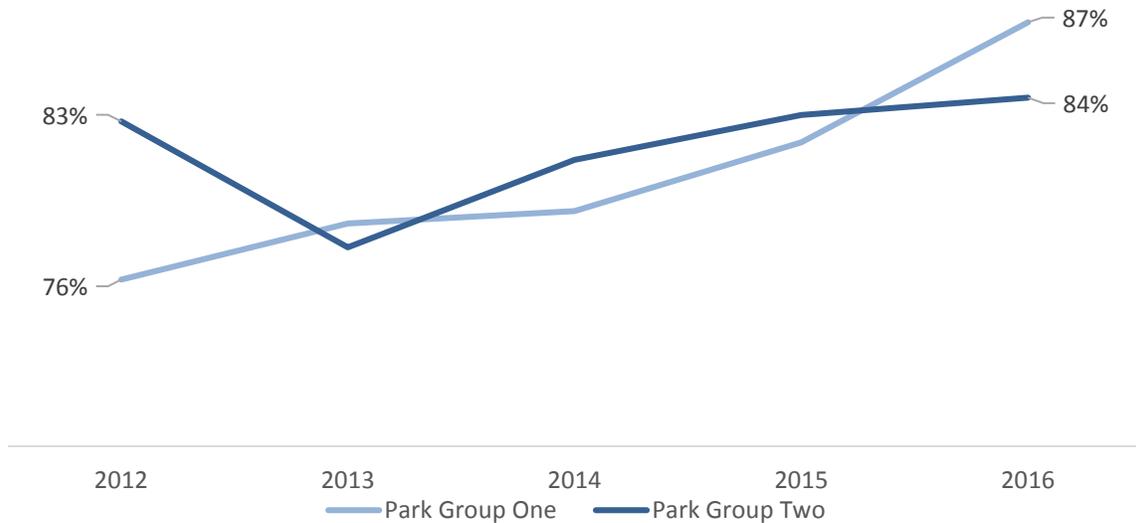
As part of the walking club, we provided weekly health messaging. The messages were available in written materials and we offered resources for topics such as: exercise guidelines, nutrition, and emergency preparedness. All materials and discussions were available in Spanish and English depending on the participant(s) preference. Health principals were further reinforced during our walks around the park. Some participating moms shared ways that they made their favorite recipes a little healthier by using less salt, less fats/oils, and steaming some dishes.

Among the incentive being distributed, kids enjoyed books and coloring books with health messaging such as hand washing and dental health. We saw several families reading the books to their children at the park. Participants also enjoyed an interactive wall where they could write their "why walking is good" and "why drinking water is a better choice". Kids were very engaged in this project and enjoyed talking about their ideas before writing on the butcher paper, which served as a temporary mural. All participants were very excited about the idea of *Parks After Dark* returning to Bethune next year. We hope to be able to assist in making next year even more successful. – (Staff, Bethune Park)

Source: Department of Parks and Recreation.

The level of physical activity at PAD increased somewhat from 2012 to 2016 in PAD Group One and PAD Group Two (Exhibit 97). The rate of growth seemed to be similar in both park groups.

Exhibit 97: PAD Group One and PAD Group Two Average Participation in Physical Activity at PAD, 2012-2016



Source: PAD participant surveys (2012-2016).

From 2015 to 2016, all PAD parks other than Loma Alta showed an increase in physical activity participation (Exhibit 98). From 2012 to 2016, Ted Watkins Park experienced the greatest percent increase (22%) in PAD attendees participating in physical activity. Roosevelt Park consistently had 80% or more of its attendees participate in physical activity at PAD.

Exhibit 98: Participation in Physical Activity at PAD for PAD Group One and PAD Group Two, 2012-2016

	2012	2013	2014	2015	2016
Pamela	76%	71%	73%	69%	84%
Roosevelt	81%	80%	80%	83%	87%
Ted Watkins	71%	85%	82%	85%	87%
<b>PAD Group One</b>	<b>76%</b>	<b>79%</b>	<b>79%</b>	<b>82%</b>	<b>87%</b>
City Terrace	81%	79%	82%	82%	93%
Jesse Owens	88%	85%	77%	86%	87%
Loma Alta	83%	72%	87%	83%	60%
<b>PAD Group Two</b>	<b>83%</b>	<b>78%</b>	<b>81%</b>	<b>83%</b>	<b>84%</b>

Source: PAD participant surveys (2012-2016).

Comparatively, a low number of PAD participants met physical activity guidelines for their age, but a high number of PAD attendees participated in physical activity at PAD. Exhibit 99 demonstrates an increase in physical activity at PAD by individuals who did not meet physical activity guidelines for their age from 2014 to 2016.

**Exhibit 99: Individuals Who Did Not Meet Physical Activity Guidelines, but Participate in Physical Activity at PAD for PAD Group One and PAD Group Two, 2014-2016**

	2014	2015	2016
Pamela	67%	74%	86%
Roosevelt	79%	84%	88%
Ted Watkins	80%	81%	88%
<b>PAD Group One</b>	<b>76%</b>	<b>82%</b>	<b>88%</b>
City Terrace	81%	81%	95%
Jesse Owens	77%	86%	87%
Loma Alta	85%	83%	68%
<b>PAD Group Two</b>	<b>80%</b>	<b>82%</b>	<b>89%</b>

Source: PAD participant surveys (2014-2016).

Note: Detailed baseline physical activity measures were only asked in the survey beginning in 2014.

## Potential Impact of PAD on Disease Burden

The potential impact of PAD on disease burden was estimated using the Integrated Transport and Health Impacts Model (ITHIM). ITHIM was originally developed to assess the impact of different modes of transportation such as walking and bicycling on years of life lost (YLL), years living with disability (YLD), and disability adjusted life years (DALYs) for a number of chronic conditions (Maizlish et al., 2013).

ITHIM was modified for estimating the impact of physical activity on premature mortality, disability, and associated costs by the Los Angeles County Department of Public Health in the 2014 Health Impact Assessment report. The model inputs included the number participants at PAD and their length, type, and frequency of physical activity routinely and during PAD by age and gender.

DPR attendance data was used to estimate number of participants. Routine and PAD physical activity levels, type of physical activity (e.g. team sports, swimming, etc.), age, and gender were obtained from PAD participant surveys. The length of activity was measured in hours/week and was obtained from the PAD program schedules and registrations. The weekly physical activity participation rate (83%) and frequency of weekly PAD visits (35%) was obtained from the PAD participant surveys. The model then calculated the level of energy expenditure by PAD participants measured in metabolic equivalent of task (METs) by age and gender for the population that participated in PAD.

The model used METs to predict disease burden in terms of premature deaths, YLL, YLD, and DALYs for several chronic conditions using data from the literature.

### Exhibit 100: Physical Activity Participation by Activity Type, Time, and Intensity, 2016

Physical Activity Type	Percentage	Activity Time (hours/week)	Intensity (METs)
Team sports	20%	2.0	8.0
Swimming	19%	3.6	4.0
Walking club	35%	1.5	3.8
Exercise class	17%	1.4	6.5
Other	9%	0.5	4.5

Source: 2016 PAD participant surveys and DPR program schedules and registration forms.

Notes: Each participant may have participated in more than one activity. The average activity time for the categories of physical activity were missing for some parks and the regional averages were used.

A number of assumptions were necessary in ITHIM to assess the impact of PAD on disease burden. ITHIM is designed to assess the impact of physical activity levels annually, while PAD programming was only available to participants for six to eight weeks during the summer months. Therefore, the level of activity in the models was assumed to be for an entire year. Additionally, PAD participants were assumed to engage in a given physical activity program for the total length of time the activity was scheduled.

Each PAD survey was assumed to represent a unique participant. However, any PAD participant may have responded to the survey more than once and the anonymous nature of the survey did not allow to identify how many unique individuals that participated in PAD physical activity programs. Similarly, PAD park attendance data did not identify the unique number of participants and the same assumption was used for that data. Finally, it was assumed that survey data indicated survey respondents who participated in physical activity every time they came to PAD because this data was not available.

Previous analysis of PAD on chronic disease impact, which was presented in the 2014 Health Impact Assessment (HIA) by DPH, did not consider how often participants attended PAD. A new question was added to the 2016 PAD participant survey to gauge frequency of PAD visits, changing previous calculations and increasing accuracy of estimated impact. Survey data indicated that 35% of survey participants attended PAD at least once per week and 83% of all respondents participated in physical activity at PAD. Using these data, the estimated impact of participation in PAD physical activity programs on chronic disease burden was calculated assuming PAD participants engaged in physical activity once a week and year-round (Exhibit 101). The data indicated that PAD physical activities would not save any premature deaths or YLDs, but reduce years of life lost and disability adjusted life years by six years each. These numbers varied by type of condition and were highest for ischemic heart disease and stroke.

### Exhibit 101: Estimated Change in Burden of Disease from PAD Physical Activity by Chronic Condition Type, 2016

	Rate (per Million Population)	Disease Burden	21 Existing PAD Sites
<b>Ischemic Heart Disease</b>			
Premature deaths	-36	3%	0
Years of Life Lost (YLL)	-423	4%	-3
Years Living with Disability (YLD)	-37	4%	0
Disability Adjusted Life Years (DALYs)	-460	4%	-3
<b>Hypertensive Heart Disease</b>			
Premature deaths	-7	3%	0
YLL	-100	4%	-1
YLD	-11	3%	0
DALYs	-111	4%	-1
<b>Stroke</b>			
Premature deaths	-63	3%	0
YLL	-846	4%	-6
YLD	0	4%	0
DALYs	-846	4%	-6
<b>Depression</b>			
Premature deaths	0	2%	0
YLL	0	2%	0
YLD	-200	2%	-1
DALYs	-200	2%	-1
<b>Diabetes</b>			
Premature deaths	-6	3%	0
YLL	-98	3%	-1
YLD	-127	4%	-1
DALYs	-225	4%	-1
<b>Breast Cancer</b>			
Premature deaths	-2	0%	0
YLL	-29	1%	0
YLD	-8	1%	0
DALYs	-37	1%	0
<b>Colon Cancer</b>			
Premature deaths	-2	1%	0
YLL	-24	1%	0
YLD	-5	1%	0
DALYs	-29	1%	0
<b>Dementia</b>			
Premature deaths	-12	3%	0
YLL	-67	3%	0
YLD	-176	3%	-1
DALYs	-243	3%	-2
<b>All Causes</b>			
Premature deaths	-63	1%	0
YLL	-846	1%	-6
YLD	0	0%	0
DALYs	-846	1%	-6

Note: Negative numbers indicate reductions in disease burden. Disease burden shown represents the fraction of cases or deaths from each condition that would be avoided if people exercised in PAD types of physical activities once per week for an entire year.

Using more relaxed criteria and assuming the 83% of participants who engaged in physical activity attended PAD weekly, the data indicated avoidance of one premature death, and 16 years of life lost and disability adjusted life years each (see Appendix 2: Additional Data, page 208).

## Summary

Analysis indicates that PAD provides important opportunities for physical activity with the potential to reduce the burden of chronic disease in high need communities. Beginning in 2012, PAD park selection criteria expanded to include community obesity prevalence in addition to economic hardship and assault rates. Overall, PAD parks are in communities with higher obesity prevalence than the rest of Los Angeles County.

### *Physical Activity Participation*

Most PAD participants reported routine physical activity of at least 30 minutes independent of PAD on three or more days a week (68%). These levels indicated 53% of adults and 14% of youth participants met federal guidelines on recommended levels of activity. The majority of participants (83%) participated in physical activity at PAD. Among participants who did not meet the recommended level of physical activity, 84% participated in physical activity during PAD. Walking club was the most popular type of physical activity program at PAD (35%), followed by team sports (20%) and swimming (19%). To understand long-term trends in physical activity participation, survey data from the oldest parks were examined, including PAD Group One and PAD Group Two. Physical activity participation was consistently high for PAD Group Two, and increased somewhat for PAD Group One (76% to 84%).

### *Potential Impact on Chronic Disease*

PAD has the potential to impact chronic disease if levels of physical activity offered during the program are sustained throughout the year. The potential impact of PAD on disease burden was calculated using a modified version of the Integrated Transport and Health Impacts Model (ITHIM), assuming 83% participated in PAD overall and 35% participated at least once per week. The analyses indicated an overall decline of six years of life lost and six fewer years of disability adjusted life years for the entire PAD population, mostly associated with reductions in stroke and ischemic heart disease. Assuming that all 83% of attendees who participated in physical activity at PAD participated every week, it would reduce the burden of disease by 16 fewer years of life lost and disability adjusted life years, and avoid one premature death.

### *Recommendations*

The ITHIM analyses led to the following recommendations:

- Identify opportunities to link PAD participants to year-round physical activity to maximize impact on chronic disease.
- Encourage more frequent participation in physical activity and increase diversity of physical activity offerings at PAD.
- Encourage PAD park outreach to inform communities about availability of free physical activity programming and opportunities.

## Goal 5: Increase Social Cohesion and Community Well-being in the Targeted Communities

To assess the potential impact of PAD on social cohesion and community well-being, a variety of data were examined, including participant satisfaction surveys, key informant interviews, and service and outcome data from County Departments and other sources. Social cohesion was assessed by examining level of attendance by families and perceptions of bonding. Community well-being was assessed by examining multiple indicators of health (e.g. preventable chronic disease, mental health needs), safety (e.g. preventable injuries and deaths, arrests), economic, and youth and family services (e.g. DCFS and Probation caseloads). The purpose of this analysis was to demonstrate PAD's relevance to new sectors, by: 1) determining if PAD parks had higher levels of need relative to Los Angeles County overall, and 2) identifying potential PAD impact on these indicators that can be explored in future analysis. While the most recent year of data available are a few years past for many data sources, these indicators still enable us to understand relative need of PAD communities, that can be further examined as new years of data become available.

### Perceptions of Social Cohesion among PAD Participants

Among PAD attendees surveyed by DPR, 88% reported attending PAD with children (Exhibit 102). Of those who attended with children, 57% reported attending with children ages 6-12 and fewer reported attending with children ages 0-5 (31%) or 13-18 (23%). The overwhelming majority (97%) of attendees reported that PAD increased quality time with family members.

Many PAD attendees (84%) reported a high level of social cohesion as indicated by perceptions that they lived in a close-knit and unified community (Exhibit 103). In addition, the vast majority (95%) reported that PAD improved their relationship with their neighbors. Of the individuals who identified as not living in a close-knit unified community, 88% agreed that PAD improved their relationship with neighbors. Positive comments consistently mentioned PAD improved both community and family connections (Exhibit 104).

Examples of family bonding and social cohesion were the most frequent theme among the stories and photos (Exhibit 105 and Exhibit 106).

Exhibit 102: Attendees Family Attendance and Bonding during PAD in Percentages (%), 2016

		Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
Attended PAD with children	88	85	94	88	92	96	90	76	90	88	93	88	90	87	92	80	87	90	61	81	81	85	82	79	94	84
Attended PAD with children of ages:																										
0-5	31	23	29	35	30	45	22	24	36	36	30	28	32	38	43	20	28	37	17	36	25	30	31	27	22	31
6-12	57	56	67	56	64	74	54	44	63	60	60	56	59	54	50	47	58	55	31	51	42	54	51	48	56	51
13-18	23	20	17	19	18	43	28	29	37	23	23	27	24	15	16	25	24	23	25	22	26	24	23	21	63	23
PAD increased quality time with family	97	93	98	96	97	98	93	91	95	97	97	97	97	100	97	94	97	90	96	97	93	100	96	98	99	96

Source: 2016 PAD participant surveys.

Note: In the 12,700 surveys analyzed, the following data had missing values: questions around family attendance and bonding (5.7% and 8.3%, respectively).

Exhibit 103: PAD Attendees Social Cohesion and Improvement in Social Cohesion Due to PAD in Percentages (%), 2016

		Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
Park Name	All PAD Parks	Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
Agreed that he/she lives in a close-knit, unified community	84	85	83	73	81	90	81	84	87	87	87	88	87	89	92	81	82	73	74	79	76	96	78	84	94	84
Agreed that PAD improves relationship with neighbors	95	96	96	96	96	98	87	94	95	95	97	95	96	97	96	96	93	93	89	92	94	99	89	96	99	95

Source: 2016 PAD participant surveys.

Note: In the 12,700 surveys analyzed, the following data had missing values: questions around community relationships (7.2% and 6.7%, respectively).

### Exhibit 104: Selected Comments about Family Attendance and Bonding during PAD, 2016

PAD increased family quality time	"Doing our son's birthday party at Parks After Dark." (Loma Alta Park)
	"Parks after Dark is a great idea, families come together with their kids and they enjoy themselves as a family. I like the entertainment." (Mayberry Park)
	"It's fun for the whole family." (City Terrace Park)
	"These programs are more family oriented and they unite families." (Salazar Park)
PAD unified community	"Well run program. Keep adding to the budget. It really improves the community connections." (Loma Alta Park)
	"It's great for the community. Helps us know each other." (Jesse Owens Park)
	"When a health or safety issue comes up, please put \$ resources into this before all other activities, park activities are helping unite our community." (El Cariso Park)

Source: 2016 PAD participant surveys.

Exhibit 105: Selected Photos about Family Bonding and Social Cohesion at PAD, 2016



Source: Department of Parks and Recreation.

## Exhibit 106: Selected Stories from Participants about Family Bonding and Social Cohesion at PAD, 2016

I am writing you to congratulate you on providing a great summer program of family activities that could be enjoyed by our community's families. Throughout the summer we could count on music, food, movies and activities for the kids and ourselves.

I particularly enjoyed the concerts, your DJ who provided games and Karaoke, and the family atmosphere that was created. We met so many families and neighbors we hadn't seen before. We realized the diversity in our neighborhood we had never experienced. Our kids were able to connect with kids that they only saw at the park. It was a good experience.

The program added continuity to what you have provided in the past. But being able to rely on continuous activities at the park made our summer easy. Before you provided three or four days of family activity. Good as they were, this summer was by far the best. – (Participant, Allen Martin Park)

This summer has been a very enjoyable, family oriented summer not only for my family but for many other families in our community. I would like to thank the park staff for all their hard work and devotion to our families. Awesome summer, hope next year will be great. – (Participant, Obregon Park)

Thank you for the PAD. My kids like the game truck and movie on Saturdays. We like all your activities, especially Bingo. We like to win the chairs and back packs. My daughter won a bike on Saturday on a movie night, she was very happy. She likes to ride her bike a lot at the park. My kids like the clowns and have their face painted. They also like the jumper.

Thank you for bringing PAD to the park. It gives my family and I something to do together as a family. – (Participant, City Terrace Park)

This letter is to give thanks to Parks and Recreation for having events at Obregon Park. My family and I enjoyed the concerts, Friday night movies, jumpers and face painting. The resource flier was very informative. We also enjoyed the wrestling show, very entertaining. My children enjoyed the ceramic class as I enjoyed the aerobics class. My children also attended the bike safety class, which was very informative. We also joined the walking club as a family. We also enjoyed some night swimming. – (Participant, Obregon Park)

Source: Department of Parks and Recreation.

DPR and the LASD key informant survey respondents reported on their perception of whether PAD improve social cohesion and relations with the community. The majority agreed that PAD had multiple positive effects such as improving general well-being (33 out of 36) and improving relationships with the community (33 out of 36) (Exhibit 107). Exhibit 108 highlights selected stories about social cohesion and community relations.

**Exhibit 107: Number of DPR and the LASD Key Informants Who Reported on Impact of PAD on Social Cohesion and Community Relations, 2016**



Source: 2016 PAD key informant survey.

## Exhibit 108: Selected Stories about Family Bonding and Social Cohesion from DPR Staff at PAD, 2016

I got to say, these past weeks have been full of adventures. From feeding the community to hosting a 3 on 3 basketball tournament for the youth in the community, has shown me to appreciate life more. In our personal life many moments good and bad happen, but I got to say our Parks After Dark program have brought smiles to the whole community. I come to work and I work hard to make a difference in the youth lives here in our park's community. – (Staff, San Angelo Park)

Working here at Jesse Owens Park, during the Parks After Dark program was a great experience. I was able to witness families enjoying their community without any worries and or concerns. The youth within the community were more than willing to assist with passing out free food to the younger children, helping set-up and breakdown tables and chairs and maintaining a safe environment at the jumpers. I've never really seen a community pull together the way the adults, teens and children did here at Jesse Owens Park during the Parks After Dark program. Parks After Dark was a free, resourceful and fun event held every Thursday, Friday and Saturday night.

I think the community cherished the program mainly because there were programs being offered that usually have a cost that some parents can't afford. The instructors were welcoming to all participants. Parents were able to interact in activities while the children were occupied with face painting, jumpers, movies, sports and other fun activities. I would love to be a part of the Parks After Dark program at Jesse Owens Park next year. – (Staff, Jesse Owens Park)

This summer has been a very enjoyable, family oriented summer not only for my family but for many other families in our community. I would like to thank the park staff for all their hard work and devotion to our families. Awesome summer, hope next year will be great. – (Participant, Obregon Park)

I started as a recreational leader back in 2006 till 2011 and recently rejoined the Parks and Recreation department as of last year. It wasn't until this past summer that I experienced PAD (Parks After Dark) for the first time at Adventure Park. At first I wasn't too sure what to expect from our Parks After Dark program because this was my first time hearing of it. I called Adventure Park and spoke to the park manager asking if she had any work hours to spare. She said yes and that's when I was introduced to our Parks After Dark program.

Our PAD program opened up my eyes in so many ways. Yes all of our staff worked long hard hours, but at the end of the night it was all worth it. I felt like we were really able to make an impact in our community. I felt that we were able to give some families "together time". Sometimes families do not have that opportunity because of financial difficulties. With our PAD program, we served hot dogs, drinks and popcorn at our concert and movie nights. Adventure Park gave families the opportunity to come together, eat, laugh and play as a community. We were able to introduce all of our programs that we offer and give more information on how they can find assistance at our park and other LA County parks around the area. Many, if not all, were grateful for our PAD program. I see many families that still visit the park on a regular basis and many kids and adults are now part of our programs. – (Staff, Adventure Park)

Our families that surround Salazar Park are mostly low income families that depend on free programs in order to accommodate to their needs and Parks after Dark and Movies in the park was the missing piece that brought families together this summer. Many families were surprised that all the programs we provided were free and I was happy to see them participating. There was one family that didn't miss a day of PAD and were always thankful and had a plan set so nothing was missed; they would start the day in the pool and end it with crafts with their kids, concert and movie screening. Saturdays they would bring a blanket, drinks and sandwiches and they would bring extra for many of the kids that weren't theirs. This family has always appreciated everything we've done since PAD started last year. Families like that keeps us going and with your support we can provide more for our community. Wrestling was the highlight of this summer, families gathered in the gym to see our local wrestlers and cheered for their favorite opponent.

The community had never experience an event like this; a ring in the middle of a gym, wrestlers performing in front of their seats, they were fascinated and extremely thankful. This event was something that families were only able to enjoy watching on a television but with the support we received in funding, families had the opportunity to see it live, receive autographs and take pictures with their favorite wrestler. – (Staff, Salazar Park)

Source: Department of Parks and Recreation.

## Service Needs of PAD Participants

PAD attendees reported on additional services needed in the community that could be provided at PAD parks and in future programming. Many attendees reported that they currently use services for mental health (19%), substance use (14%), family (e.g. child care or parent supports; 19%), employment (18%), housing assistance (18%), and/or financial assistance (26%; Exhibit 109). Over a third (34%) indicated using at least one of these services (data not shown). From 7% to 11% of attendees also reported being interested in using these services. Exhibit 110 highlights selected photos around current social service use.

Exhibit 109: PAD Attendees Current Social Service Use and Interest in Future Use in Percentages (%), 2016

Park Name	All PAD Parks	Year in which park joined PAD (Park Group)																								
		2010				2012				2015				2016												
		Pamela	Roosevelt	Ted Watkins	PAD Group One Total	City Terrace	Jesse Owens	Loma Alta	PAD Group Two Total	Bassett	Salazar	San Angelo	PAD Group Three Total	Adventure	Allen Martin	Athens	Belvedere	Bethune	East Rancho Dominguez	El Cariso	Helen Keller	Mayberry	Obregon	Stephen Sorensen	Val Verde	PAD Group Four Total
<b>Use of services</b>																										
<b>Mental health</b>																										
Currently use	19	29	17	23	20	20	30	21	22	18	22	20	20	11	20	33	17	16	26	17	12	10	7	21	29	17
Interested in using	7	9	5	4	5	6	15	2	7	6	7	8	6	3	6	5	10	22	11	4	5	13	6	9	11	9
<b>Substance use</b>																										
Currently use	14	15	14	10	13	15	18	10	15	16	14	12	15	6	16	28	12	14	21	6	10	7	5	19	16	13
Interested in using	8	9	6	5	6	4	14	.	5	6	7	8	7	3	7	7	11	25	12	7	4	12	7	9	10	10
<b>Family assistance</b>																										
Currently use	19	24	19	17	19	22	25	21	23	19	18	20	19	10	22	31	15	17	27	17	13	9	16	23	36	18
Interested in using	10	13	6	8	7	14	17	6	13	7	9	10	8	5	8	11	12	27	13	7	7	13	9	10	9	12
<b>Employment assistance</b>																										
Currently use	18	22	16	17	17	20	32	15	22	18	18	15	17	10	20	30	15	18	30	17	13	10	16	23	25	18
Interested in using	11	12	6	10	7	15	15	4	13	6	10	11	8	5	7	22	12	29	14	8	8	13	9	12	13	13
<b>Housing assistance</b>																										
Currently use	18	22	20	19	20	22	29	15	22	18	17	16	17	7	19	28	18	18	28	11	14	9	12	22	15	17
Interested in using	11	12	6	9	7	19	15	5	15	8	10	10	9	6	7	29	14	30	11	7	6	13	11	11	10	14
<b>Financial benefits</b>																										
Currently use	26	25	30	31	30	38	27	16	32	25	30	21	27	19	22	28	28	19	31	17	15	19	14	37	27	23
Interested in using	11	13	5	6	6	19	16	2	15	8	9	10	8	5	11	32	12	34	10	8	7	12	11	10	12	15

Source: 2016 PAD participant survey.

Note: In the 12,700 surveys analyzed, the following data had missing values: questions around health and social service utilization (from 16-18.5%). Family assistance refers to services such as child care or parent supports, employment assistance refers to services such as job training, and financial benefits refers to services such as CalWorks or CalFresh.

### Exhibit 110: Selected Photos about Social Service Needs or Use, 2016



Source: Department of Parks and Recreation.

## Community Well-Being among PAD Participants and Indicators of Community Needs

A broad array of indicators of community well-being and needs for programming similar to PAD were examined in PAD parks and well-being comparison parks. Well-being comparison parks are a subset of crime comparison parks, but have adequate facilities and staff to implement PAD programming in the future. These analyses served two goals: 1) to identify needs in PAD communities that may be addressed through future partnerships and programs; and 2) to identify potential PAD benefits not previously been examined, that may warrant further examination.

The indicators of well-being were grouped into health, safety, economic, and youth and family service categories (Exhibit 111). When possible, these indicators were calculated at the zip code of the park as a proxy for the community where the park is located (see Appendix 3: Methods for additional details on Well-Being Indicator Methods, page 242). Change in rates for PAD, well-being comparison parks, and Los Angeles County were assessed by calculating the percentage point change between the first and last date of observation for each indicator. The overall change in the pattern of change over time (slope) was calculated for all the dates available and statistically compared between all three groups. These analyses do not account for underlying population differences in the respective communities (e.g. income, race, age). Accounting for such differences might explain why discrepancies in rates exist.

Trends were calculated based on years of available data, as a result, there is variation in the number of years included in each analysis. Despite differences in recency of data sources, trend analysis of health, safety, economic, and youth and family service indicators is helpful for gaining a deeper understanding of need in PAD communities. These data will be further analyzed as new years become available, to assess the potential impact of PAD.

### Exhibit 111: Indicators of Community Need

<b>Data Analyzed</b>
<b>Health Indicators</b>
To further examine need and potential impact in PAD communities related to chronic disease, and to identify indicators of potential future impact related to mental health and social cohesion.
Adult (2014) and Childhood (2010) Obesity Rates in PAD Parks, Well-being Comparison Parks, and Los Angeles County
Self-Reported Participation in Physical Activity in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2014
Average Non-fatal Coronary Heart Disease Hospitalization Rate per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2014
Average Non-fatal Stroke Hospitalization Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2014

Average Coronary Heart Disease Mortality Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2013
Average Stroke Mortality Rate per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2013
Average Monthly Specialty Outpatient Mental Health Service Use per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2015
Average Monthly Mental Health Hospitalization and Residential Stays per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2015
<b>Safety Indicators</b>
To further examine the need and potential impact in PAD communities related to crime and safety, including arrest rates, and violence related injuries and deaths.
Average Monthly Adult Arrest Rate per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County as Served by LASD, 2009-2015
Emergency Department Visit Rate (Treated and Released) for Non-Fatal Assault per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005-2014
Rate of Inpatient Hospitalizations for Non-Fatal Assault per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005-2014
Rates of Emergency Department Visits (Treated and Released) and Hospitalizations for Non-Fatal Suicide and Poisoning Attempts per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005 and 2014
Homicide Rates per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005-2015
<b>Economic Indicators</b>
To further examine the need in PAD communities related to poverty and unemployment, and identify indicators of potential future impact.
Average Unemployment Rate in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2011-2015
Average Poverty Rate (<100% Federal Poverty Level in the Last 12 Months) in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2011-2015
Percent Living in Poverty by Age (<100% Federal Poverty Level) in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2014
<b>Youth and Family Service Indicators</b>
To determine level of need in PAD communities related to Probation and Child and Family Services, to inform development of future on-site services and partnerships at PAD parks.
Average Department of Child and Family Services Substantiated Referral Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2006-2015
Average Department of Child and Family Services In-home Caseload Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2007-2015
Average Department of Child and Family Services Out-of-Home Caseload Rate per 100,000 population, in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2007-2015
Average Rate of Probation Youth Served (Ages 0-21) per 100,000 population, in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2013-2016

## Health Indicators

The evaluation examined additional indicators related to health to further examine need and potential impact in PAD communities related to chronic disease and to identify indicators of potential future impact related to mental health and social cohesion.

### Obesity

On average, PAD park communities had higher obesity rates than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming. Adult obesity rates were averaged across zip codes of each group. On average, adult obesity rates were similar in zip codes where PAD parks are located (35%) and well-being comparison parks (36%), but both were significantly higher than the Los Angeles County (26%) average as indicated by confidence intervals (Exhibit 112). Obesity rates did not differ by gender, but differences by race/ethnicity were observed.

Limited information on obesity rates for children in grades 5, 7, and 9 was also available. Childhood obesity rates were averaged across communities/cities of each group. The rates of childhood obesity in PAD park communities (30%) and well-being comparison park communities (33%) appeared to be higher than the Los Angeles County average (24%).

**Exhibit 112: Adult (2014) and Childhood (2010) Obesity Rates in PAD Parks, Well-being Comparison Parks, and Los Angeles County**

	PAD Park Average	Well-being Comparison Park Average	Los Angeles County Average
Obese (BMI $\geq$ 30; Age 18 +) <sup>‡</sup>	35% CI: (33.0%-36.0%)	36% CI: (33.0%-37.9%)	26% CI: (23.9%-27.8%)
Female	34%	35%	25%
Male	36%	35%	27%
Black	42%	41%	39%
Latino	36%	36%	33%
Childhood Obesity* (BMI at 95th percentile or above for age and gender)	30%	33%	24%

Source: <sup>‡</sup>Adult obesity rates: California Health Interview Survey (CHIS), Ask CHIS: Neighborhood Edition (2014) for adult obesity rates in zip codes where PAD and potential PAD parks are located; \*Childhood obesity rates: Office of Health Assessment and Epidemiology, Los Angeles County Department of Public Health, 2009-2010 school year estimates, California Physical Fitness Testing Program, California Department of Education for childhood obesity rates in city/community where PAD and potential PAD parks are located (boundaries used were based upon the 2000 Census and the SPA boundaries were based upon the 2010 Census).

### Regular Physical Activity

Levels of physical activity were averaged across zip codes of each group. A relatively similar percentage of youth ages 5-17 participated in regular physical activity (60 minutes daily) across PAD park (16.7%) and well-being comparison park communities (17%), compared to youth in Los Angeles County (18.9%, Exhibit 113). Among adults 18 and older, physical activity, measured as walking at least 150 minutes in the past week, was also similar across PAD parks, well-being comparison parks, and Los Angeles County.

Exhibit 113: Self-Reported Participation in Physical Activity in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2014

	PAD Park Average	Well-being Comparison Park Average	Los Angeles County Average
Regular physical activity (60 minutes/day; ages 5-17)	16.7%	17.0%	18.9%
Walked at least 150 minutes in the past week (18 and older)	33.7%	34.8%	34.1%

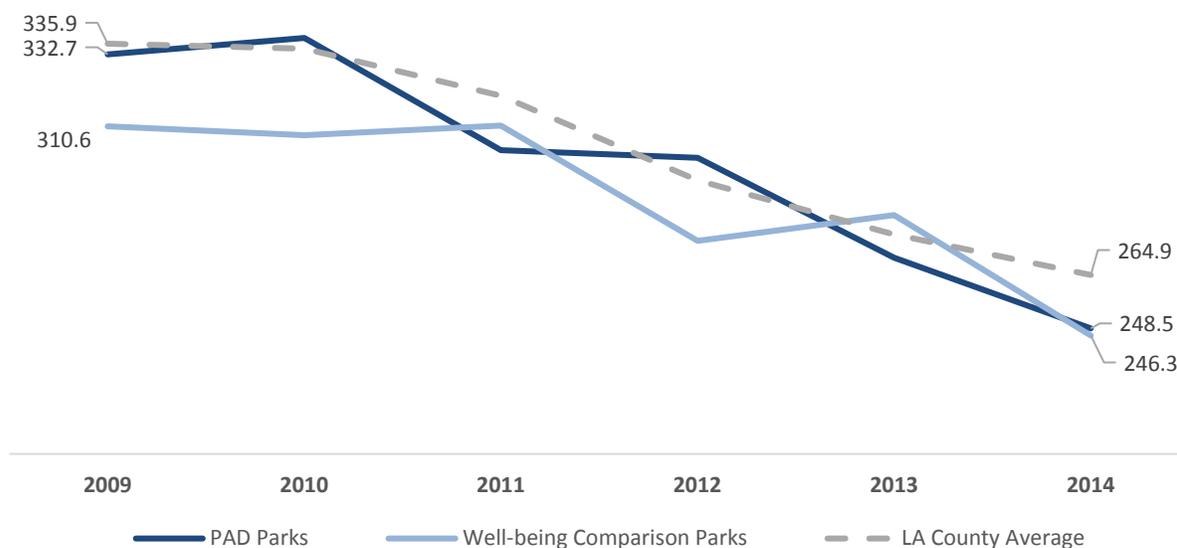
Source: California Health Interview Survey (CHIS), Ask CHIS: Neighborhood Edition (2014).

### Chronic Disease Morbidity and Mortality

On average, PAD park communities had lower rates of chronic disease morbidity and mortality than the County overall. These trends are most likely due to underlying population demographics in PAD communities, warranting further research. Non-fatal hospitalization rates per 100,000 as an indicator of morbidity from coronary heart disease and stroke were examined from 2009 to 2014. Data for communities with fewer than 15 hospitalizations were not available. Average rate was examined across zip codes for each group.

These data indicate a declining trend for coronary heart disease in Los Angeles County overall (from 335.9 to 264.9 per 100,000; 21.1%) and in both PAD (25.3%) and well-being comparison parks (20.7%) over time (Exhibit 114). The rate of decline was statistically the same for all three groups within this timeframe.

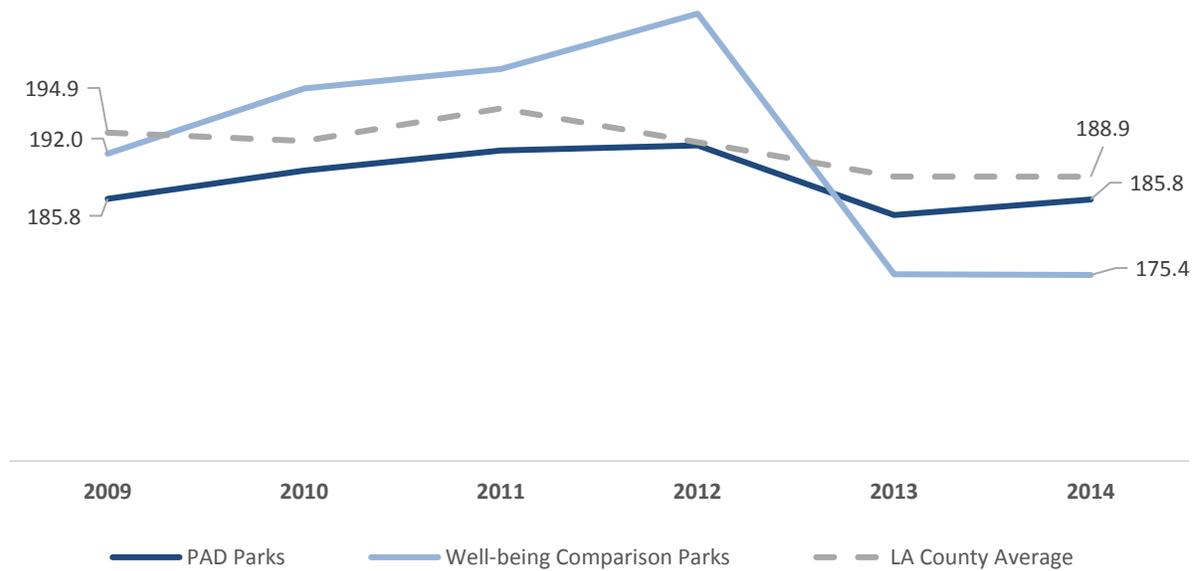
Exhibit 114: Average Non-fatal Coronary Heart Disease Hospitalization Rate per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2014



Source: Office of Statewide Health Planning and Development (OSHPD), Hospital Discharge Data.

Non-fatal hospitalization rates for stroke in Los Angeles County declined slightly from 2009 to 2014, from 194.9 to 188.9 per 100,000 population (3.0%). The non-fatal hospitalization rate for stroke in PAD appeared to remain flat, but declined in well-being comparison expansion park communities (8.6%), with a particularly large decrease in 2012 (Exhibit 115). There was no difference in rate of decline between groups.

Exhibit 115: Average Non-fatal Stroke Hospitalization Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2014

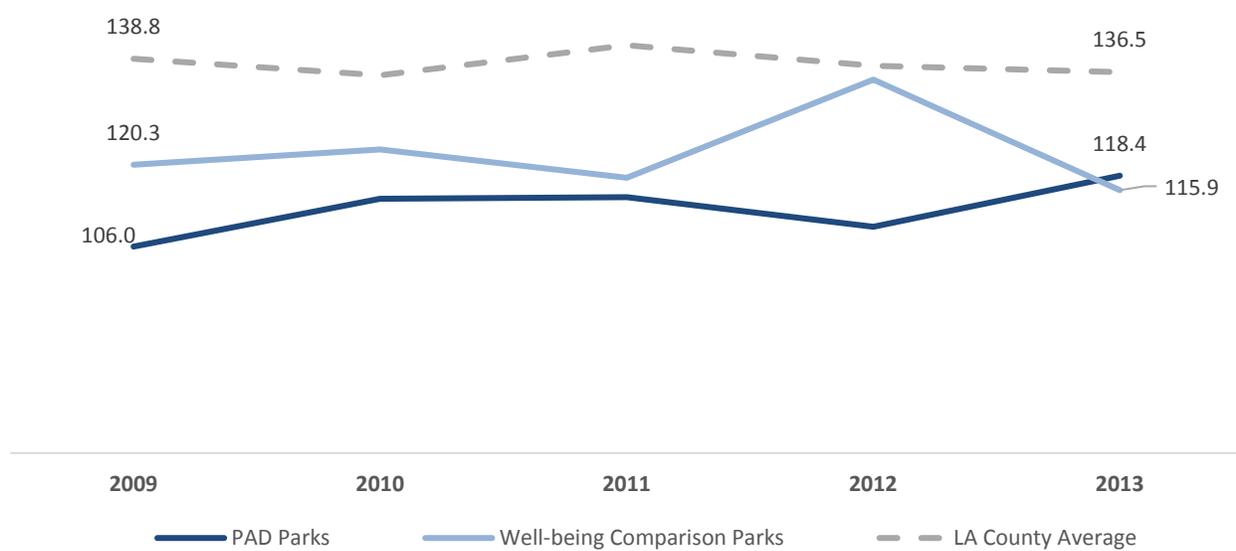


Source: Office of Statewide Health Planning and Development (OSHPD), Hospital Discharge Data.

Mortality rates per 100,000 from coronary heart disease and stroke were examined from 2009 to 2013, the most recent year of data available. Data for communities with fewer than five deaths were not available. Average rate was examined across zip codes for each group.

Exhibit 116 shows the average mortality from coronary heart disease rate per 100,000 population from 2009 to 2013. Both PAD and potential PAD expansion mortality rates from coronary heart disease were somewhat lower than the Los Angeles County average. In addition, these rates have not changed notably over time, except for PAD parks (11.7%). PAD parks appear to have a somewhat lower rate than well-being comparison parks in 2009 but differences in 2013 are negligible. There were no statistically different rates of change between groups. The lower rates of mortality in PAD and well-being comparison parks may be due to underlying age differences, since Census data indicate that a higher proportion of population in these communities are youth under 21 years of age.

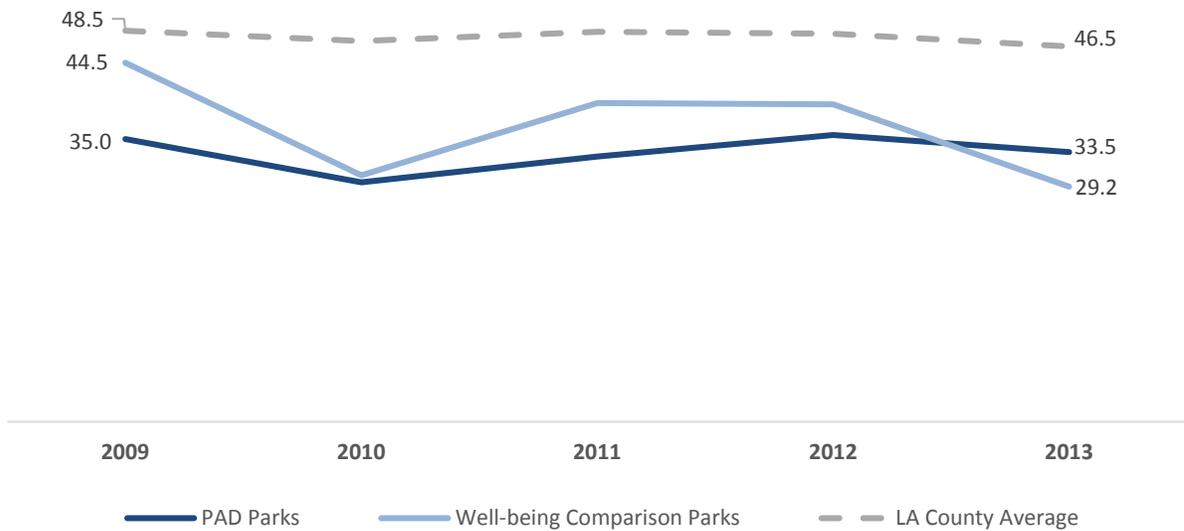
Exhibit 116: Average Coronary Heart Disease Mortality Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2013



Source: California Department of Public Health, Center for Health Statistics, Death Statistical Master File.

A rather stable trend was found for the average stroke mortality rates from 2009 to 2013 for PAD parks and the Los Angeles County average (Exhibit 117). However, well-being comparison park mortality rates saw a decrease during this time period (34.4%). There were no statistical differences in rates of change between the three groups.

Exhibit 117: Average Stroke Mortality Rate per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2009-2013



Source: California Department of Public Health, Center for Health Statistics, Death Statistical Master File.

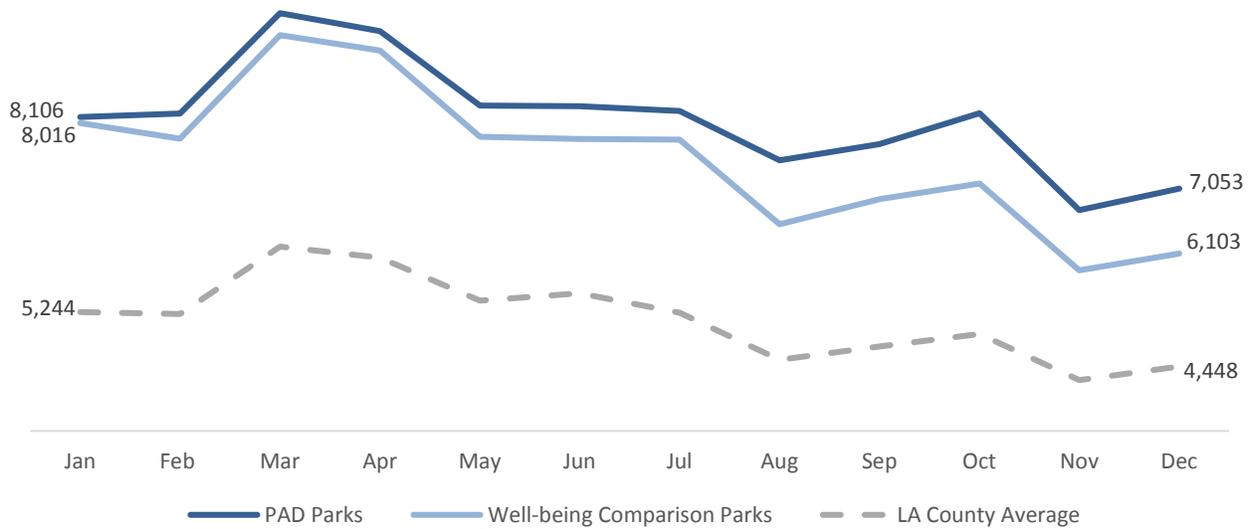
### *Psychological Distress and Mental Health Service Use*

On average, 9.1% of adults self-reported serious psychological distress in the California Health Interview Survey (CHIS 2014) in communities where PAD parks and well-being comparison parks are located, as well as in Los Angeles County. CHIS data was pooled across zip codes.

On average, PAD park communities had higher mental health service rates than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming. Mental health burden of disease, as measured by use of specialty outpatient services (including non-urgent routine visits and rehabilitative outpatient services) and hospitalizations or residential stays per 100,000 population, was examined by month during 2015. Average rate was examined across zip codes for each group. Rates were only analyzed during 2015 due to changing categorization of services in available mental health records.

The use of specialty outpatient services per 100,000 population was higher in PAD and well-being comparison park communities when compared to the average for Los Angeles County (Exhibit 118). There was variation in rates throughout the year, but a decrease over time. The decrease was 14% points in PAD, 23.9% points in well-being comparison parks, and 15.2% points in Los Angeles County from January to December. The rate of decline was highest for well-being comparison parks than the other two groups and higher for PAD than Los Angeles County in 2015.

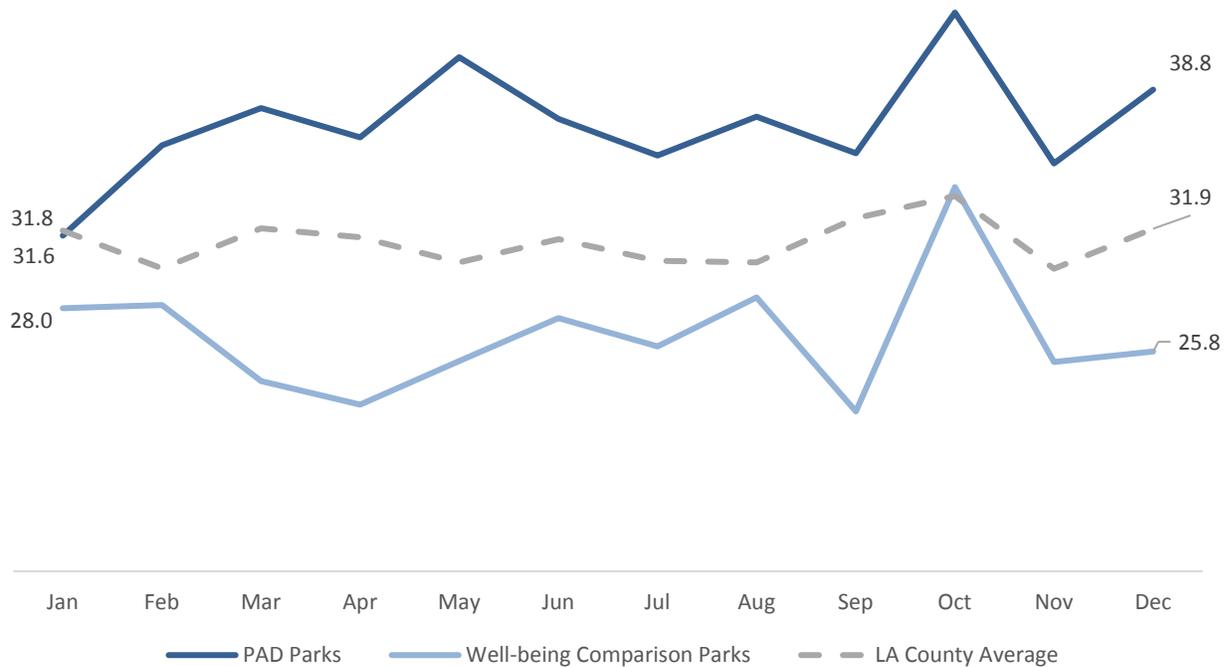
Exhibit 118: Average Monthly Specialty Outpatient Mental Health Service Use per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2015



Source: Los Angeles County, Enterprise Linkages Project/Department of Mental Health.  
 Note: Utilization records are limited to 2015 due to substantive modifications in the data sharing agreement between the Department of Mental Health and the Enterprise Linkages Project.

On average, mental health hospitalization and residential service rates per 100,000 population appeared to be higher in PAD parks than the Los Angeles County average or well-being comparison parks communities in 2015 (Exhibit 119). While this rate increased for PAD parks from January to December 2015 (22.8%), there were no statistically significant differences in trends between the three groups.

Exhibit 119: Average Monthly Mental Health Hospitalization and Residential Stays per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2015



Source: Los Angeles County, Enterprise Linkages Project/Department of Mental Health.  
 Note: Utilization records are limited to 2015 due to substantive modifications in the data sharing agreement between the Department of Mental Health and the Enterprise Linkages Project.

### Safety Indicators

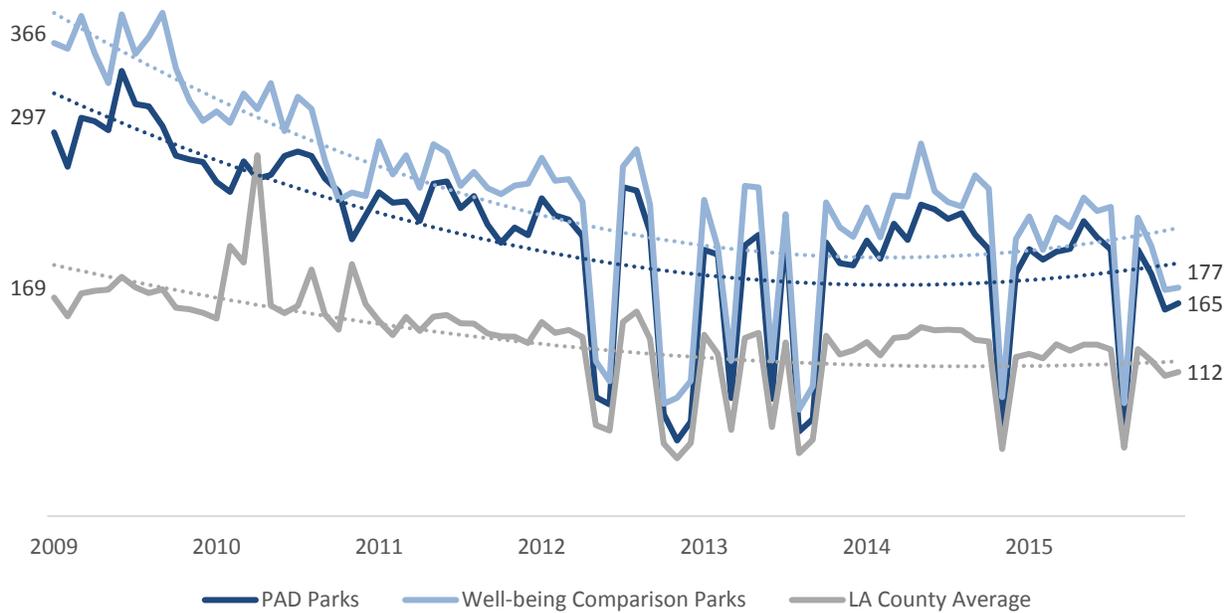
The evaluation examined additional indicators related to safety to further examine the need and potential impact in PAD communities related to crime and safety, including arrest rates, and violence related injuries and deaths.

#### Arrests

On average, PAD park communities had higher adult arrest rates than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming. Monthly adult arrest rate per 1,000 population was examined from 2009 to 2015. Arrest data were available from LASD by residential zip code, as a proxy for the community. Average rate was examined across zip codes for each group. The Los Angeles County data in this comparison only includes zip codes served by LASD.

The average monthly rate of adult arrests per 100,000 population declined for PAD park communities (44.4%), PAD expansion park communities (51.6%), and Los Angeles County (33.7%; Exhibit 120). The dotted lines represent the polynomial trend lines for ease of interpretation since monthly rates fluctuate within the year. The rate of decline was statistically similar between all three groups.

Exhibit 120: Average Monthly Adult Arrest Rate per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County as Served by LASD, 2009-2015



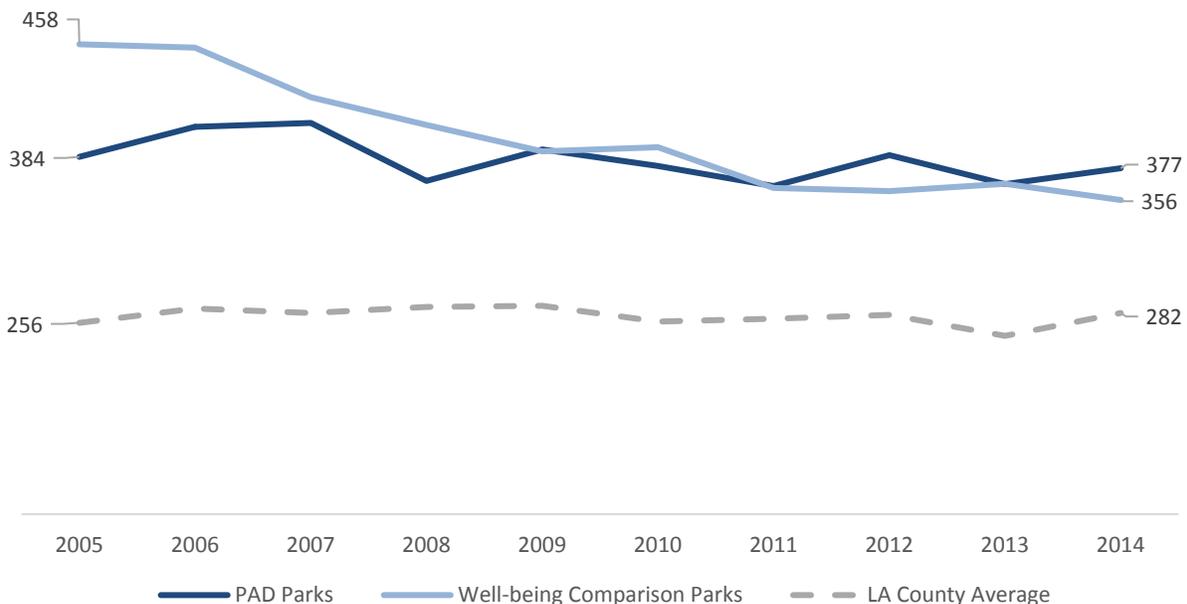
Source: Los Angeles County, Enterprise Linkages Project/Sheriff’s Department.

### Non-fatal Assault Leading to Injury

On average, PAD park communities had higher rates of non-fatal assault leading to injury than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming. Rate of non-fatal assaults leading to emergency departments visits (treated and released) and inpatient hospitalizations per 100,000 population was examined from 2005 to 2014, the most recent year of data available. Data were available at the patient’s billing address zip code. Overall rate was derived across zip codes for each group.

The rate of non-fatal assaults leading to emergency department visits per 100,000 population was higher in PAD parks than the Los Angeles County average from 2005 to 2014 (Exhibit 121). This rate declined for PAD (2%) and well-being comparison parks (22.3%) but increased in Los Angeles County (10%). Examining the rate of change between the three groups showed a statistically higher decline for well-being comparison park communities from 2009 to 2014 compared to the other two groups but no difference between PAD and Los Angeles County. While more recent data were not available at the time of this evaluation, the data further indicate that PAD communities have higher levels of violence than the rest of the County. These data will be further analyzed as new years become available, to assess the potential impact of PAD.

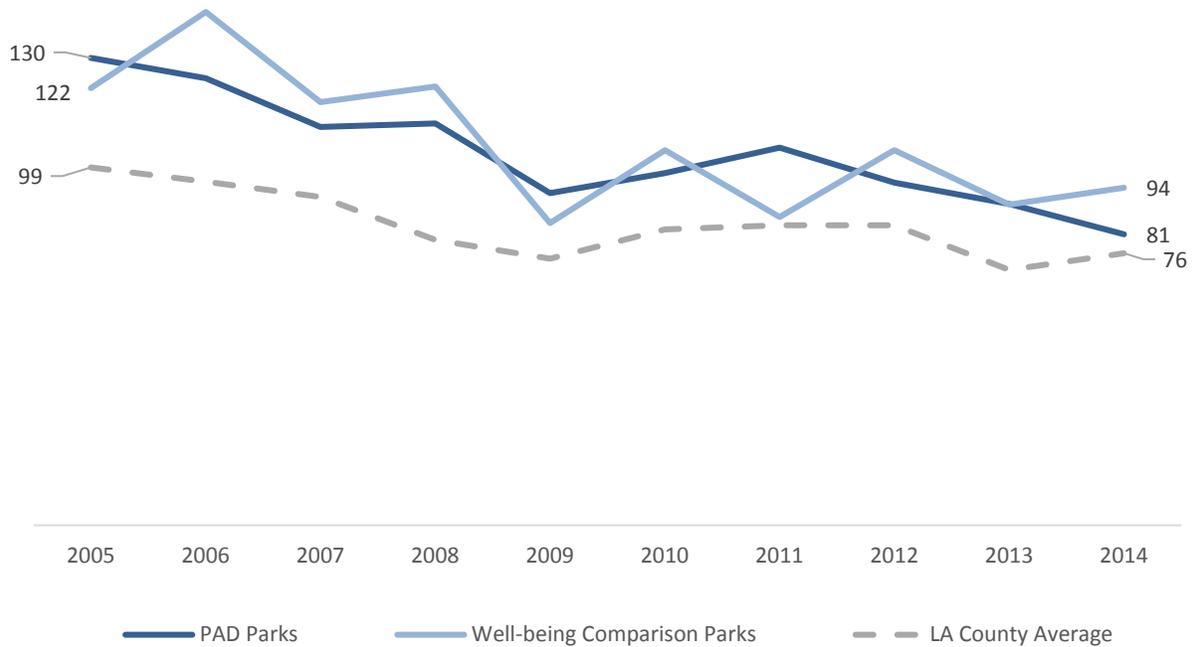
Exhibit 121: Emergency Department Visit Rate (Treated and Released) for Non-Fatal Assault per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005-2014



Source: Office of Statewide Health Planning and Development, Emergency Department Data.

The rate of non-fatal assaults leading to inpatient hospitalizations per 100,000 population was somewhat higher in PAD park communities than the Los Angeles County average from 2005 to 2014 (Exhibit 122). All three groups experienced a decline in this time period, including 37.7% points in PAD, but the rate of change was statistically similar for all groups.

Exhibit 122: Rate of Inpatient Hospitalizations for Non-Fatal Assault per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005-2014



Source: Office of Statewide Health Planning and Development Hospital Discharge Data.

### *Suicide and Poisoning Attempts*

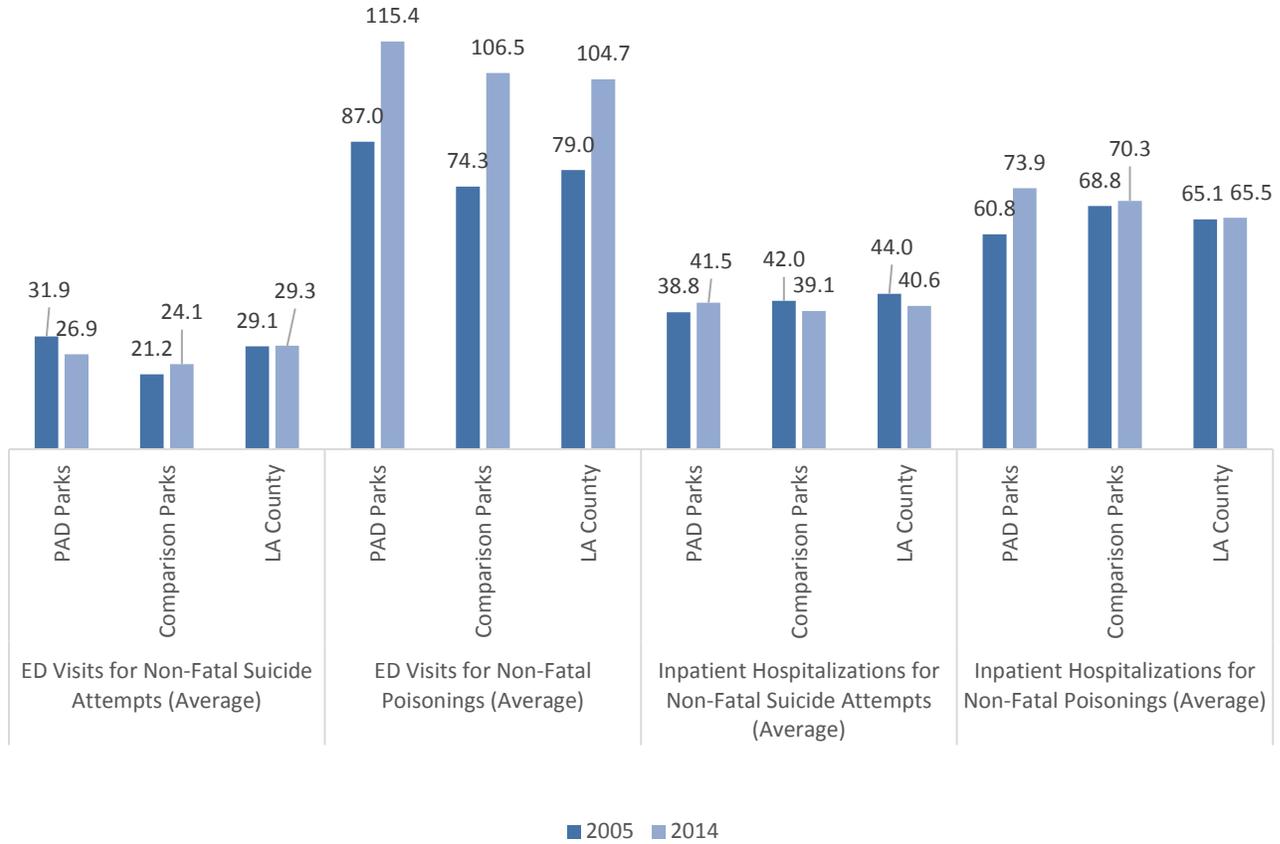
Rates of emergency department visits (treated and released) and hospitalizations for non-fatal suicide and poisoning attempts per 100,000 population were examined in 2005 and 2014. Data were calculated at the patient's billing address zip code and available for the overall rate across zip codes for each group.

The rates of emergency department visits (treated and released) for suicide attempts were lower in 2014 in PAD and potential PAD parks compared to the average for Los Angeles County (26.9, 24.1, and 29.3, respectively; Exhibit 123). This rate declined from 31.9 to 26.9 (15.7%) from 2005 to 2014 in PAD parks, but increased in well-being comparison park communities from 21.2 to 24.1 (13.7%). The increase for Los Angeles County over this period was negligible (29.1 to 29.3; 0.7%).

The rate of visits for poisonings treated in emergency departments (treated and released) increased in all three groups from 2005 to 2014. Poisonings are typically a result of drug overdose. Potential PAD park communities appeared to experience the largest increase from 74.3 to 106.5 (43.3%).

The rates of non-fatal hospitalizations for suicide attempts were relatively similar in all three groups in 2014. PAD park communities increased from 38.8 to 41.5 (7.0%). However, well-being comparison park communities and Los Angeles County average decreased. The rate for non-fatal hospitalized poisoning was higher in PAD and well-being comparison parks than Los Angeles County on average in 2014 (73.9, 70.3, and 65.5, respectively). PAD park communities had increased between 2005 and 2014 in non-fatal hospitalizations for poisonings from 60.8 to 73.9 (21.5%). The other two groups increased slightly.

Exhibit 123: Rates of Emergency Department Visits (Treated and Released) and Hospitalizations for Non-Fatal Suicide and Poisoning Attempts per 100,000 Population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005 and 2014

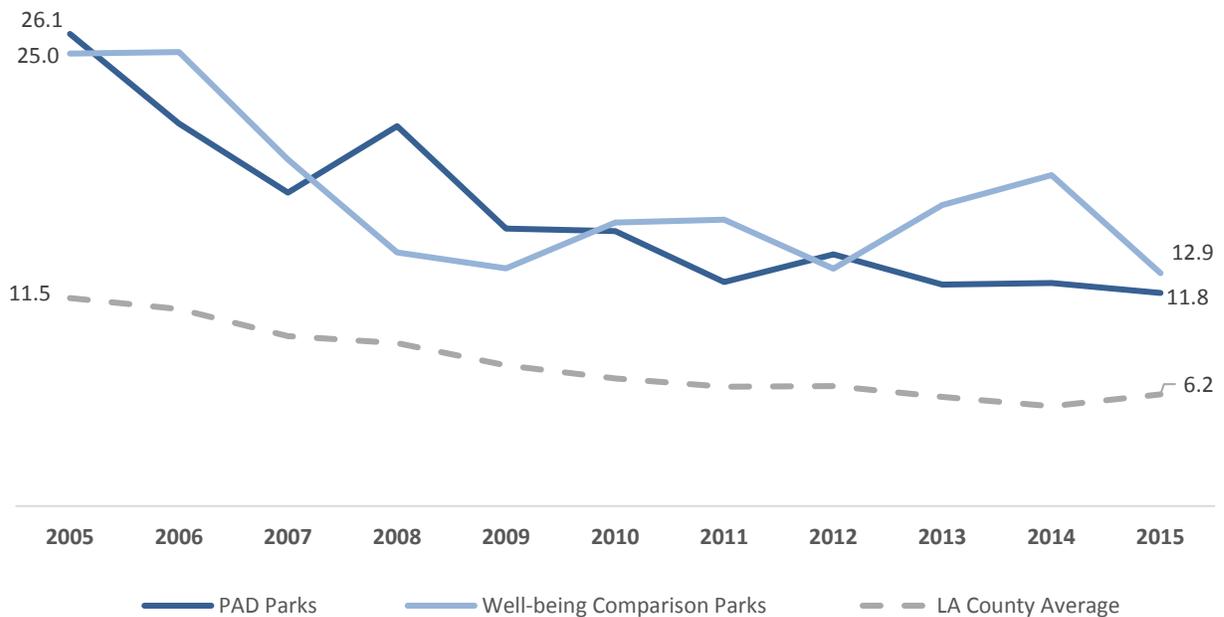


Source: Office of Statewide Health Planning and Development, Hospital Discharge and Emergency Department Data.

### Violence Related Mortality

On average, PAD park communities had higher rates of violence related mortality than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming. Homicide rates per 100,000 population were examined from 2005 to 2015. Overall rate was calculated across zip codes for each group. The rate of homicides in PAD parks was higher than the Los Angeles County average from 2005 to 2015 (Exhibit 124). This rate was relatively similar between PAD and well-being comparison parks. Over this period, the rate declined for PAD parks, well-being comparison parks, and the Los Angeles County average (54.8%, 48.4%, and 46.1% change, respectively). The rate of change for all three groups appeared to be similar.

Exhibit 124: Homicide Rates per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2005-2015



Source: Los Angeles County Department of Medical Examiner-Coroner.

### Economic Indicators

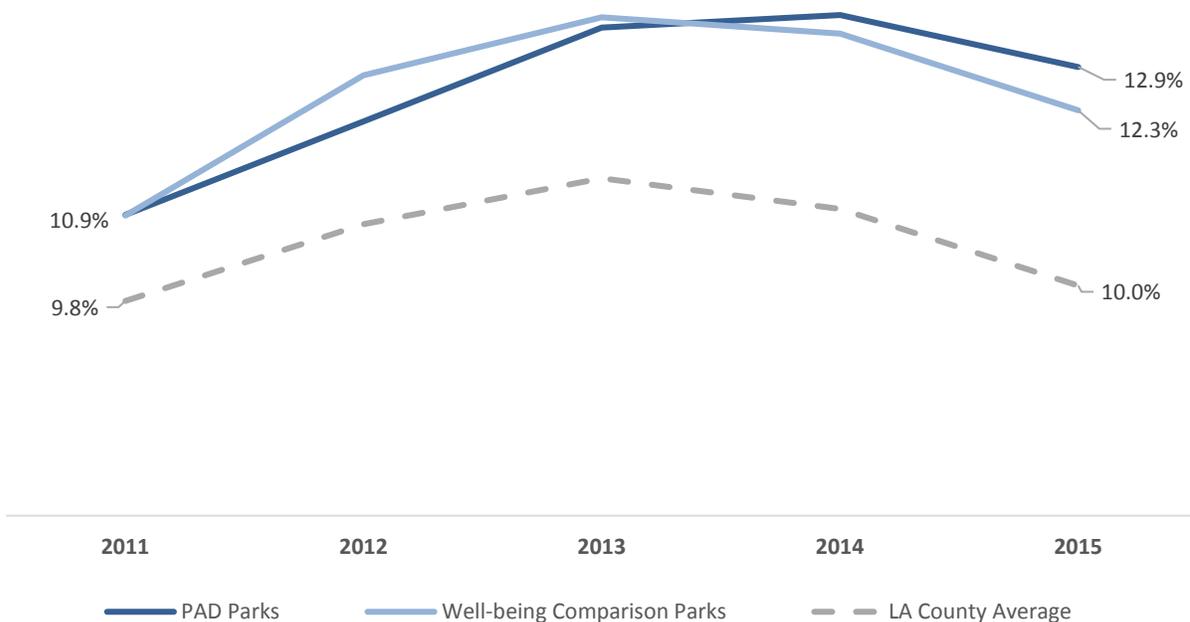
The evaluation examined economic indicators to further examine the need in PAD communities related to poverty and unemployment and identify indicators of potential future impact. On average, PAD park communities had higher rates of unemployment and poverty than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming.

#### Unemployment

The average unemployment rate for eligible workers ages 16 and older was analyzed from 2011 to 2015. Average rate was examined across zip codes for each group.

The average unemployment rate appeared to be similar in PAD and well-being comparison park communities, but slightly higher than the Los Angeles County average (Exhibit 125). From 2011 to 2015, PAD park and well-being comparison park communities experienced an increase in the unemployment rate (18.3% and 12.8%, respectively) at an apparently similar rate.

Exhibit 125: Average Unemployment Rate in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2011-2015

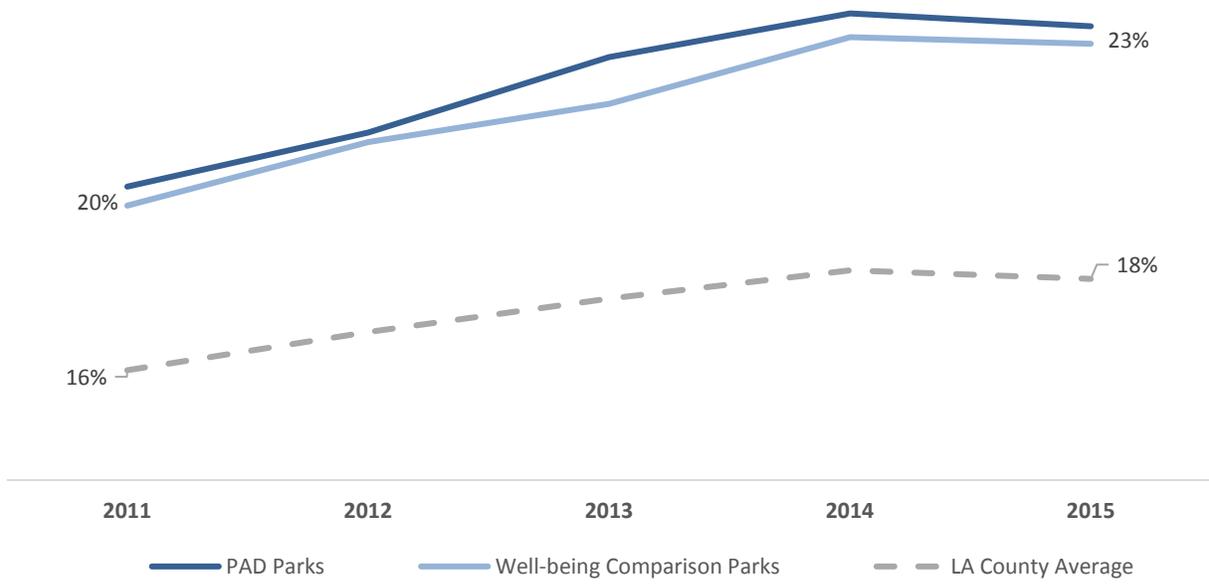


Source: Census, 2011-2015 American Community Survey 5-Year Estimates.

*Living in Poverty*

From 2011 to 2015, the average poverty rate was similar in PAD park and well-being comparison park communities and both rates were higher than the Los Angeles County average (Exhibit 126). All groups experienced an increase over this period but both PAD and well-being comparison park communities had a statistically higher rate of increase than Los Angeles County.

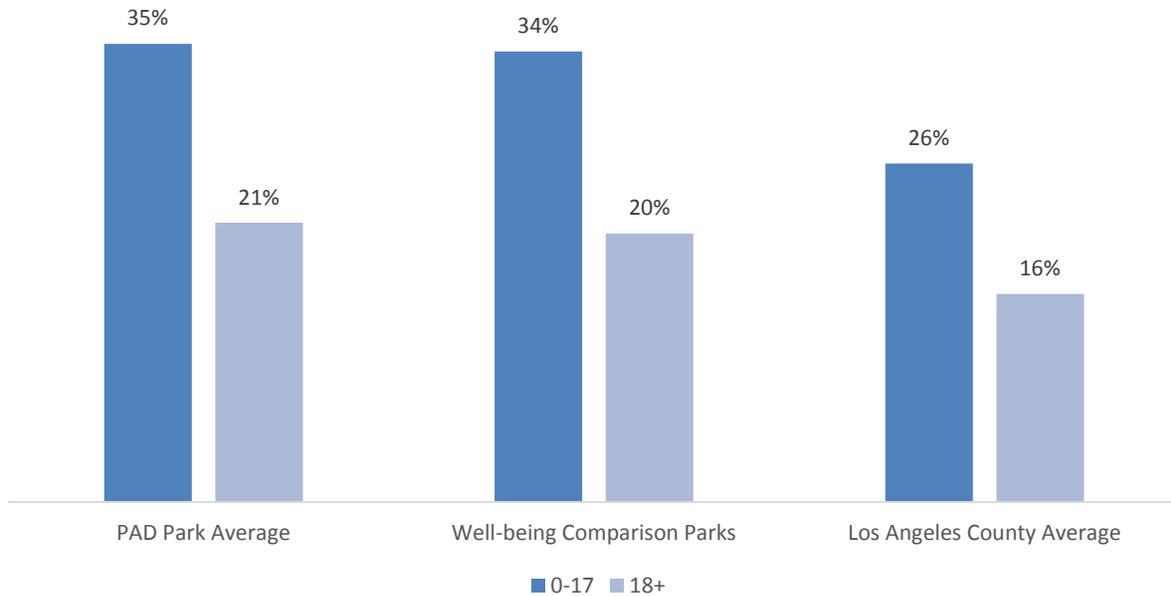
Exhibit 126: Average Poverty Rate (<100% Federal Poverty Level in the Last 12 Months) in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2011-2015



Source: Census, 2011-2015 American Community Survey 5-Year Estimates.

Examining the poverty rate by age, there appears to be higher levels of poverty for youth ages 0-17 in PAD and well-being comparison park communities than the Los Angeles County average (Exhibit 127). In contrast, the rates of poverty for adults were both lower and there was less variation between the three groups. Rates were pooled across zip codes of each group.

Exhibit 127: Percent Living in Poverty by Age (<100% Federal Poverty Level) in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2014



Source: California Health Interview Survey (CHIS), Ask CHIS: Neighborhood Edition (2014).

### Youth and Family Service Indicators

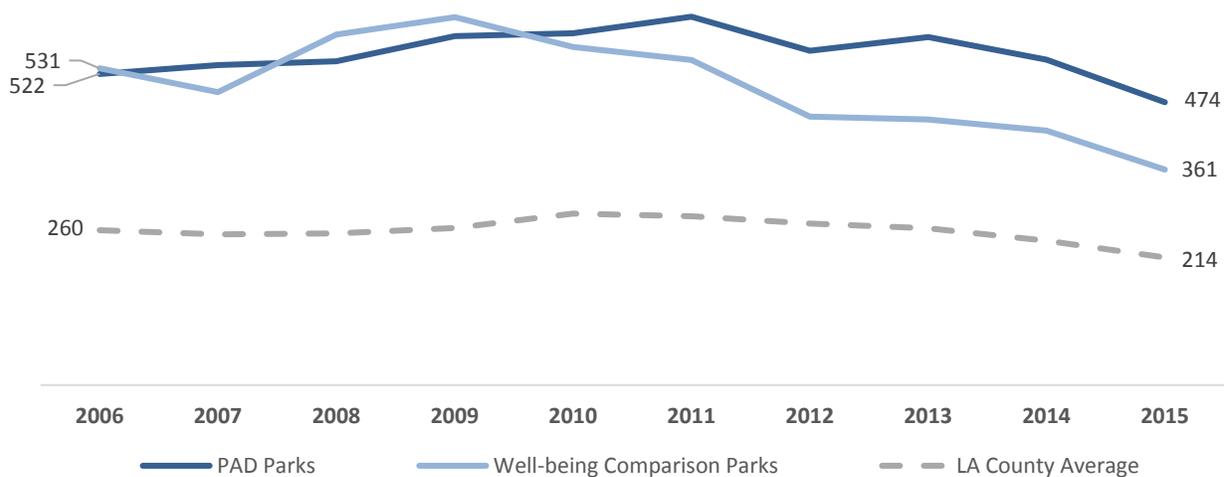
The evaluation examined additional indicators related to youth and family services to determine level of need in PAD communities related to Probation and Children and Family Services, to inform development of future on-site services and partnerships at PAD parks.

#### Child Abuse and Neglect

Data from the Los Angeles County Department of Children and Family Services (DCFS) were used to examine the rates of substantiated referrals due to child abuse and neglect and the in-home and out-of-home DCFS caseload rates. Average rate was calculated across zip codes for each group.

PAD parks have higher rates of substantiated referrals, as well as in- and out-of-home caseloads, than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming. A substantiated referral is defined as a report by the investigator based on credible evidence that child abuse or neglect occurred. The average substantiated referral rate per 100,000 population was higher in PAD park and well-being comparison park communities, in comparison to the Los Angeles County average (Exhibit 128). The average rate declined for all groups during this time period, with well-being comparison park communities a significantly higher decline (32.0%) than the other two groups. Also, the rate for PAD declined significantly more than for Los Angeles County.

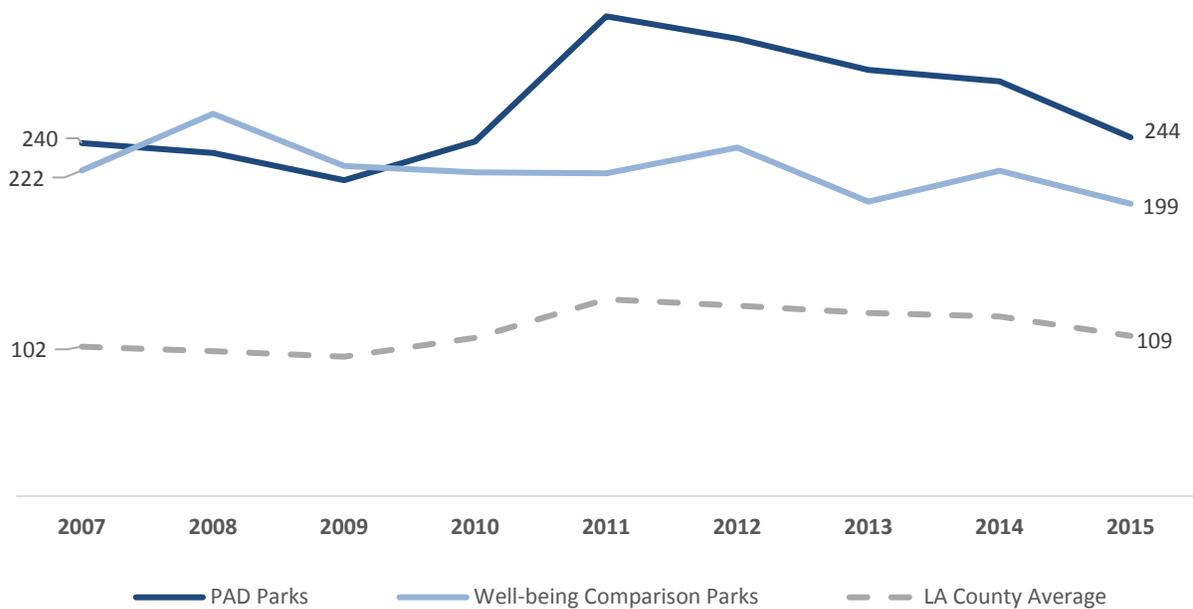
Exhibit 128: Average Department of Child and Family Services Substantiated Referral Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2006-2015



Source: Department of Child and Family Services.

In-home cases occur when the home of their parents/caregivers has been deemed suitable for children to continue to reside, and the family is being served by a DCFS social worker. The average DCFS in-home caseload rate per 100,000 population was highest in PAD park and well-being comparison park communities, in comparison to the Los Angeles County average from 2007 to 2015 (Exhibit 129). Despite fluctuations in this rate for PAD park communities, the rate remained relatively consistent over time. Well-being comparison park communities had a statistically significant decrease in the in-home caseload rate from 2007 to 2015 (10.4%) compared to PAD and Los Angeles County rates but the latter two groups had a statistically similar rate of change.

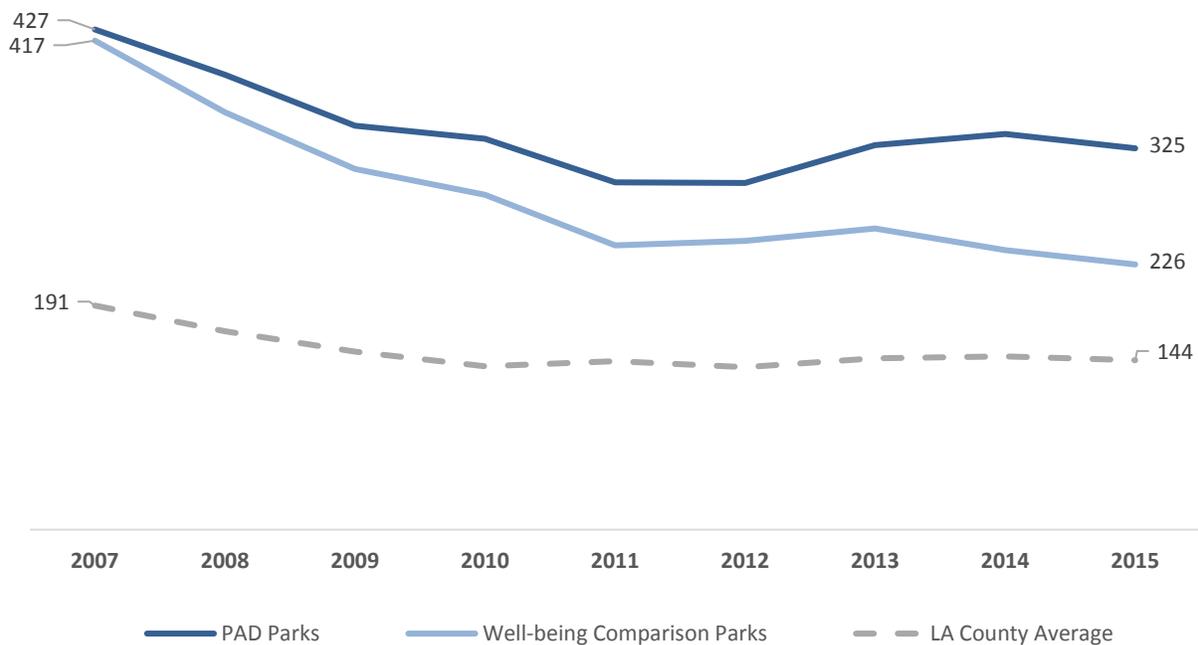
Exhibit 129: Average Department of Child and Family Services In-home Caseload Rate per 100,000 population in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2007-2015



Source: Department of Child and Family Services.

Out-of-home cases occur where the home of the parents/caregivers has been deemed unsuitable, and children have been placed in another setting, including foster parents, or group homes. The average out-of-home caseload rate per 100,000 population was higher for PAD park communities than for well-being comparison park communities and both rates were higher than Los Angeles County from 2007 to 2015 (Exhibit 130). The average rate declined for all groups during this time period, with well-being comparison park communities experiencing the greatest decline (45.8%) but a similar rate for the other two groups.

Exhibit 130: Average Department of Child and Family Services Out-of-Home Caseload Rate per 100,000 population, in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2007-2015



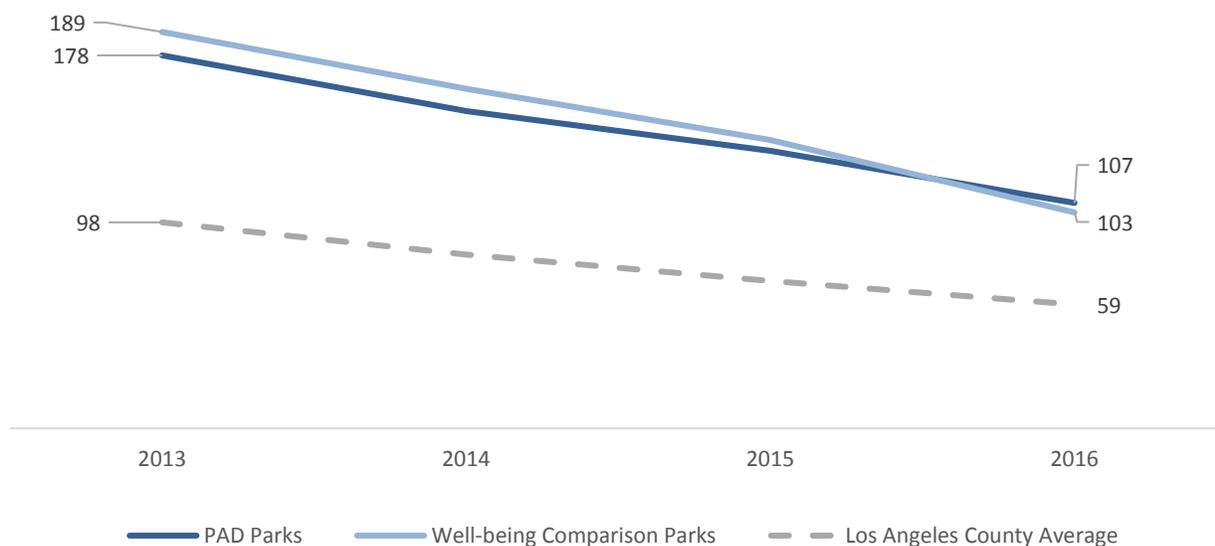
Source: Department of Child and Family Services.

### PAD and Probation Youth

PAD parks have higher rates of Probation youth than the County overall, indicating higher levels of need that may be addressed at PAD parks through future programming. Average rate of Probation youth served per 100,000 population was examined from 2013 to 2016. Data was available by residential zip code and average rate was calculated across zip codes for each group. There was a similar declining trend in PAD parks, well-being comparison parks, and Los Angeles County from 2013 to 2016 (Exhibit 131). From 2013 to 2016, rates of Probation youth served declined similar in PAD parks, well-being comparison parks, and in Los Angeles County (45.5%, 39.9%, and 39.8% change, respectively). Rates were statistically similar in PAD and well-being comparison parks and were higher than the Los Angeles County average.

Probation programs were operating during PAD at Athens, Helen Keller, Roosevelt, Ted Watkins, and Pamela Parks. There was variation within PAD park communities and average rates of Probation youth served were highest for Ted Watkins (268.6), Helen Keller (251.8), and Stephen Sorensen (221.2) communities from 2013 to 2016.

Exhibit 131: Average Rate of Probation Youth Served (Ages 0-21) per 100,000 population, in PAD Parks, Well-being Comparison Parks, and Los Angeles County, 2013-2016



Source: Los Angeles County Probation data.

## Summary

To assess the potential impact of PAD on social cohesion and community well-being, a variety of data were examined, including participant satisfaction surveys, key informant interviews, and service and outcome data from County Departments and other sources. Indicators that were examined include family bonding, social cohesion, and health and social service usage. Additionally, the evaluation examined a variety of data related to community well-being, including health, safety, economic, and youth and family service indicators. The purpose of this analysis was to demonstrate PAD's relevance to new sectors, by: 1) determining if PAD parks had higher levels of need relative to Los Angeles County overall, and 2) identifying potential PAD impact on these indicators that can be explored in future analysis. While the most recent year of data available are a few years past for many data sources, these indicators highlighted the relative need of PAD communities, that can be further examined as new years of data become available.

These analyses indicated that rates of self-reported social cohesion and family bonding were high among PAD participants. Furthermore, participants frequently identified the need for additional services such as mental health and employment. Well-being indicators for PAD communities showed high level of need for services that address poorer health, lower socio-economic status, higher crime and its consequences, and services that may prevent crime among youth. A similar need was identified in well-being comparison parks.

### *Family Bonding and Social Cohesion*

PAD provided opportunities for family members and neighbors to spend quality time and develop positive relationships. PAD participants reported high levels of attendance with children and youth under age 18 (88%). 31% reported attending with children ages 0-5, 57% with children ages 6-12, and 23% with children ages 13-18. Additionally, 97% of participants indicated that PAD increased opportunities to spend quality time with family: "These programs are more family oriented and they unite families." PAD provides opportunities for families in underserved communities, "Free activities enable families the opportunity to participate and benefit underserved children. More programs are needed year round." 84% of participants indicated that they live in a close knit and unified community, while 95% of participants conveyed that PAD helps improve relationships with neighbors: "It's great for the community. Helps us know each other."

### *PAD Participant Service Usage and Needs*

PAD provides access to participants who use, and need, a variety of services. Many PAD attendees mentioned using mental health (19%), substance use (14%), family support (19%),

employment and housing (18%), and financial services (26%). A smaller but notable proportion noted needing these services. 74% of attendees had a primary care physician and 75% had health insurance.

### *Health Indicators of Well-being*

Overall, health indicators of well-being showed that PAD park communities had higher levels of need than well-being comparison parks or Los Angeles County. There was an equally high rate of obesity in PAD and well-being comparison parks (35% and 36%) compared to the Los Angeles County rate of (26%) in 2014 and similar rates for all groups in level of routine physical activity. Indicators of non-fatal coronary health disease hospitalizations declined from 2009 to 2014 for all three groups but the rate of decline was similar. Non-fatal stroke hospitalizations rates declined also from 2009 to 2014 but at a similar rate. Indicators of coronary heart disease and stroke mortality were slightly higher for PAD parks than the other two groups from 2009 to 2013 but no statistical differences in rates of change were observed.

About 9% of adults in Los Angeles County and PAD and well-being comparison park communities reported psychological distress. The rates of outpatient mental health service use was higher in PAD and comparison parks than Los Angeles County, and PAD park inpatient mental health service use was higher than the other two groups, although there were no significant differences in trends over time between the three groups.

### *Safety Indicators of Well-being*

Overall, both PAD and comparison parks had higher safety needs than Los Angeles County. Safety indicators of well-being showed a higher monthly rate of adult arrests in PAD and well-being comparison parks than in Los Angeles County, a decline in all three groups, though statistically similar, from 2009 to 2015 in their respective zip codes. The emergency department visit (treated-and-released) and hospitalization rates related to non-fatal assault were equally high for PAD and well-being comparison parks and somewhat higher than Los Angeles County. The rate of emergency department visits for assaults declined in both PAD and comparison parks, with a greater decline among comparison parks, while Los Angeles County rates increased.

The rate of emergency department visits for suicide attempts declined for PAD park communities from 2005 to 2014. The rates of visits for poisoning, likely due to drug overdose, increased. The rate of non-fatal hospitalizations for suicide attempts and poisonings also increased in PAD parks. Homicide rates for PAD and comparison parks appeared higher than Los Angeles County, and rates declined for all three groups from 2005 to 2015.

### *Economic Indicators of Well-being*

Economic indicators of well-being, such as unemployment, appeared to be slightly higher among PAD and well-being comparison parks compared to Los Angeles County from 2011 and 2015. The proportion of the population living in poverty was higher in PAD and well-being comparison parks than Los Angeles County, and the rate of increase was also higher for these groups compared to Los Angeles County. The rate of poverty was higher among children ages 0-17 than adults in all three groups, and both PAD and comparison parks had slightly higher rates than Los Angeles County.

### *Youth and Family Service Indicators of Well-being*

Youth and family service indicators included service and outcome data from DCFS and the Probation Department. Rates of substantiated referrals to DCFS were higher among PAD and well-being comparison parks than Los Angeles County, with a significantly higher rate of decline for PAD and well-being comparison parks compared to Los Angeles County from 2006 to 2015. The rates of in-home and out-of-home case-loads, reflecting children under supervision in either setting, were also higher for both PAD and well-being comparison parks compared to Los Angeles County from 2007 to 2015.

Additionally, the average rate of Probation youth served was similar in PAD and well-being comparison parks. These rates were higher than the Los Angeles County average. There was a statistically similar declining trend in all groups from 2013 to 2016.

### *Recommendations*

Recommendations from the evaluation of PAD participant survey and well-being indicators include:

- Coordinate with sectors that may benefit from partnering with PAD to address community needs related to health, economic, safety, and youth and family services.
- Develop strategies and programs to further increase social cohesion at the parks through partnership with community members and organizations.
- Develop innovative on-site services to address PAD community needs.

## Goal 6: Estimate Cost Savings Associated with PAD

Costs of PAD in 2016 were calculated using the administrative expenditures for PAD programming for DPR and LASD. The potential cost savings due to physical activity at PAD were calculated using the data on reduced burden of disease from the ITHIM model. The potential cost savings associated with reduced crime were calculated using the cumulative reduction in numbers of Part I crimes and available literature on costs of each type of crime. While PAD may have had a greater impact on Part II crime rates, cost figures for Part II crimes were not available for this evaluation. This reduction was estimated for the reporting districts of the PAD parks rather than that of the surrounding area for a more conservative estimate. These data can be used to justify continued and increased investment in PAD and potential expansion parks.

### PAD Program Budget

The total allocated PAD budget was \$2,301,000, with an average allocation of \$93,700 per park (Exhibit 132). Park personnel costs were the largest category (31%), followed by PAD services and supplies (27%) and park personnel costs (27%). Approximately \$344,000 of the total PAD budget was for salary of a PAD coordinator and PAD evaluation (15%).

Deputy Sheriffs were assigned to each park to provide safety patrol and community engagement. Park personnel includes all of the staff necessary to plan and implement PAD, and services and supplies includes purchased supplies and contracts for park programming.

Exhibit 132: PAD Overall Program Budget and Average per Park, 2016

Category	Budget	Percent of Total Budget
Existing Parks	\$ 1,967,000	
<i>Park Personnel</i>	<i>\$ 707,000</i>	31%
<i>Sheriff Personnel</i>	<i>\$ 630,000</i>	27%
<i>Services and Supplies</i>	<i>\$ 630,000</i>	27%
PAD Coordinator	\$ 129,000	6%
Evaluation	\$ 215,000	9%
<b>Total</b>	<b>\$ 2,301,000</b>	<b>100%</b>

Source: Department of Parks and Recreation.

## Potential PAD Cost Savings Due to Increased Physical Activity

Reductions in years of life lost (YLL) and disability adjusted life years (DALY) associated with increased physical activity at PAD were estimated using ITHIM and identified earlier in this report (Goal 4: Increased Physical Activity and Decreased Burden of Disease). The model predicts both direct and indirect costs of illness and disease based on the cost estimates in the available literature, adjusted to 2016 U.S. dollars.

Exhibit 133 displays the potential cost savings attributable to physical activity during PAD based on the survey data that indicated 83% of PAD participants engaged in physical activity and 35% of those participants attended PAD at least once a week, and that weekly physical activity afforded by PAD continued for the entire year. The overall savings were estimated at \$510,000 in direct and indirect costs in 2016. The largest cost savings were due to reduction in morbidity in diabetes (31%), heart disease (30%), and dementia (21%).

### Exhibit 133: Estimated PAD Cost Savings Due to Physical Activity in 2016 Dollars, 2016

Condition	Estimated Cost Savings from PAD (2016 Dollars)
Diabetes	\$ 158,000
Heart disease	\$ 152,000
Dementia	\$ 105,000
Depression	\$ 40,000
Stroke	\$ 38,000
Colon and rectum cancer	\$ 9,000
Breast cancer	\$ 8,000
<b>Total</b>	<b>\$ 510,000</b>

Source: Calculated based on attributable share of PAD from ITHIM on Cost of Illness.

Note: Estimated savings are based on the assumption that 83% of PAD participants engaged in physical activity and 35% of participants attend PAD at least once a week, as indicated in the 2016 PAD participant surveys, and that weekly physical activity afforded by PAD continued for the entire year. ITHIM assumes participation in physical activity at PAD once a week for an entire year.

## Potential PAD Cost Savings Due to Reduced Crime

Potential reductions in rates of Part I crimes were calculated earlier in this report (Goal 3: Decrease Community Violence and Increase Perception of Safety; Cumulative Reduction in Part I Crimes). The reduction in crimes were measured as the marginal reduction in PAD parks versus comparison parks each year PAD was in operation per 1,000 population. While PAD also had an impact on reducing Part II crimes, cost figures were not available at the time of this evaluation. The cumulative cost savings for the duration of PAD was calculated by summing the annual rate changes from the baseline for each PAD park group to 2016. The estimated cost of Part I crimes was obtained from a RAND paper Heaton, 2010, that provided costs by type of Part I crimes from three different sources. Costs included tangible costs or those that directly impact the criminal justice system and intangible costs such as quality of life or value of life, physical pain, and/or psychological trauma. These costs were averaged as recommended by the authors and inflated to 2016 dollars. See Appendix 3: Methods for additional details on Methods for Calculating Cost of Crime Savings (page 245).

Exhibit 68 (Goal 3: Decrease Community Violence and Increase Perception of Safety; Cumulative Reduction in Part I Crimes) shows the cumulative marginal reduction in number of Part I crimes for PAD overall is 2.572 per 1,000 population. The reduction was greatest in PAD Group Three. The reduction in number of Part I crimes for 2016 is 2.181 per 1,000 population.

Applying the cumulative crime reduction rate to the PAD population size at each park's specific reporting district (total population of all specific PAD Park RDs is 31,574), roughly 81 Part I crimes were avoided during PAD operation from 2010-2016. The potential decrease in cost of Part I crime due to PAD was estimated as \$6,917,000 in 2016 dollars (Exhibit 134). Murder was the most costly crime and a potential reduction of 13 murders during the entire operating period of PAD was estimated to lead to \$4,239,000 in crime cost savings.

#### Exhibit 134: Estimated Cumulative Cost Savings Associated with Reduction in Part I Crime in PAD Park Specific Reporting Districts, 2010-2016

	Proportion of Crime Type in PAD RDs (2010-2016)	Cost Per Crime, 2016 Dollars *	Estimated Cumulative Cost Savings from PAD, 2016 Dollars
Murder	0.52%	\$ 10,011,828	\$ 4,239,000
Aggravated assault	16.16%	\$ 100,982	\$ 1,325,000
Robbery	10.10%	\$ 77,876	\$ 639,000
Rape	1.20%	\$ 252,189	\$ 246,000
Burglary	18.60%	\$ 15,159	\$ 229,000
Motor-vehicle theft	20.65%	\$ 10,509	\$ 176,000
Larceny-theft	31.56%	\$ 2,476	\$ 63,000
Arson	1.20%	--	--
<b>Total</b>	<b>100%</b>		<b>\$ 6,917,000</b>

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

Note: Costs were obtained from Heaton, 2010 and adjusted to 2016 dollars.

Applying the 2016 crime reduction rate to the PAD population size, roughly 69 Part I crimes were avoided during PAD in 2016. The potential decrease in cost of Part I crime due to PAD in 2016 was estimated at \$5,866,000 in 2016 dollars; this value is used in calculating cost savings attributable to PAD in 2016 (Exhibit 135).

#### Exhibit 135: Estimated Cost Savings Associated with Reduction in Part I Crime in PAD Park Specific Reporting Districts, 2016

	Estimated 2016 Cost Savings from PAD, 2016 Dollars
Murder	\$ 3,594,000
Aggravated assault	\$ 1,124,000
Robbery	\$ 542,000
Rape	\$ 209,000
Burglary	\$ 194,000
Motor-vehicle theft	\$ 149,000
Larceny-theft	\$ 54,000
Arson	--
<b>Total</b>	<b>\$ 5,866,000</b>

## Summary

To estimate potential cost savings from PAD, budget data were collected from DPR. Budget figures were compared with estimated cost savings based on reductions in crime and potential reductions in chronic disease burden.

The overall PAD budget in 2016 totaled \$2,301,000, with an average budget of \$93,700 per park. Most of the PAD budget (31%) was allocated to park personnel, followed by 27% for Deputy Sheriffs and 27% for services and supplies. Additional PAD budget line items included the evaluation and a full-time PAD Coordinator (15%).

Potential cost savings due to reductions in chronic disease because of increased physical activity at PAD were estimated at a total of \$510,000 in 2016. The largest cost savings were due to reduction in morbidity in diabetes (31%), heart disease (30%), and dementia (21%).

The cumulative reduction of Part I crime rates during PAD was estimated at 2.572 fewer crimes per 1,000 population in PAD parks relative to comparison parks from 2010 to 2016. An estimated 81 crimes were thus reduced in the PAD specific RDs, leading to an estimated cumulative cost savings of \$6,917,000 from 2010 to 2016. The reduction of Part I crime rates in 2016 was estimated as 2.181 fewer crimes per 1,000 population in PAD parks relative to comparison parks. An estimated 69 crimes were thus reduced in the PAD specific RDs, leading to an estimated cost savings of \$5,866,000 in 2016. No data on cost of Part II crimes was available to assess the cost savings associated with potential reduction of these crimes.

In 2016, potential cost savings associated with PAD included approximately \$510,000 in reduced health expenditures and \$5.866 million due to reductions in crime expenditures compared to the \$2.301 million budget for PAD in 2016.

## Conclusions and Recommendations

This report highlights the impact of PAD using program implementation data from DPR, PAD participant surveys, key informant interviews, community feedback from teen clubs, available literature, and data from County departments and other sources related to community health, safety, and well-being. Extensive qualitative and quantitative analyses were used to analyze this data. The analyses assessed whether PAD succeeded in achieving its six goals including 1) increased access to quality recreational programming and innovative services; 2) increased collaboration among different stakeholders; 3) decreased community violence and increased perception of safety; 4) increased physical activity and decrease chronic disease risk; 5) increased social cohesion and community well-being in the targeted communities; and 6) cost savings.

PAD was implemented in communities of Los Angeles County with low safety and high levels of economic hardship and obesity. Collectively, these conditions put the residents of these communities at a disproportionately high risk of chronic disease and injury because of high levels of gang activity, limited availability of safe areas for physical activity and gathering, and limited access to needed health and social services.

The evaluation findings detailed in this report indicate that PAD has made significant progress in meeting all its goals. The findings also highlight ways PAD operations can be improved and its reach extended through additional parks, an extended timeframe, and new partnerships to develop innovative on-site services. The achievements of PAD and recommendations for improvement and expansion are outlined below.

### **Goal 1) Increase access to quality recreational programming and innovative services**

PAD achieved its goal of increasing access to free recreational programming to residents of PAD zip codes and many others living in greater Los Angeles County. Attendance was higher in the vicinity of the parks, but many traveled from other areas to attend programming. PAD provided a mix of entertainment and physical activities that attracted families and youth. PAD also provided health and social services targeted to the needs of the community residents. Participant and youth feedback on various aspects of PAD was highly positive indicating the need for PAD programming in these low resource communities. PAD key informants and park staff also provided many anecdotes of the success of PAD in subjective but significant ways.

Recommendations for improving PAD operations and program expansion were offered by participants, youth, and key informants. These included cleaner and better lit facilities and upgraded equipment, increased and innovative outreach methods such as using social media,

better engagement of the community in planning for PAD, and expanded hours or nights of operation in the summer and throughout the year. Additionally, both DPR and LASD staff indicated a need to ensure that staffing capacity keeps up with expansion, and identifying ways to flex staff schedules, or utilize summer employees and volunteers to supplement staff time to implement PAD. Finally, data indicate lower participation among males, and older adults, which may be addressed through targeted outreach and programming.

A consistent source of funding and improved communication are perhaps the most significant challenges to PAD expansion. Early planning, increased funding, coordination across parks and sectors, and increased PAD staffing would be essential for smooth PAD operation in existing parks and expansion within these parks or to new parks.

### **Goal 2) Increase collaboration among different stakeholders**

PAD improved cross-sector collaboration among various Los Angeles County departments as indicated by key informants who participated in planning and implementing PAD. The collaboration level was highest between DPR and LASD, particularly due to close, daily interaction between park supervisors and staff and Deputy Sheriffs during PAD operation. Higher level coordination between departments that provided funding, resources, or services also occurred. The key informant feedback on collaboration was highly positive. Feedback from key informants illustrated the value of using parks, and PAD specifically, to provide outreach and services to their target populations, and improve their organizations' relationship with community and understanding of their needs.

Key informant major recommendations for improving collaboration included better communication and coordination, and through assistance of the PAD Coordinator and partner organizations, developing strategic approaches to maintaining and building new partnerships. These recommendations reflected increasing challenges associated with PAD expansion to new parks that depend on the same programming resources and slow influx of new funding to increase staffing. During this evaluation, DPR hired a PAD Coordinator to address some, if not all, of these challenges.

### **Goal 3) Decrease community violence and increased perception of safety**

PAD parks are located in communities with higher crime rates than the County overall and crime rates have been increasing in LASD jurisdictions overall including PAD parks. Overall, the analyses indicated that PAD may have avoided 81 Part I crimes and 91 Part II crimes between 2010 and 2016, relative to what we would expect to see in crime comparison parks. As might be expected, crime rates did not decline in all PAD park groups relative to crime comparison parks.

The cumulative reduction was based on declines in Part I and Part II crimes for some of the park groups, particularly those compared to a group of parks with the most similar characteristics.

Further analyses of crime rates after end of PAD operations did not identify strong evidence that PAD's impact on crime lasted beyond its operations period and highlighted the importance of continuation of PAD programming to control increase in crime rates. Furthermore, seasonality analyses highlighted opportunities for expansion of PAD when incidence of crime is highest including spring and summer months and around holidays.

Despite the rigorous methodology used, crime data findings do not indisputably attribute changes in crime rates to PAD implementation due to nature of such place-based interventions. However, such limitations were counterbalanced by concordance of both participants and key informants that PAD increased safety through reduced levels of offences at parks during PAD operating hours. Both participant and key informant reports indicated that PAD had a positive impact on feelings of safety in parks and pointed out other tangible benefits of PAD that cannot be identified through analyses of crimes data. The primary contributors to improved safety were presence of Deputies and the presence of large numbers of people who attended PAD programs. An additional benefit of PAD was improved community relationships with the Deputies.

Recommendations by PAD participants centered on increased interaction of Deputies with the community at PAD and increased presence throughout the year, as well as ensuring safe passages to and from parks. Recommendations by LASD key informants included ensuring consistent assignment of Deputies to each park throughout the summer to help maintain community trust. Recommendations based on the crime data analyses include expansion of PAD to other periods as part of a broader effort to reduce crime in other time periods throughout the year.

#### **Goal 4) Increase physical activity and decrease chronic disease risk**

PAD is implemented in communities with higher obesity prevalence relative to the rest of the County, providing important opportunities for physical activity. PAD increased physical activity by providing accessible programming and providing safe public spaces for engaging in physical exercise. Diverse programming and evening hours were important in reaching both youth and adult populations. The existing data on level of physical activity was used to estimate impact of PAD on reduced disease burden and found a reduction in morbidity.

This analysis also highlighted the potential for further reduction in morbidity and mortality if physical activity levels were increased by providing more exercise opportunities at PAD, expanding PAD to more parks, or connecting PAD participants with physical activity

opportunities year-round. More frequent participation in PAD physical activity events, increased diversity of events, and outreach to inform the community regarding availability of such opportunities are likely to reduce the burden of disease further in PAD surrounding communities.

### **Goal 5) Increase social cohesion and community well-being in the targeted communities**

PAD contributed to social cohesion as indicated by high rates of family attendance, multiple mentions of spending quality time with family members in key informant interviews, and survey responses revealing PAD's contribution toward improved relationships with neighbors. PAD provided families with opportunities to participate in activities they could not otherwise afford, and helped to breakdown social isolation.

Well-being of the population residing in areas surrounding PAD and well-being comparison parks was examined through assessment of trends in health, safety, economic, and youth and family service indicators. The data showed that PAD communities had poor health conditions, levels of safety, and low levels of socioeconomic success, as well as higher proportion of youth involved with the foster and criminal justice systems. The higher rates of morbidity and mortality from heart disease and stroke combined with overall high rates of obesity in Los Angeles County highlight the importance of providing PAD programming to promote physical activity. The high rates of potential drug use, mental distress, child abuse and neglect, youth on Probation, unemployment, and poverty highlight the importance of provision of social services and outreach to vulnerable communities. Similarly, the high rates of assaults and consequences of violent acts emphasize the importance of increasing safety and provision of safe spaces. As PAD develops tailored partnerships and strategies to address these factors of well-being, future analyses can further examine PAD's potential impact on these indicators.

Promoting health, safety, and economic status of these communities can be accomplished with increased and new cross-sector collaboration and partnerships to maintain existing PAD programming and introduce new and innovative programs to better address the needs of the PAD communities. Expanded collaboration and partnerships can also be directed at extending PAD programming to other communities with similarly high levels of need.

### **Goal 6) Cost savings**

Analyses of potential cost savings associated with PAD indicated approximately \$5,866,000 due to reductions in crime expenditures and \$510,000 in health expenditures compared to the \$2.3 million PAD budget in 2016.

## Overall Conclusions

The evaluation findings detailed in this report indicate that PAD has made significant progress in meeting all its goals. PAD provides a safe and welcoming space for community members of all ages to access free recreation and entertainment programs, health and social services resources, physical activity opportunities, build relationships among family, neighbors, and with County departments and law enforcement. The collaborations developed during PAD, including County leadership support, park staff connections with community, and networks built among County departments can be leveraged by many other County departments and initiatives to meet the varied needs of PAD communities outlined in this report. Most importantly, PAD has provided an opportunity for community engagement and ownership of their parks. Collectively, the evaluation findings highlight the significant benefits of PAD in participating parks and argue for continued implementation in existing PAD parks and in other parks with similar levels of need and crime. Sustaining PAD at the current 21 parks is a priority. Yet, the findings support benefits of expanding PAD in the following ways: 1) provide additional on-site programs and services at the existing PAD parks to meet community needs, 2) provide PAD programming throughout the year within PAD parks by leveraging partners and initiatives, and 3) initiate PAD in additional parks within Los Angeles County. These options can be the vehicle to expand and extend the benefits of PAD within current PAD communities and to more communities in Los Angeles County.

## Appendix 1: PAD Background

PAD parks were selected based on three criteria: 1) level of need in the community measured by economic hardship, rates of assault and gang violence, and obesity prevalence; 2) alignment with funding priorities of participating sectors in Los Angeles County and across Supervisorial Districts; and 3) availability of facilities to host PAD programming. Three parks were added in PAD Group One, PAD Group Two, and PAD Group Three and 12 parks were added in PAD Group Four.

### PAD Group One

PAD was originally designed to target underserved communities with high rates of gang violence as part of the County's Gang Violence Reduction Initiative (GVRI). Therefore, the locations of the three original PAD parks were determined by the demonstration site communities selected for GVRI. Additional criteria for selection of the demonstration sites included ensuring representation among County Supervisorial Districts and identifying sites that bordered other jurisdictions to promote cross-jurisdiction collaboration. Two of the three original PAD parks, Roosevelt and Ted Watkins, were located in the demonstration site community of Florence-Firestone in unincorporated Florence Firestone in South Los Angeles. This community ranks highest in economic hardship indicators in Los Angeles County, and has among the highest rates of violence and obesity. The third, Pamela Park, was located in the unincorporated Duarte community of the Monrovia/Duarte demonstration site. This site is uniquely situated in a pocket of violence and gang crime in an unincorporated community, and surrounded by cities with higher than average income.

### PAD Group Two

As DPH became more involved in the development of PAD through Community Transformation Grant (CTG) funding beginning in 2012, high rates of obesity were included in criteria for park selection, resulting in the selection of three additional parks that were outside of the GVRI sites. This included an additional South Los Angeles park, Jesse Owens, and a park in East Los Angeles, City Terrace. DPR was able to add an additional park in 2012 by leveraging other funds and working in partnership with the City of Pasadena that started its own PAD program at two parks in 2012. The County provided technical assistance to the City of Pasadena to help them develop their program, and also included Loma Alta Park, an unincorporated County park in neighboring Altadena to demonstrate cross-jurisdiction collaboration. CTG funding helped sustain Loma Alta

PAD in 2013 and GVRI funds sustained the program in 2014. CTG funding ended in 2014, and PAD partners worked together to develop a long-term strategic plan to maintain and expand

PAD. The strategic plan, in combination with the PAD Health Impact Assessment (HIA) Report developed in 2014, resulted in the County Chief Executive Office (CEO) allocating funding in the County budget to backfill the CTG funding and sustain funding to support the six PAD parks.

### PAD Group Three

In 2015, Supervisor Hilda Solis allocated funding to offer PAD at three new parks in her district, Supervisorial District 1 (SD1). These included: Bassett Park and San Angelo Park in La Puente, and Salazar Park in East Los Angeles. Salazar Park was identified in the PAD Strategic Plan as a park with high assaults, economic hardship, and obesity. Bassett and San Angelo Parks were not included in the PAD strategic plan, however they have higher economic hardship than the County overall, and were selected to coordinate with an initiative in the Puente Valley led by SD1.

### PAD Group Four

In late 2015, the County Chief Executive Office coordinated with the newly established Office of Child Protection (OCP), to identify funding to expand PAD to more communities. Funding was identified by the Probation Department to support the expansion, with matching funds from DPH. PAD parks were selected using the same prior criteria, including appropriate facilities, economic hardship, obesity prevalence, and assault rates, and the expansion was strategically planned in order to achieve a greater reach across Los Angeles County Supervisorial Districts. The expansion included two parks in unincorporated Whittier and East Los Angeles, and one park each in Puente Valley, Willowbrook, unincorporated Compton, Florence Graham, Castaic, Sylmar, and Lake Los Angeles. Additionally, one park, Helen Keller Park in unincorporated Westmont West Athens, was also in a zip code identified as a high need community by the Office of Child Protection Strategic Plan.

## Appendix 2: Additional Data

### Surveys by PAD Park

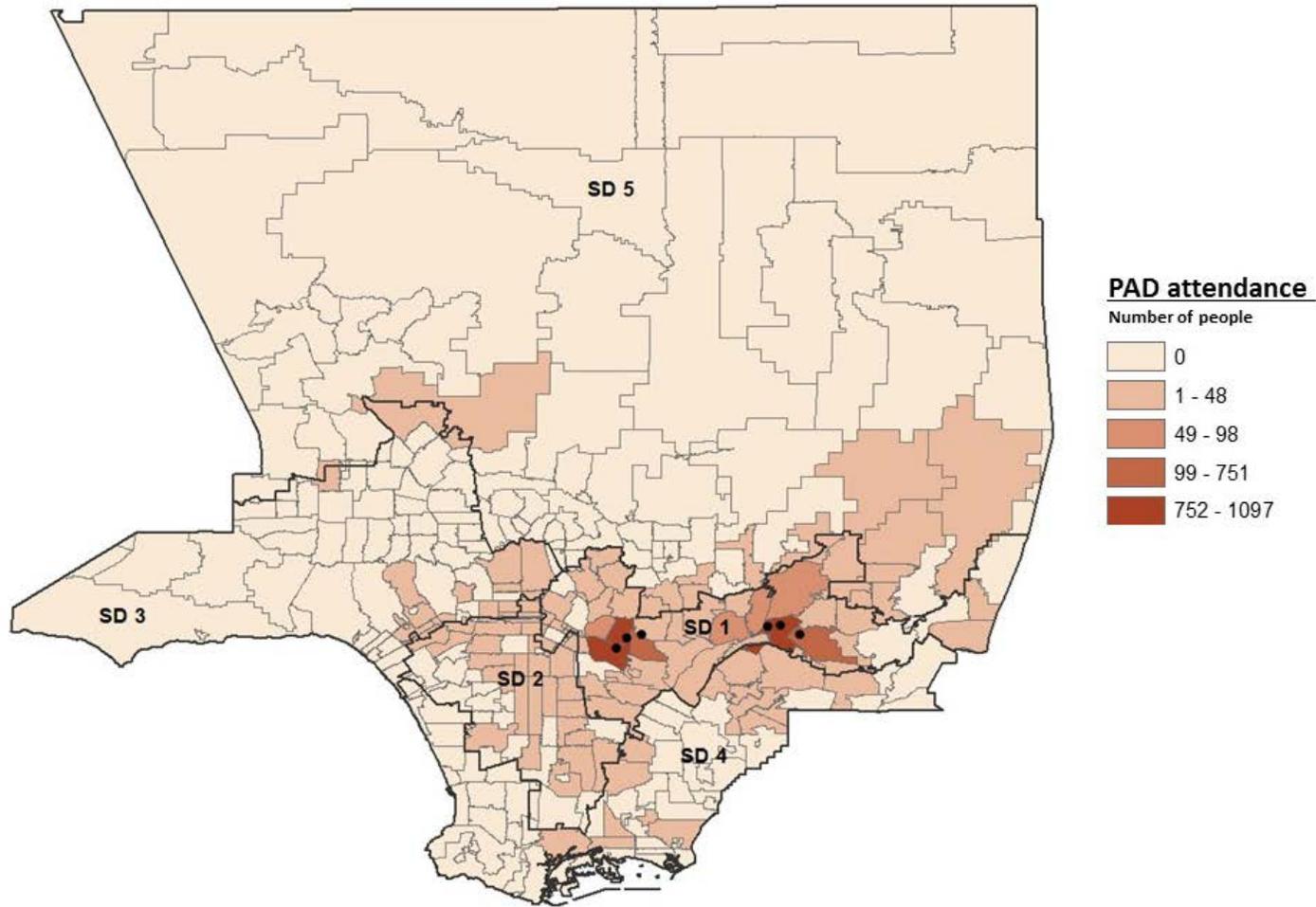
Exhibit 136: Number of Surveys Collected by PAD Park, 2016

Park	Number of Surveys
Adventure	344
Allen Martin	727
Athens	666
Bassett	1,349
Belvedere	788
Bethune	500
City Terrace	686
East Rancho Dominguez	191
El Cariso	197
Helen Keller	291
Jesse Owens	246
Loma Alta	299
Mayberry	601
Obregon	423
Pamela	244
Roosevelt	1,856
Salazar	1,397
San Angelo	569
Stephen Sorensen	593
Ted Watkins	86
Val Verde	647
<b>Total</b>	<b>12,700</b>

### Maps of PAD Attendance by Zip code

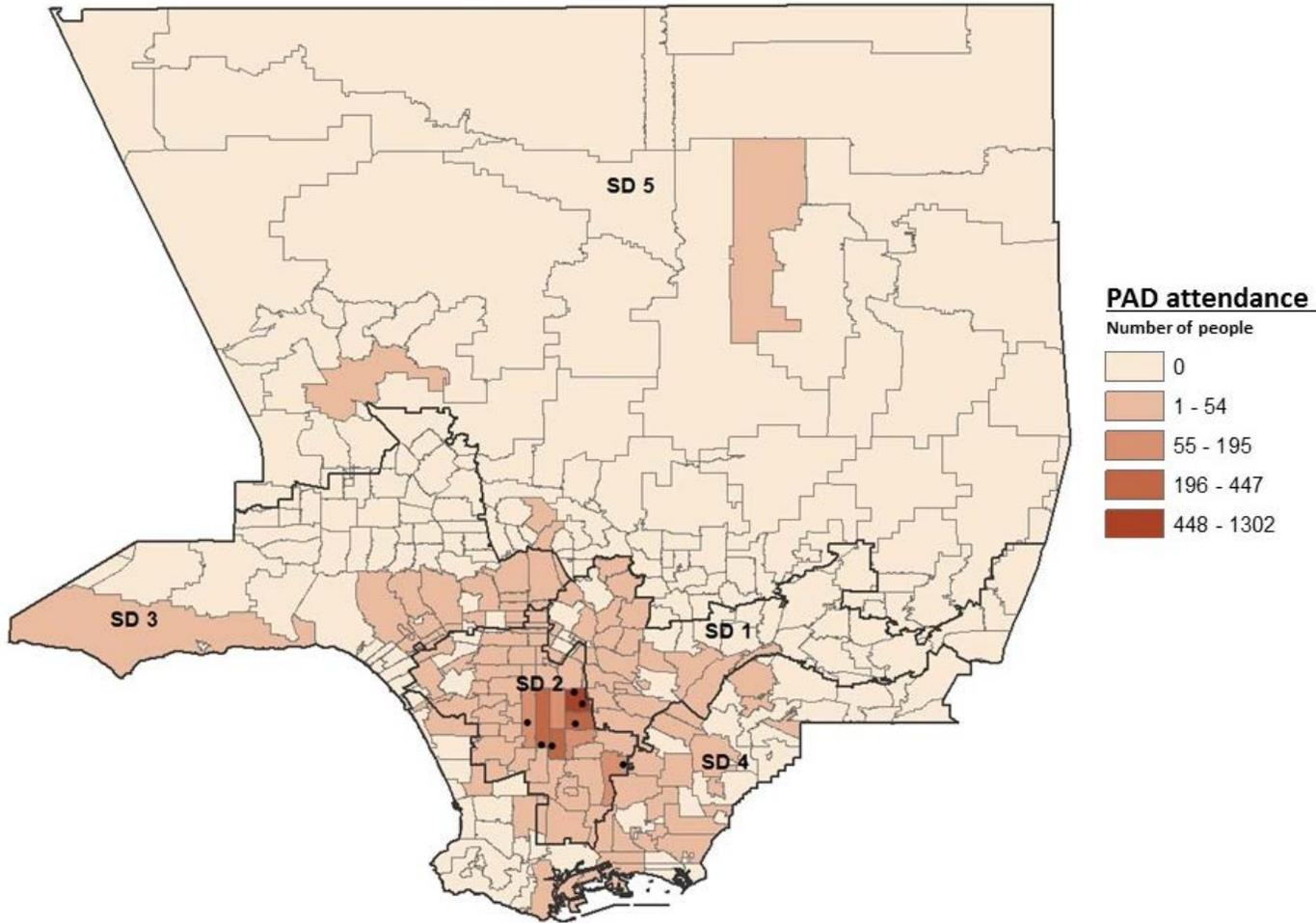
Exhibit 136, Exhibit 137, Exhibit 138, Exhibit 139, and Exhibit 140 display the maps of zip codes of PAD survey respondents in the five Supervisorial Districts (SD) in Los Angeles County. Each map includes survey respondents from the respective SD's PAD parks. PAD attendees most frequently came from immediate zip codes surrounding the PAD parks, but they also came from most distant zip codes in Los Angeles County and crossed Supervisorial Districts

Exhibit 137: Supervisorial District 1 Map (PAD Parks: Allen J. Martin Park, Bassett Park, Belvedere Community Regional Park, Eugene A. Obregon Park, Ruben F. Salazar Park, and San Angelo Park)



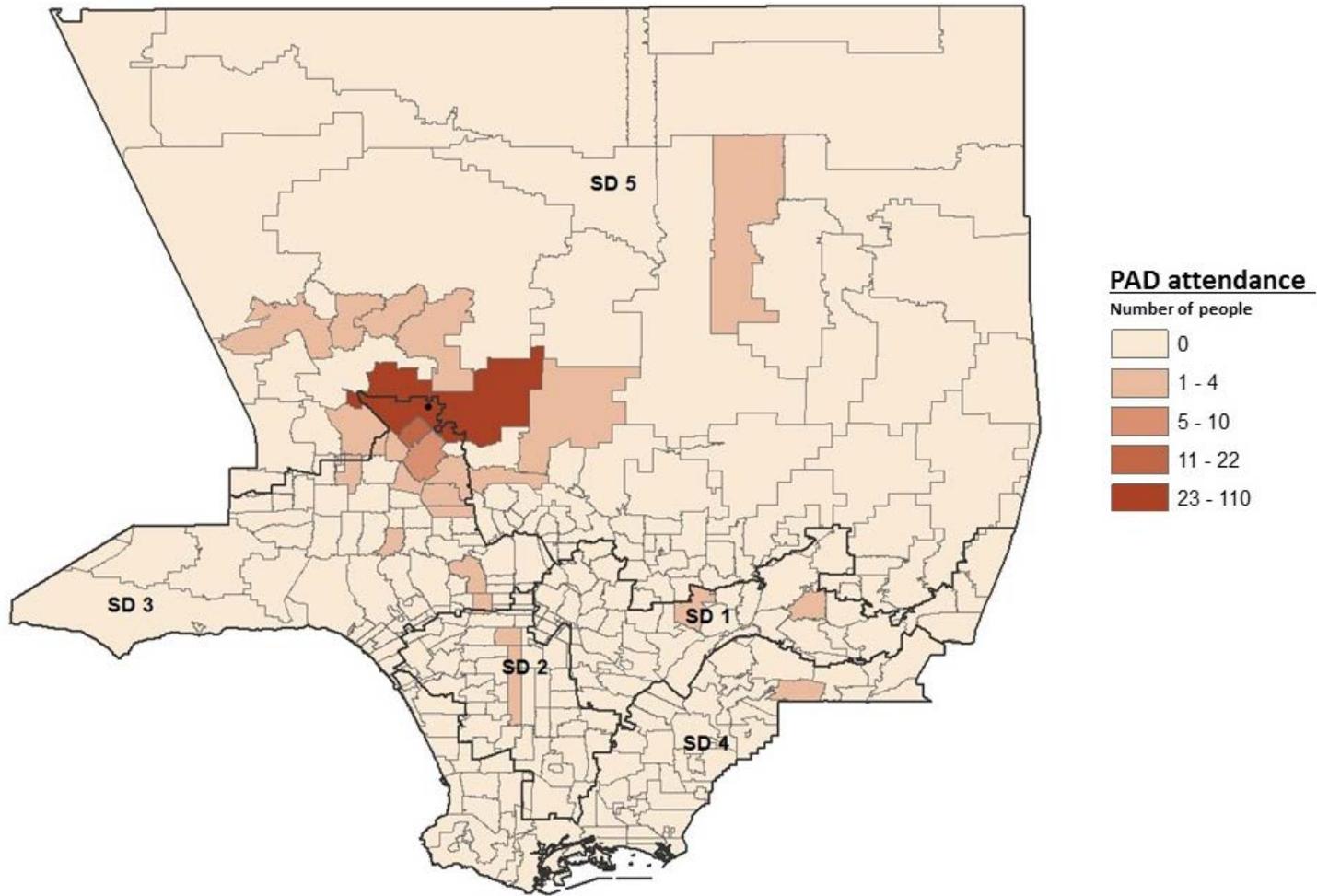
Source: 2016 PAD participant survey.

Exhibit 138: Supervisorial District 2 Map (PAD Parks: Athens Park, East Rancho Dominguez Park, Franklin D. Roosevelt Park, Helen Keller Park, Jesse Owens Community Regional Park, Mary M. Bethune Park, and Ted Watkins Memorial Park)



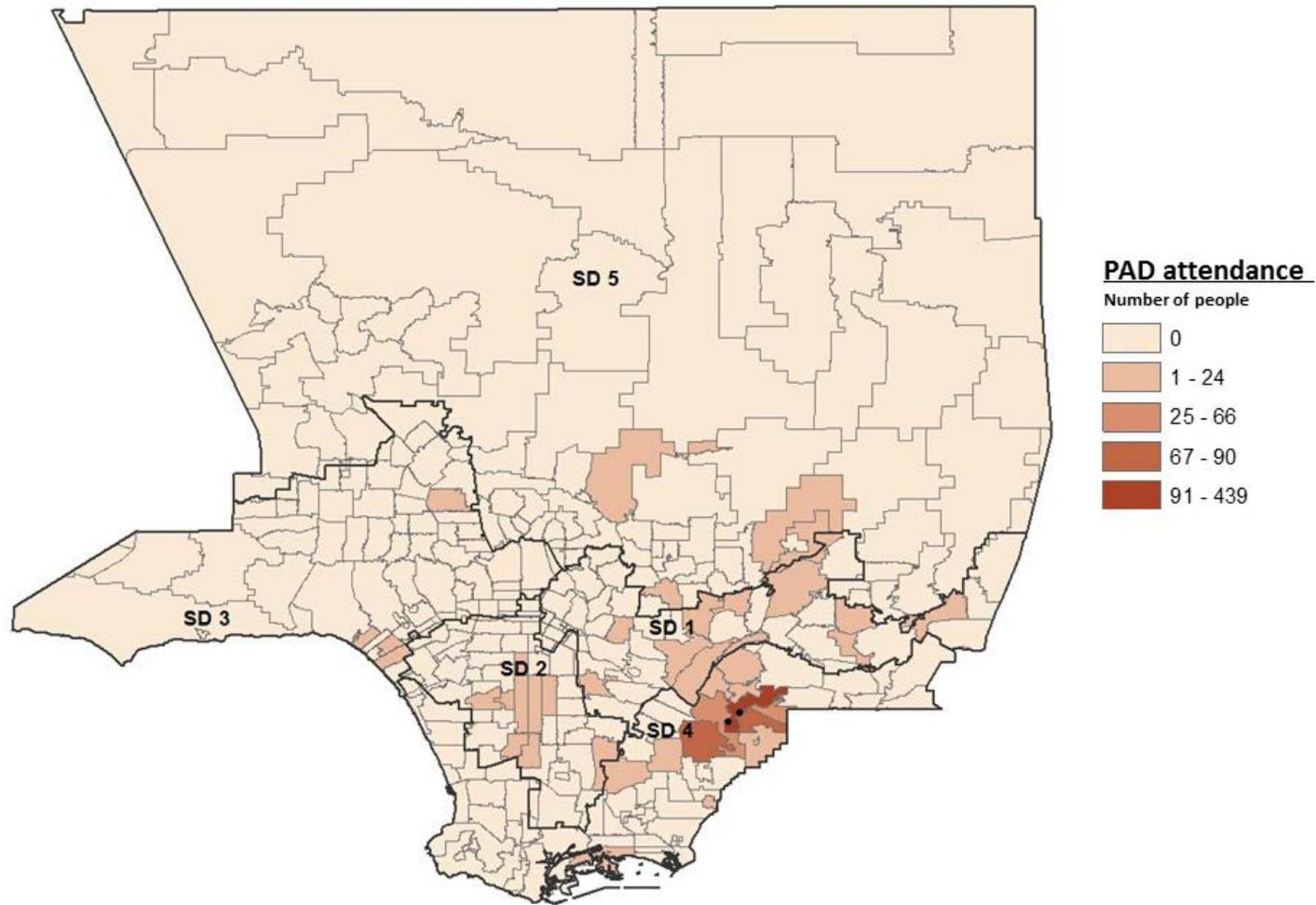
Source: 2016 PAD participant survey.

Exhibit 139: Supervisorial District 3 Map (PAD Park: El Cariso Community Regional Park)



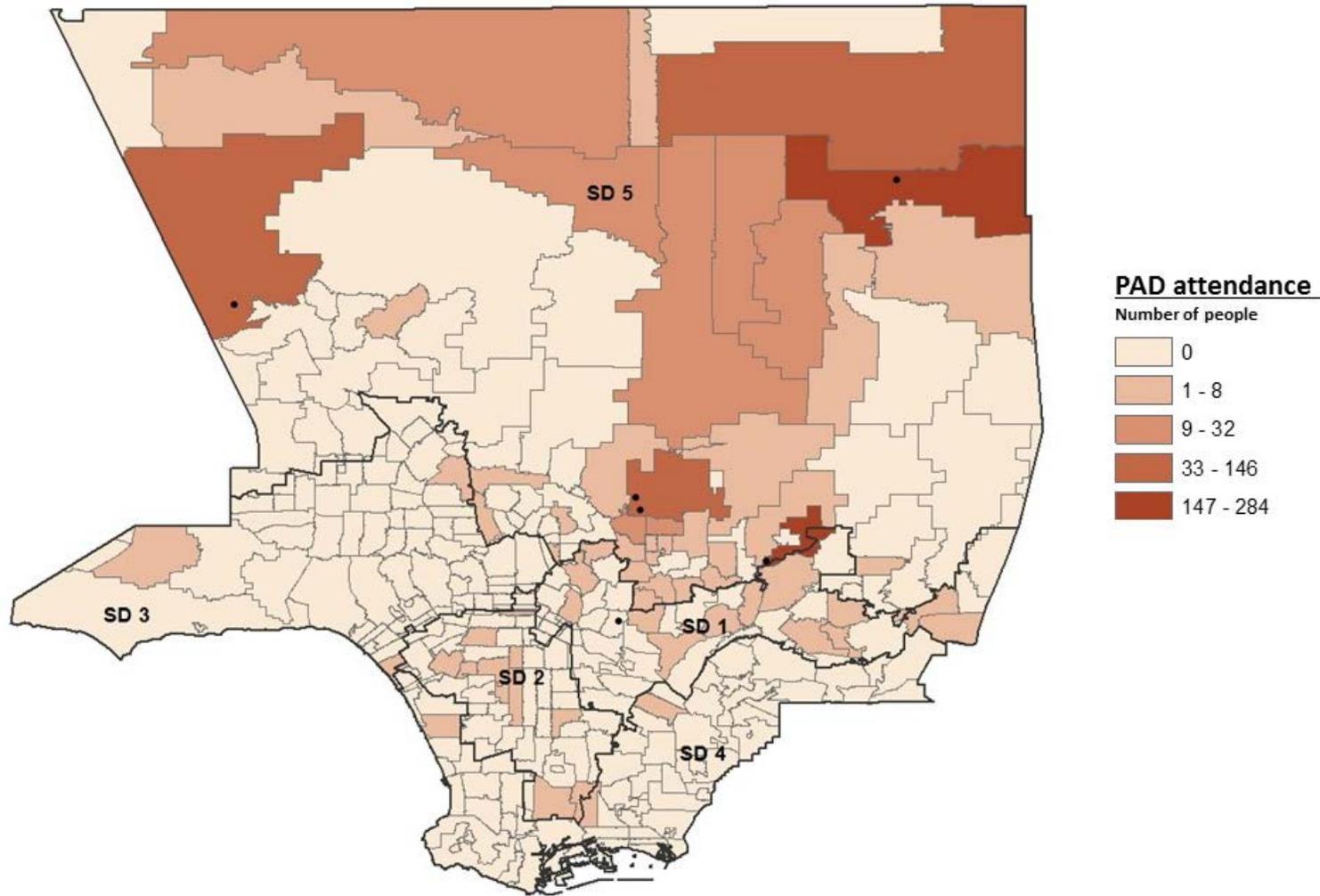
Source: 2016 PAD participant survey.

Exhibit 140: Supervisorial District 4 Map (PAD Parks: Adventure Park and Amelia Mayberry Park)



Source: 2016 PAD participant survey.

Exhibit 141: Supervisorial District 5 Map (PAD Parks: Charles White Park, City Terrace Park, Loma Alta Park, Pamela Park, Stephen Sorensen Park, and Val Verde Community Regional Park)



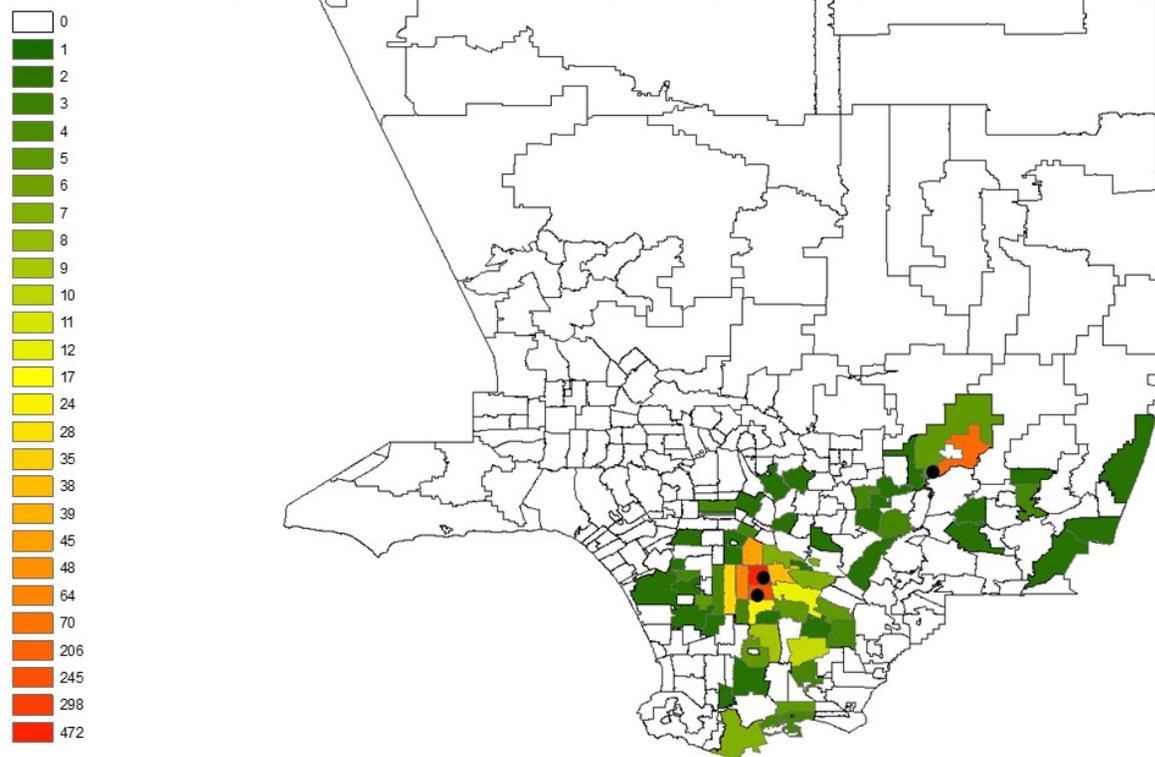
Source: 2016 PAD participant survey.

## Maps of PAD Reach over Time

Exhibit 141, Exhibit 142, Exhibit 143, and Exhibit 144 display the maps of zip codes of PAD survey respondents each year a new park group joined PAD. The maps demonstrate the increased reach of PAD throughout Los Angeles County over time. With the addition of PAD Group Four, PAD reached more zip codes in the Northern and Western areas of Los Angeles County.

### Exhibit 142: PAD Reach in 2010, Los Angeles County

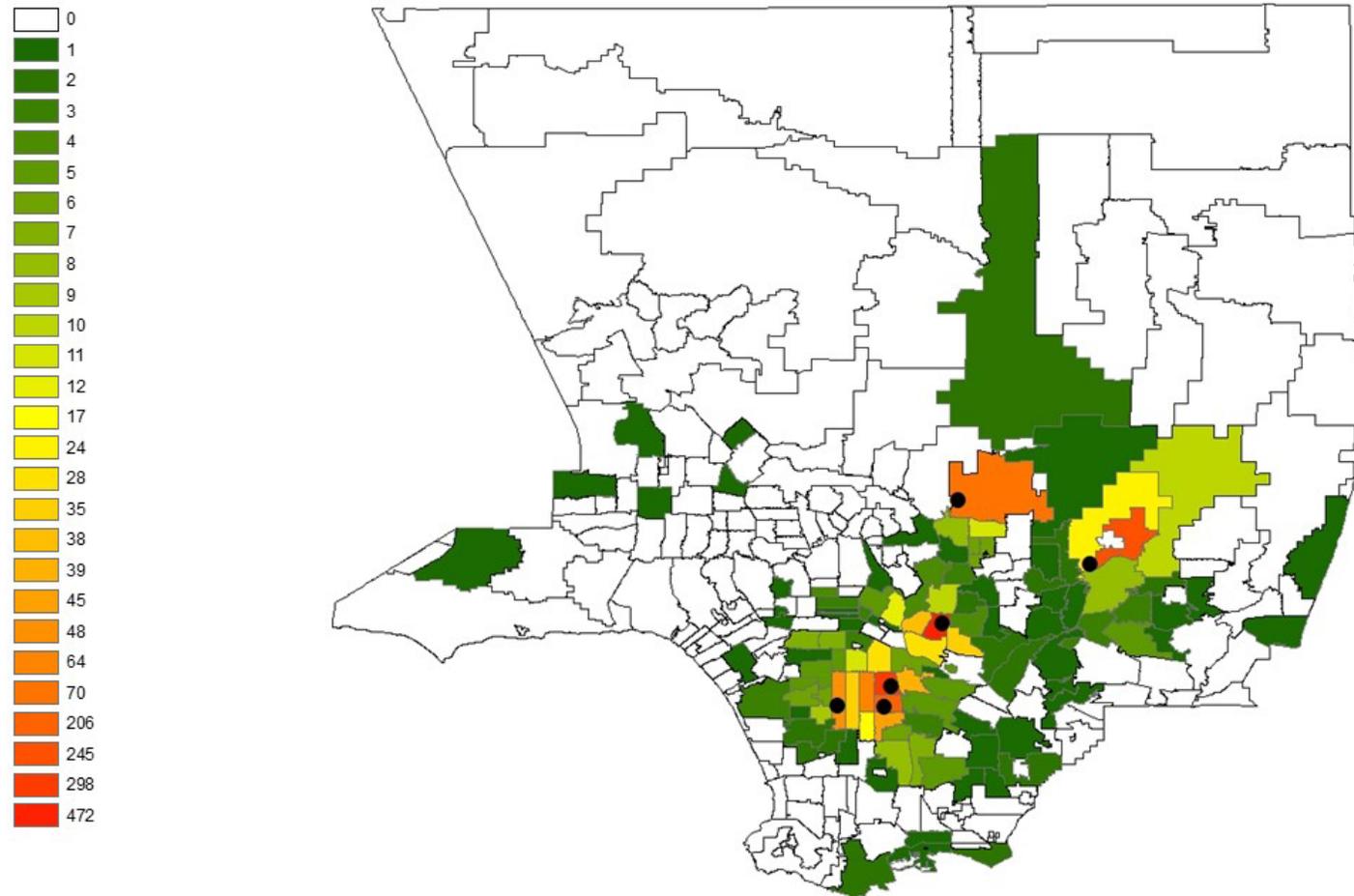
Number of Participants from Zip Code, 2010



Source: 2010 PAD participant survey.

Exhibit 143: PAD Reach in 2012, Los Angeles County

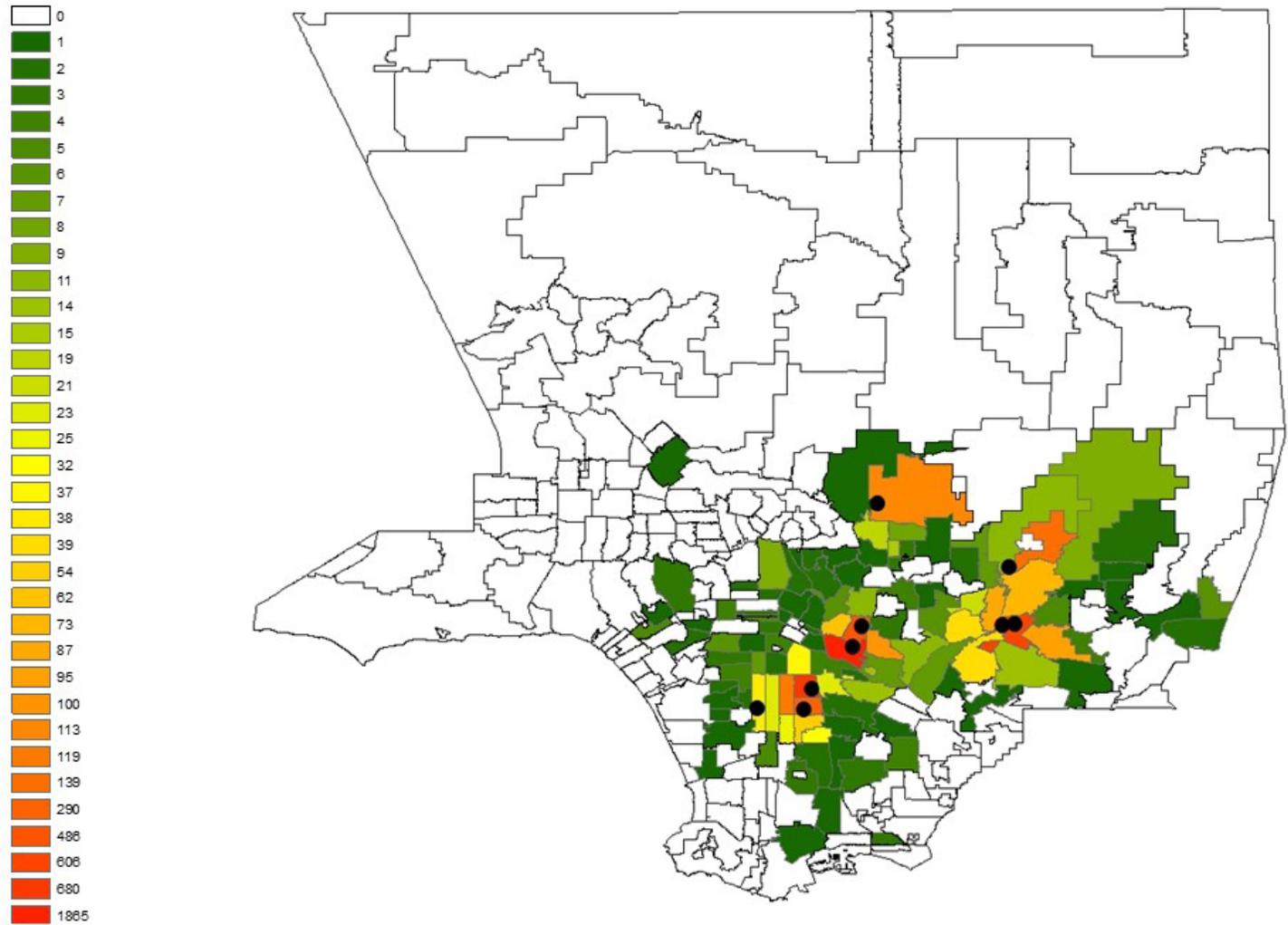
Number of Participants from Zip Code, 2012



Source: 2012 PAD participant survey.

Exhibit 144: PAD Reach in 2015, Los Angeles County

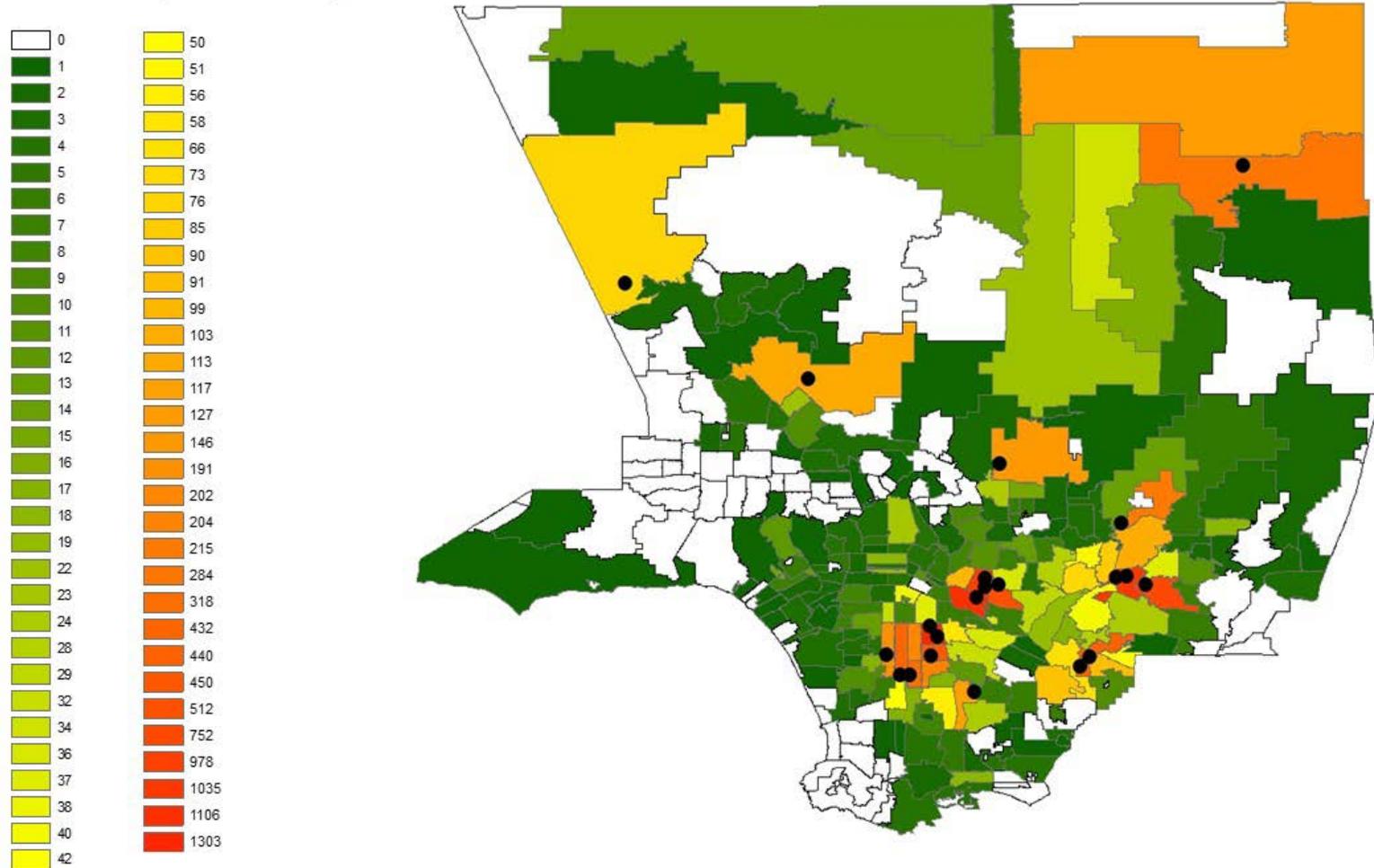
Number of Participants from Zip Code, 2015



Source: 2015 PAD participant survey.

Exhibit 145: PAD Reach in 2016, Los Angeles County

Number of Participants from Zip Code, 2016



Source: 2016 PAD participant survey.

## Resource Fair Participants

Exhibit 146: Resource Fair Participants, Service Description, and Number of Parks Served, 2016

Organization Name	Service Description	Number of PAD Parks Served
County of Los Angeles Department of Mental Health	Mental health services	15
Planned Parenthood LA	Reproductive services	15
SafetyBeltSafe USA	Child safety outreach	15
County of Los Angeles Department of Public Health	Nutrition education	14
County of Los Angeles Community and Senior Services	Senior services, service directory/outreach, activities/programs	14
County of Los Angeles Public Defender's Office	Legal services	12
Family Health Care Centers of Greater LA	Health outreach	12
County of Los Angeles Department of Child and Family Services	Recruitment, foster care services	11
Los Angeles Sheriff's Department	Recruitment/employment opportunities	10
First 5 LA	Parenting resources	9
Century 21 Action!	Financial literacy	8
County of Los Angeles Department of Public Health Whittier Health Center	Health education	8
County of Los Angeles Department of Public Health: Veterinary Public Health	Health outreach, animals	8
County of Los Angeles Public Library	Library services, arts	8
Office of Women's Health	Health education	7
SPAY4LA	Animals, spay/neuter	7
Total Care Dental and Orthodontic	Health outreach, oral health	7
AltaMed	Health outreach	6
California Health Collaborative	Women's health outreach	6
County of Los Angeles Consumer Affairs and Business Affairs	Financial literacy	5
Anthem Blue Cross	Health outreach	4
Department of Public Social Services	Public assistance	4
County of Los Angeles Probation	Youth services	3
Family First Charter School	Education	3
Get PrEP LA/LA Condom Project	HIV/STD outreach	3
LA County Friday Night Live Partnership	Youth services	3
Umma Community Clinic	Health outreach	3
211 Los Angeles County	Service directory/outreach	2
California Health Collaborative	Women's health outreach	2
Kids' Community Dental Clinic	Health education, oral health	2
LA Care Health Plan-Family Resource Center	Health outreach	2
Altadena Senior Center	Senior services	1

<b>Organization Name</b>	<b>Service Description</b>	<b>Number of PAD Parks Served</b>
Antelope Valley Partners for Health	Employment opportunities	1
California Hispanic Commission on Alcohol and Drug Abuse	Substance abuse treatment	1
ChapCare	Health outreach	1
County of Los Angeles Child Support Services	Foster care services	1
Neighborhood Junior Tennis Program	Youth services	1
Probation Department	Social services	1
San Fernando Valley Partnership, Inc	Substance abuse treatment	1
San Gabriel Valley Service Center	Service directory/outreach	1
Santa Clarita Valley Service Center	Service directory/outreach	1
Sylmar Neighborhood Council	Service directory/outreach	1
YWCA Community Empowerment Center	Public assistance outreach	1

Source: Department of Mental Health Resource Fair Provider Database

## Key Informant Survey Respondents

The majority of key informants who completed the survey were from DPR (45%), followed by the Sheriff’s Department (31%); these organizations were largely involved in PAD on-ground implementation (Exhibit 146). There was representation from individuals involved with the program since its inception (14%) and individuals who had just completed their first year with PAD (40%); 27% had been involved with PAD four or more years (Exhibit 147).

Exhibit 147: Department Affiliation of Survey Responses

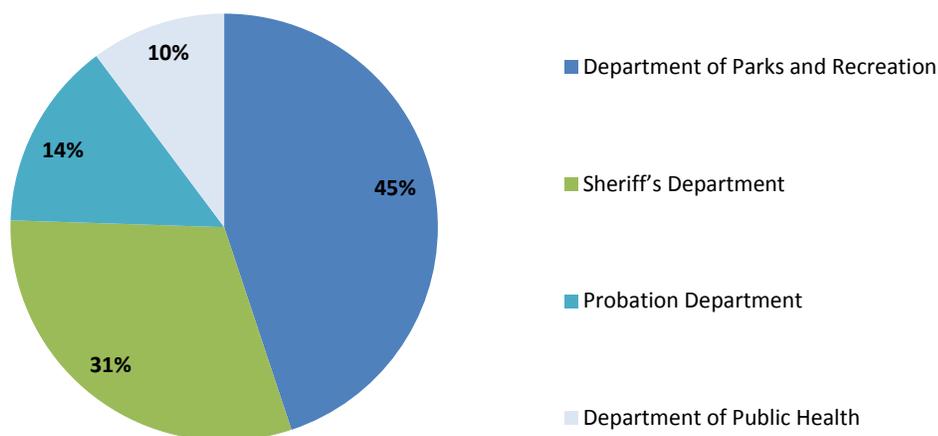


Exhibit 148: Years Involved with Parks After Dark

Years with Parks After Dark (n=48)	Frequency	Percent
1 year	19	40%
2-3 years	16	33%
4 or more years	13	27%
Average years of involvement	2.75	

## Crime Trend Analyses by Individual Park and PAD Group

Exhibit 149: Part I Daily Crimes per 1,000 Population in PAD Parks by Park Group and Los Angeles County Reporting Districts, 2004-2016

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Percent change in crime rate from park group baseline year	Percent change in crime rate from last year
														2009 to 2016	2015 to 2016
Pamela (RD 583, 594)	0.055	0.070	0.063	0.063	0.029	0.070	0.004	0.027	0.025	0.029	0.007	0.036	0.017	-75.25%	-51.35%
Roosevelt (RD 2173, 2195)	0.080	0.058	0.051	0.078	0.104	0.082	0.095	0.119	0.074	0.080	0.070	0.108	0.103	24.48%	-4.82%
Ted Watkins (RD 2176,2194)	0.107	0.130	0.074	0.133	0.145	0.083	0.095	0.070	0.088	0.080	0.074	0.080	0.111	34.36%	39.00%
<b>PAD Group One</b>	<b>0.082</b>	<b>0.085</b>	<b>0.062</b>	<b>0.092</b>	<b>0.098</b>	<b>0.079</b>	<b>0.070</b>	<b>0.078</b>	<b>0.066</b>	<b>0.067</b>	<b>0.055</b>	<b>0.079</b>	<b>0.083</b>	<b>4.50%</b>	<b>4.25%</b>
														2011 to 2016	2015 to 2016
City Terrace (RD 272, 273, 232)	-	-	-	0.045	0.050	0.055	0.040	0.040	0.035	0.042	0.040	0.036	0.046	14.25%	25.68%
Loma Alta (RD 771, 794)	-	-	-	0.052	0.022	0.061	0.033	0.039	0.030	0.041	0.041	0.050	0.020	-47.88%	-59.46%
Jesse Owens (RD 1283, 8392)	-	-	-	-	-	-	0.005	0.122	0.150	0.156	0.148	0.155	0.103	-15.80%	-33.66%
<b>PAD Group Two</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.033</b>	<b>0.052</b>	<b>0.051</b>	<b>0.059</b>	<b>0.057</b>	<b>0.058</b>	<b>0.048</b>	<b>-8.37%</b>	<b>-17.42%</b>
														2014 to 2016	2015 to 2016
Bassett (RD 1420, 1422)	-	-	-	-	-	0.014	0.011	0.026	0.020	0.026	0.029	0.034	0.031	8.82%	-9.31%
Salazar (RD 278, 236)	-	-	-	-	-	0.077	0.063	0.061	0.077	0.073	0.061	0.051	0.053	-12.94%	3.64%
San Angelo (RD 1462, 1466)	-	-	-	-	-	0.044	0.054	0.059	0.078	0.034	0.034	0.044	0.071	107.28%	61.22%
<b>PAD Group Three</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.048</b>	<b>0.042</b>	<b>0.048</b>	<b>0.057</b>	<b>0.048</b>	<b>0.043</b>	<b>0.043</b>	<b>0.049</b>	<b>12.28%</b>	<b>12.28%</b>
														2015 to 2016	2015 to 2016
Adventure (RD 491, 431)	-	-	-	-	-	0.031	0.035	0.027	0.027	0.022	0.027	0.040	0.038	-	-5.56%
Allen Martin (RD 1421, 1423)	-	-	-	-	-	0.041	0.027	0.038	0.041	0.031	0.031	0.025	0.027	-	7.14%
Mayberry (RD 494, 432)	-	-	-	-	-	0.015	0.037	0.032	0.017	0.023	0.023	0.027	0.028	-	6.25%
Athens (RD 2140, 2198)	-	-	-	-	-	0.078	0.088	0.097	0.074	0.088	0.065	0.078	0.069	-	-11.76%
Belvedere (RD 282, 230, 1625)	-	-	-	-	-	0.727	0.925	0.463	0.991	0.330	0.727	0.859	0.463	-	-46.15%
East Rancho Dominguez (RD 2852, 2891)	-	-	-	-	-	0.124	0.047	0.100	0.071	0.083	0.083	0.041	0.059	-	42.86%
El Cariso (RD 1909, 8334)	-	-	-	-	-	-	-	0.075	0.069	0.056	0.031	0.056	0.094	-	66.67%
Obregon (RD 280, 234)	-	-	-	-	-	0.053	0.093	0.020	0.066	0.040	0.046	0.060	0.099	-	66.67%
Helen Keller (RD 378, 392)	-	-	-	-	-	0.094	0.108	0.169	0.155	0.070	0.094	0.108	0.145	-	34.78%
Bethune (RD 2170, 2190)	-	-	-	-	-	0.063	0.088	0.095	0.058	0.083	0.063	0.063	0.097	-	53.85%
Stephen Sorensen (RD 1197, 1191)	-	-	-	-	-	0.036	0.049	0.055	0.089	0.038	0.072	0.040	0.023	-	-42.11%
Val Verde (RD 662, 693)	-	-	-	-	-	0.088	0.029	0.018	0.035	0.088	0.053	0.035	0.012	-	-66.67%
<b>PAD Group Four</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.052</b>	<b>0.054</b>	<b>0.059</b>	<b>0.058</b>	<b>0.048</b>	<b>0.050</b>	<b>0.048</b>	<b>0.053</b>	<b>-</b>	<b>10.17%</b>
<b>Los Angeles County RDs Overall</b>	<b>0.084</b>	<b>0.082</b>	<b>0.080</b>	<b>0.084</b>	<b>0.081</b>	<b>0.070</b>	<b>0.072</b>	<b>0.070</b>	<b>0.070</b>	<b>0.068</b>	<b>0.063</b>	<b>0.071</b>	<b>0.076</b>	<b>-</b>	<b>7.68%</b>

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2004-2016. Only Jesse Owens Park and El Cariso Regional Park were in LAPD reporting districts and data for 2009 and/or 2010 were not available.

Notes: Crime rates were calculated using each park's reporting district and surrounding reporting district when available. Shaded areas indicate the years prior to implementation of PAD per park.

Exhibit 150: Part II Daily Crime Rates per 1,000 Population in PAD Parks by Park Group and Los Angeles County Reporting Districts, 2004-2016

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Percent change in crime rate from park group baseline year	Percent change in crime rate from last year
														<b>2009 to 2016</b>	<b>2015 to 2016</b>
Pamela (RD 583, 594)	0.158	0.151	0.191	0.136	0.125	0.077	0.103	0.107	0.075	0.103	0.121	0.071	0.104	34.36%	2015 to 2016
Roosevelt (RD 2173, 2195)	0.104	0.082	0.095	0.112	0.165	0.104	0.153	0.198	0.105	0.102	0.122	0.108	0.141	34.88%	30.43%
Ted Watkins (RD 2176,2194)	0.204	0.127	0.225	0.198	0.385	0.222	0.210	0.182	0.114	0.113	0.132	0.092	0.121	-45.66%	31.76%
<b>PAD Group One</b>	<b>0.152</b>	<b>0.115</b>	<b>0.163</b>	<b>0.147</b>	<b>0.227</b>	<b>0.136</b>	<b>0.159</b>	<b>0.169</b>	<b>0.100</b>	<b>0.106</b>	<b>0.125</b>	<b>0.093</b>	<b>0.124</b>	<b>-8.65%</b>	<b>34.03%</b>
														<b>2011 to 2016</b>	<b>2015 to 2016</b>
City Terrace (RD 272, 273, 232)	-	-	-	0.098	0.099	0.072	0.072	0.048	0.095	0.086	0.098	0.064	0.099	103.72%	55.21%
Loma Alta (RD 771, 794)	-	-	-	0.088	0.116	0.097	0.144	0.099	0.066	0.054	0.058	0.091	0.027	-72.97%	-70.52%
Jesse Owens (RD 1283, 8392)*	-	-	-	-	-	-	0.005	0.206	0.192	0.193	0.112	0.133	0.091	-55.77%	-31.72%
<b>PAD Group Two</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.080</b>	<b>0.086</b>	<b>0.102</b>	<b>0.094</b>	<b>0.090</b>	<b>0.081</b>	<b>0.079</b>	<b>-7.77%</b>	<b>-2.92%</b>
														<b>2014 to 2016</b>	<b>2015 to 2016</b>
Bassett (RD 1420, 1422)	-	-	-	-	-	0.052	0.077	0.049	0.055	0.066	0.052	0.075	0.065	24.95%	-13.50%
Salazar (RD 278, 236)	-	-	-	-	-	0.075	0.094	0.068	0.080	0.097	0.094	0.077	0.093	-1.41%	20.16%
San Angelo (RD 1462, 1466)	-	-	-	-	-	0.137	0.113	0.049	0.103	0.069	0.078	0.215	0.110	40.56%	-48.89%
<b>PAD Group Three</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.080</b>	<b>0.092</b>	<b>0.057</b>	<b>0.076</b>	<b>0.080</b>	<b>0.076</b>	<b>0.106</b>	<b>0.086</b>	<b>14.29%</b>	<b>-18.20%</b>
															<b>2015 to 2016</b>
Adventure (RD 491, 431)	-	-	-	-	-	0.049	0.066	0.057	0.069	0.055	0.088	0.057	0.071	-	23.08%
Allen Martin (RD 1421, 1423)	-	-	-	-	-	0.077	0.110	0.050	0.070	0.088	0.052	0.093	0.059	-	-36.54%
Mayberry (RD 494, 432)	-	-	-	-	-	0.125	0.110	0.060	0.050	0.066	0.062	0.078	0.086	-	10.64%
Athens (RD 2140, 2198)	-	-	-	-	-	0.171	0.152	0.092	0.111	0.134	0.092	0.092	0.143	-	55.00%
Belvedere (RD 282, 230, 1625)	-	-	-	-	-	1.057	2.974	1.189	1.718	1.916	1.784	1.322	1.586	-	20.00%
East Rancho Dominguez (RD 2852, 2891)	-	-	-	-	-	0.165	0.230	0.136	0.106	0.088	0.165	0.047	0.071	-	50.00%
El Cariso (RD 1909, 8334)	-	-	-	-	-	-	-	0.050	0.044	0.044	0.075	0.056	0.012	-	-77.78%
Obregon (RD 280, 234)	-	-	-	-	-	0.113	0.060	0.060	0.093	0.099	0.146	0.132	0.113	-	-15.00%
Helen Keller (RD 378, 392)	-	-	-	-	-	0.136	0.192	0.267	0.234	0.178	0.178	0.169	0.276	-	63.89%
Bethune (RD 2170, 2190)	-	-	-	-	-	0.107	0.134	0.073	0.090	0.090	0.136	0.058	0.085	-	45.83%
Stephen Sorensen (RD 1197, 1191)	-	-	-	-	-	0.083	0.220	0.129	0.093	0.129	0.078	0.085	0.074	-	-12.50%
Val Verde (RD 662, 693)	-	-	-	-	-	0.058	0.041	0.047	0.076	0.076	0.053	0.012	0.058	-	400.00%
<b>PAD Group Four</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.103</b>	<b>0.134</b>	<b>0.089</b>	<b>0.091</b>	<b>0.098</b>	<b>0.097</b>	<b>0.083</b>	<b>0.093</b>	<b>-</b>	<b>12.50%</b>
<b>Los Angeles County RDs Overall</b>	<b>0.113</b>	<b>0.120</b>	<b>0.123</b>	<b>0.136</b>	<b>0.141</b>	<b>0.122</b>	<b>0.129</b>	<b>0.100</b>	<b>0.102</b>	<b>0.097</b>	<b>0.099</b>	<b>0.090</b>	<b>0.109</b>	<b>-</b>	<b>20.43%</b>

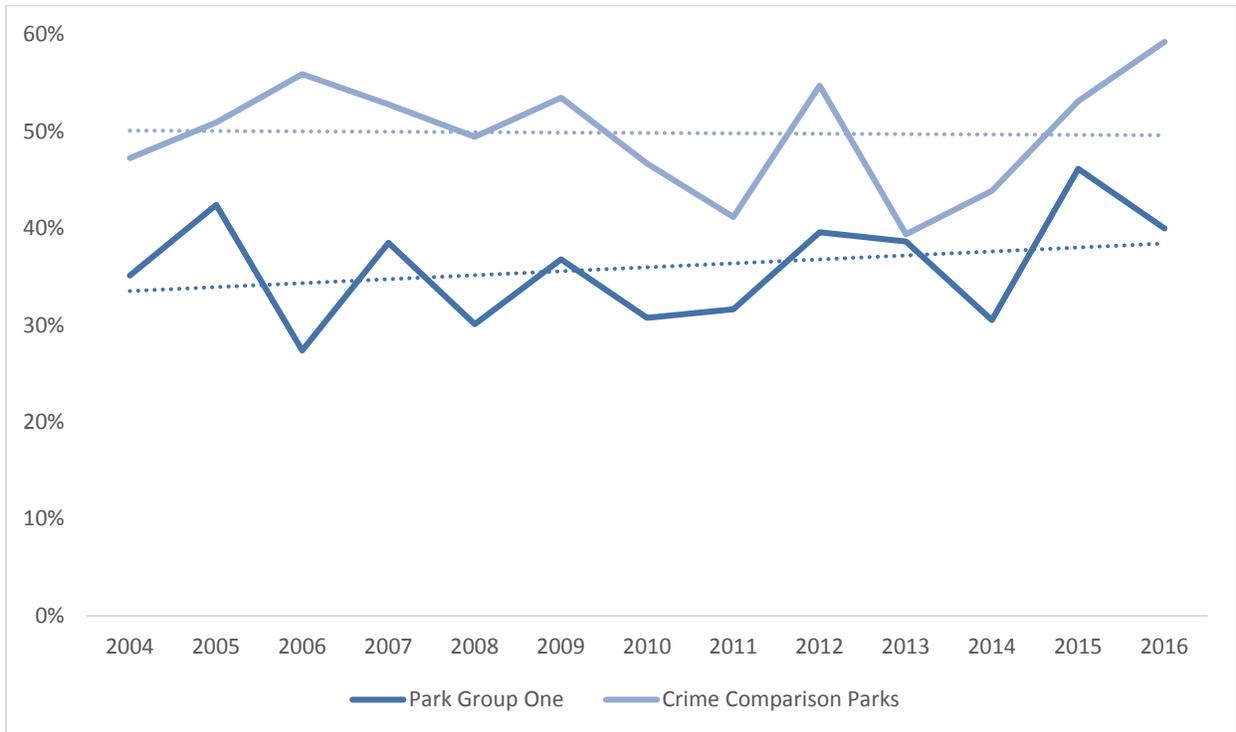
Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2004-2016. Only Jesse Owens Park and El Cariso Regional Park were in LAPD reporting districts and data for 2009 and/or 2010 were not available.

Notes: Crime rates were calculated using each park’s reporting district and surrounding reporting district when available. Shaded areas indicate the years prior to implementation of PAD per park.

## Crime Severity Rates in PAD and Crime Comparison Parks by PAD Park Group

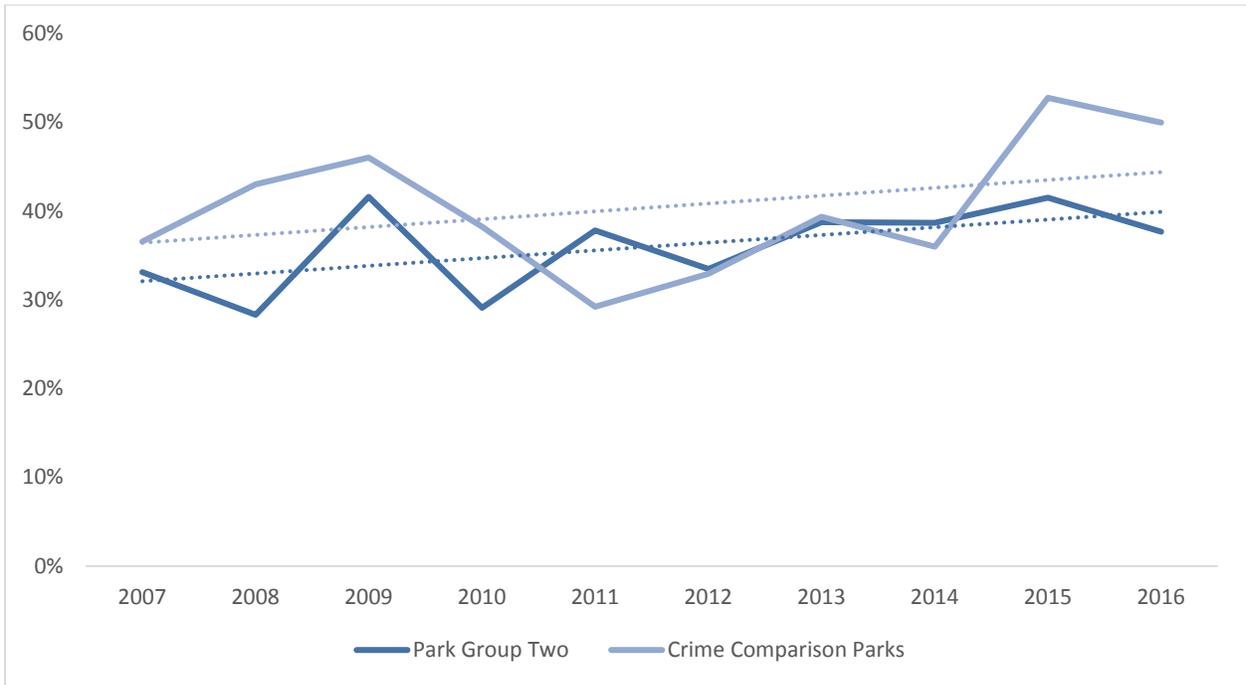
Crime severity, measured as the ratio of Part I crimes to total crimes was analyzed over time. Exhibit 150, Exhibit 151, Exhibit 152, and Exhibit 153 display the crime severity rate over time for PAD Group One, PAD Group Two, PAD Group Three, and PAD Group Four and their crime comparison parks, respectively.

Exhibit 151: Crime Severity Rates during PAD, PAD Group One vs. Crime Comparison Parks, 2004-2016



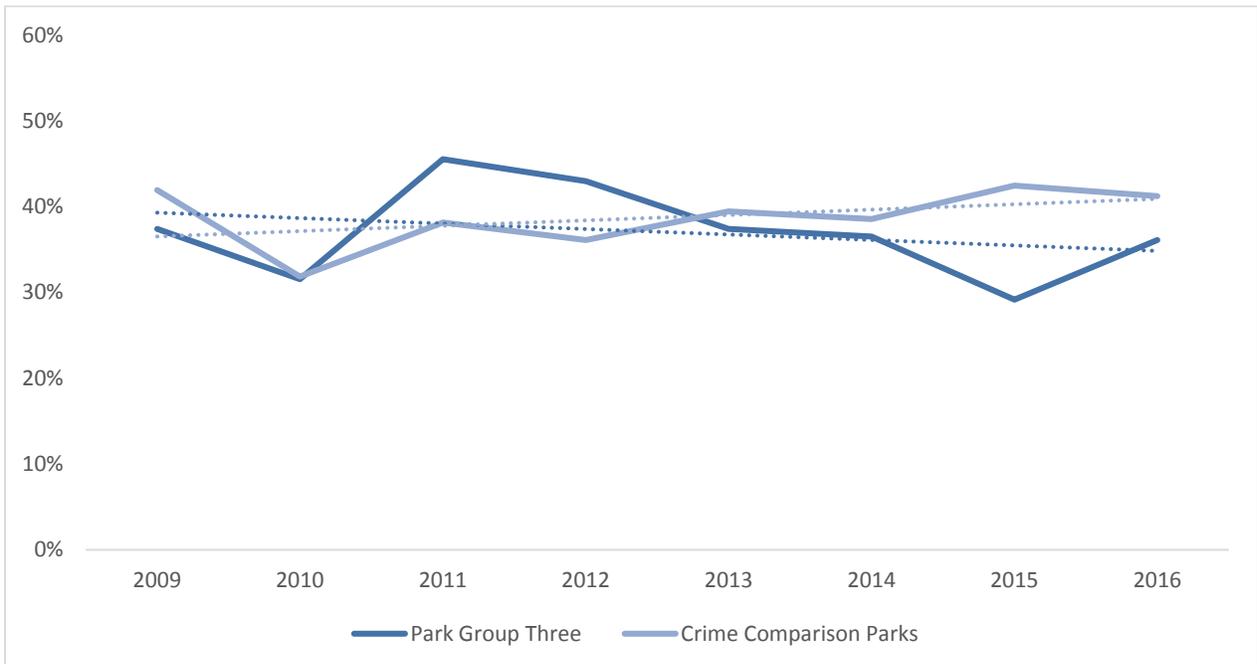
Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2004-2016.

Exhibit 152: Crime Severity Rates during PAD, PAD Group Two vs. Crime Comparison Parks, 2007-2016



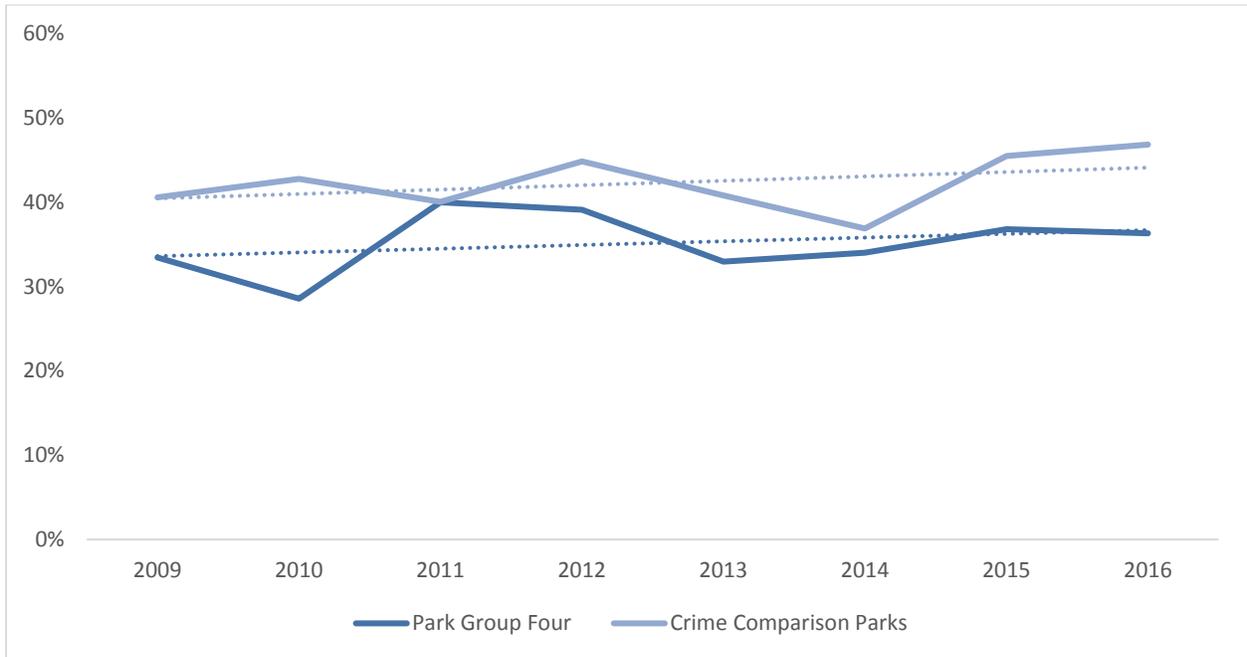
Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2007-2016.

Exhibit 153: Crime Severity Rates during PAD, PAD Group Three vs. Crime Comparison Parks, 2009-2016



Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

Exhibit 154: Crime Severity Rates during PAD, PAD Group Four vs. Crime Comparison Parks, 2009-2016



Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

## Integrated Transport and Health Impacts Model (ITHIM)

This exhibit displays the impact of physical activity at PAD using the more relaxed criteria of assuming 83% of participants who engaged in physical activity attended PAD weekly and disregarding the survey question that indicated only 35% of these individuals attended PAD at least once a week.

The data indicated that PAD may have avoided one premature death and 16 years of life lost and disability adjusted life years each if 83% of PAD participants engaged in regular physical activity (Exhibit 154). This data highlight the potential in reducing disease burden if physical activity participation at PAD increased.

### Exhibit 155: Estimated Change in Burden of Disease and Mortality from Physical Activity, Assuming Weekly Attendance at PAD by Every Physical Activity Participant at PAD, 2016

	Rate (per Million Population)	Disease burden	21 Existing PAD Sites
<b>Ischemic Heart Disease</b>			
Premature deaths	-36	3%	-1
Years of Life Lost (YLL)	-423	4%	-8
Years Living with Disability (YLD)	-37	4%	-1
Disability Adjusted Life Years (DALYs)	-460	4%	-9
<b>Hypertensive Heart Disease</b>			
Premature deaths	-7	3%	0
YLL	-100	4%	-2
YLD	-11	3%	0
DALYs	-111	4%	-2
<b>Stroke</b>			
Premature deaths	-63	3%	-1
YLL	-846	4%	-16
YLD	0	4%	0
DALYs	-846	4%	-16
<b>Depression</b>			
Premature deaths	0	2%	0
YLL	0	2%	0
YLD	-200	2%	-4
DALYs	-200	2%	-4
<b>Diabetes</b>			
Premature deaths	-6	3%	0
YLL	-98	3%	-2
YLD	-127	4%	-2
DALYs	-225	4%	-4
<b>Breast Cancer</b>			
Premature deaths	-2	0%	0
YLL	-29	1%	-1
YLD	-8	1%	0
DALYs	-37	1%	-1
<b>Colon Cancer</b>			
Premature deaths	-2	1%	0
YLL	-24	1%	0
YLD	-5	1%	0
DALYs	-29	1%	-1
<b>Dementia</b>			
Premature deaths	-12	3%	0
YLL	-67	3%	-1
YLD	-176	3%	-3
DALYs	-243	3%	-4
<b>All Causes</b>			
Premature deaths	-63	1%	-1
YLL	-846	1%	-16
YLD	0	0%	0
DALYs	-846	1%	-16

Note: Negative numbers indicate reductions in disease burden. Disease burden shown represents the fraction of cases or deaths from each condition that would be avoided if people increase exercise by participating in PAD activities once per week for an entire year.

## Appendix 3: Methods

### PAD Community Characteristic Methods

#### *Community Level Data*

In order to better understand the communities PAD impacts and how PAD participants might be similar to or different from residents in the area surrounding the park, demographic data were compiled from 2015 American Community Survey 5-year estimates. Data from zip codes corresponding to PAD parks were compared with the Los Angeles County average.

While zip-code level data may not perfectly reflect the local social and economic conditions immediately surround each park. To the extent participants may travel to attend PAD, the data is not fully representative. However, the data is helpful in informing about the general characteristics of the area surrounding PAD parks.

#### *Estimated Reach*

DPR provided attendance data, from which the number of PAD visits were estimated. PAD reach was estimated within each zip code by dividing each park's PAD visits by the park's zip code population reported in 2015 American Community Survey 5-year estimates. This approach assumed the number of visits represented the number of unique PAD participants. To the extent PAD participants attend PAD more than once in the summer, this would overestimate PAD reach.

#### *Economic Hardship Index*

The Economic Hardship Index (EHI) was analyzed for PAD parks based on the Los Angeles city/community associated with the PAD park zip code. The city/community boundaries used in calculating EHI were based upon the 2000 Census and the SPA boundaries were based upon the 2010 Census. EHI is a measure which gives equal weight to the following:

- (1) Crowded housing (percentage of occupied housing units with more than one person per room),
- (2) Percent of persons living below the federal poverty level,
- (3) Percent of persons over the age of 16 years who are unemployed,
- (4) Percent of persons over the age of 25 years without a high school education,
- (5) Dependency (percentage of the population under 18 or over 64 years of age), and
- (6) Per capita income (Senterfitt et al., 2013).

## Survey Data Analyses Methods

PAD participant surveys were based on a convenience sampling method (Exhibit 155). PAD attendees completed the surveys in English or Spanish when participating in events or activities whenever possible. Some completed more than one survey if they attended more than one PAD event or multiple nights of PAD. The surveys were scanned electronically and checked by a Los Angeles DPH staff for accuracy and completeness.

Frequency tables were created to highlight the distribution of quantitatively measured responses. Qualitative theming was conducted for survey questions around 1) feelings of safety while attending PAD, 2) comments and suggestions for the Sheriff's Department, 3) favorite PAD activity, 4) top three recommended activities for future PAD, and 5) general comments and suggestions about PAD. Responses were categorized and frequency of responses in each category were recorded. Some responses were included in multiple themes because the same comment included different concepts.

## Exhibit 156: Parks After Dark Participant Survey

  
 3692



**Los Angeles County PARKS AFTER DARK Survey 2016**

**YOUR OPINION MATTERS! Help us improve services. All responses are confidential.**

PARK NAME: \_\_\_\_\_ Survey No. \_\_\_\_\_  
Leave blank: to be completed by researcher

**Please answer the following questions about your activity and your community:**

1. What zip code do you live in? \_\_\_\_\_
2. How often do you visit this park?     Daily     Weekly     Monthly     Yearly     First Time
3. How many days per week do you currently exercise (walking, biking, gardening, jogging, playing sports)?  
 None     1 Day     2 Days     3 Days     4 Days     5 Days     6 Days     7 Days  
 On average, about how much time do you spend doing these activities/exercises each day?  
 15 minutes or less     about 30 minutes     about 1 hour     more than 1 hour
4. How safe from crime do you consider your neighborhood to be?  
 Very safe     Somewhat safe     Somewhat unsafe     Not at all safe
5. I live in a close-knit or unified neighborhood.  
 Strongly Agree     Agree     Disagree     Strongly Disagree

**Please answer the following questions about your experience at PARKS AFTER DARK:**

6. How did you find out about PARKS AFTER DARK? (Check all that apply)  
 Live in the area/walking by     Flyer     Website     Social Media     Somebody told me  
 Other \_\_\_\_\_
7. Did you attend PARKS AFTER DARK with young children or teens? (Check all that apply)  
 Children age 0-5     Children age 6-12     Children age 13-18     None
8. About how often are you attending or plan to attend PARKS AFTER DARK this summer? (Check one)  
 Once or twice     Three or more times     Once a week     Twice or more each week
9. What PARKS AFTER DARK event or activity did you want to do the most?  
 \_\_\_\_\_
10. Did you go to the Community Resource Fair?     Yes     No  
 Did you find a useful service at the Resource Fair?     Yes     No  
 What was it? \_\_\_\_\_
11. Did you do any physical activity/exercise during PARKS AFTER DARK? (Check all that apply)  
 Team Sport     Walking Club     Exercise class     Swimming     Other \_\_\_\_\_
12. How safe do you feel attending PARKS AFTER DARK?  
 Very safe     Somewhat safe     Somewhat unsafe     Not at all safe  
 What made you feel safe or unsafe? \_\_\_\_\_
13. What do you think about the number of Deputy Sheriffs at PARKS AFTER DARK?  
 Too many     Just right     Not enough  
 Do you have any comments or suggestions for the Sheriff's Department?  
 \_\_\_\_\_

**PLEASE TURN OVER – MORE QUESTIONS ☺**



14. Please show how **STRONGLY YOU AGREE OR DISAGREE** with the following items by **checking** your response:

<b>PARKS AFTER DARK...</b>	Strongly Agree ☺	Agree	Disagree	Strongly Disagree ☹
Helps me get to know my neighbors better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes it easier to get services I need (i.e., health, social services).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improves relationships between community members & Deputies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes it easier to spend quality time with my family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please show what **GRADE** you would give each of following items by checking your response:

The many types of activities offered	<input type="radio"/> A	<input type="radio"/> B	<input type="radio"/> C	<input type="radio"/> D	<input type="radio"/> F
The hours of the activities	<input type="radio"/> A	<input type="radio"/> B	<input type="radio"/> C	<input type="radio"/> D	<input type="radio"/> F
The park facilities	<input type="radio"/> A	<input type="radio"/> B	<input type="radio"/> C	<input type="radio"/> D	<input type="radio"/> F

16. **What are the top 3** activities, events, or services would you like to see in future PARKS AFTER DARK?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

17. What years did you go to PARKS AFTER DARK at this park or another park? (check all that apply)

2010     2011     2012     2013     2014     2015

18. Would you participate in PARKS AFTER DARK again?     Yes     No

19. Would you recommend PARKS AFTER DARK to a friend?     Yes     No

20. Additional comments or suggestions:

\_\_\_\_\_

\_\_\_\_\_

**Please describe yourself. All responses are completely confidential.**

21. What is your age? (check one)

0-16     17-21     22-29     30-39     40-49     50-59     60-69     70+

22. Please identify yourself:  Male     Female     Other \_\_\_\_\_

23. What is your race/ethnicity?

African American/Black     Asian/Pacific Islander     Hispanic/Latino  
 White/Non-Hispanic     Native American/Alaskan     Mixed/Multi-ethnic \_\_\_\_\_  
 Other \_\_\_\_\_

24. What is your annual household income? (please check one)

less than \$20,000     \$20,000-\$39,999     \$40,000-\$59,999  
 \$60,000-\$79,999     \$80,000-\$99,999     \$100,000 or more

**To help us provide the services you and your family need, please answer the following questions.**

25. Do you have health insurance?     Yes     No    Do you have a primary care doctor?     Yes     No

26. Do you or your family currently use any of the following services?

Mental health services	<input type="radio"/> Yes	<input type="radio"/> No, not needed	<input type="radio"/> No, but interested
Substance use treatment	<input type="radio"/> Yes	<input type="radio"/> No, not needed	<input type="radio"/> No, but interested
Family services, such as child care or parent supports	<input type="radio"/> Yes	<input type="radio"/> No, not needed	<input type="radio"/> No, but interested
Employment services, such as job training	<input type="radio"/> Yes	<input type="radio"/> No, not needed	<input type="radio"/> No, but interested
Housing assistance services	<input type="radio"/> Yes	<input type="radio"/> No, not needed	<input type="radio"/> No, but interested
Financial benefits, such as CalWorks or Cal Fresh	<input type="radio"/> Yes	<input type="radio"/> No, not needed	<input type="radio"/> No, but interested

Other (please describe) \_\_\_\_\_

**THANK YOU FOR YOUR FEEDBACK ☺**

## Attendance Data Analyses Methods

PAD park staff recorded participation at activities and special events. The aggregate of these numbers were used to obtain total attendance throughout PAD's operation period (June-August 2016), though the specific approach varied by some parks. Therefore, total attendance was likely overestimated for individuals who attended two events during the same night (e.g. an individual went to a basketball clinic prior to movie night). Exhibit 156 demonstrates an example of classification of PAD activities by type in aggregating attendance data.

### Exhibit 157: Activity Classification Example for Analysis of PAD Attendance Records

Activity Type	Roosevelt Park
Physical activity	Basketball clinics Bike safety Cheer and dance clinic Indoor soccer clinics Tennis program Walking club Zumba
Arts/entertainment	Concerts Movies Performing arts
Personal development/social services	Computer fun Financial planning seminar Free notary services Library time Real estate seminar
Other	Cooking classes Teen club

## Key Informant Survey and Interview Methods

### *Key Informant Survey*

Key informants from agencies involved with PAD administration, planning, and implementation were sent a survey by email. Contacts were identified by DPH; contacts from LASD were identified by the scheduling Sergeant at LASD, Parks Bureau. The open window for the survey was approximately two weeks, from November 28 to December 9, 2016, but was extended until the end of December to collect additional responses.

Key topics of the survey included: PAD affiliation and background, perception of community impact, cross-sector collaboration through PAD with other County departments, potential PAD expansion, implementation challenges and successes, and general recommendations.

### *Key Informant Interviews and Focus Groups*

Two in-person focus groups were conducted with staff from DPR to better understand PAD implementation and park-specific challenges and successes; largely East region staff were present. Recognizing issues vary by geographic location, group and individual interviews were conducted over the phone in order to get better regional representation from park staff. To better understand PAD planning and administration, interviews with upper level leadership and regional directors at DPR were conducted by phone.

Due to scheduling conflicts, Deputy Sheriffs could not participate in a focus group, therefore interviews were conducted individually by phone with a wide-variety of positions within the Parks Bureau. Probation interviews were conducted in-person by a representative from DPH.

A script was followed for each focus group and interview asking similar questions on level of involvement with PAD, challenges and successes, and recommendations around expansion. Participants were also given the opportunity to provide feedback and reflect on their experience with PAD. Exhibit 157 highlights department affiliation of key informant interviewees; the majority of interviewees were directly involved in the on-ground implementation of PAD.

#### **Exhibit 158: Department Affiliation of Interviewees**

<b>Key Informant</b>	<b>N</b>
Department of Parks and Recreation	25
Sheriff's Department	8
Probation Department	6
Department of Public Health	1

## Teen Club PhotoVoice Project Methods

The goal of the PhotoVoice project was to solicit feedback from Teen Club members as part of the larger Parks After Dark (PAD) evaluation. This project was developed using protocols that have shown to “activate (excite and engage)” youth in identifying influences in a process that encourages the development of advocacy projects (Necheles et al., 2007). PhotoVoice is a method that enables participants to identify and record areas of strength and concern in their communities through photography (Pagan & Carlson, 2013). The process is designed to promote critical discussion in groups and generate new knowledge that can be shared with policymakers to promote change. UCLA used PhotoVoice to engage teenage participants of Teen Clubs. Teens provided feedback regarding park usage, perceptions about safety at the park, satisfaction with PAD programming, and ideas for future PAD programming to foster community pride, social cohesion, and well-being.

### *Participant Recruitment and Training*

Parks were invited to participate in the Teen Club PhotoVoice Project if the park had PAD and if the Teen Club leader was interested in engaging in this project. UCLA attempted to recruit teen clubs at five Los Angeles County PAD Parks (Athens, Bassett, Pamela, San Angelo, and Stephen Sorensen) in three Supervisory Districts (SD1, SD2, and SD5); four agreed to participate (Athens, Basset, Pamela, and San Angelo Parks).

UCLA conducted two in-person PhotoVoice trainings. In the first training, both adult leaders and about 40 teen members from Bassett and San Angelo parks participated. In the second training, only the adult leaders for Pamela and Athens Parks participated. The adult leader for the fifth park (Stephen Sorensen) did not have a Teen Club structure that could support this project and withdrew from the project. Athens Teen Club was unable to complete the project by the reporting deadline, but did submit photos and a description for one theme.

Teen members were trained by the UCLA team or by their adult Teen Club leaders. Their participation was explained to be voluntary. Teen members who opted to participate in the PhotoVoice project were asked to sign a release form co-signed by the adult leaders of their club allowing use of their photos for PAD evaluation purposes. The project was determined to be non-research by the UCLA Institutional Review Board (IRB IRB#16-001702)

### *PhotoVoice Theme Development*

UCLA developed three themes together with PAD and UCLA staff to inform the overall PAD evaluation and to guide the teens’ photographs (Exhibit 158). Additionally, one or two themes of priority for each park were developed by the teens themselves. Examples of these themes

include hunger and homelessness, bathroom cleanliness, and increasing the safety of spaces surrounding parks.

### Exhibit 159: Teen Club PhotoVoice Themes

**THEME 1:** Identify areas in and around the park and the community that can benefit from future PAD activities. Focus on areas that are:

		<b>SAFE</b>	<b>UNSAFE</b>
	<b>USED</b>	Safe and can be used for PAD activities	Used but not appropriately or to their best potential
	<b>UNUSED</b>	Unused and can be used for PAD activities	Unsafe and can be made safe and used for PAD

***Example:*** Photographs of well-lit areas where families can congregate, areas that need better lighting or police patrolling, or areas that are currently used for storage but could be used for an arts and crafts space.

**THEME 2:** Illustrate ways in which PAD activities have benefitted the community.

***Example:*** Photographs of PAD activities (e.g. art, clubs, etc.) or of positive aspects of the community that PAD has improved (i.e., increased safety, improved health, creating a positive atmosphere and sense of community)

**THEME 3:** Capture images of activities you would like PAD to bring that would benefit your park and community

***Example:*** Photographs of murals and other art to beautify the community; physical activity you see on TV or Internet (e.g. field hockey, diving) that could be offered at the park, creative ways that health, civic engagement, or social services could be offered at the parks

**THEME 4:** [INSERT YOUR THEME HERE]

***Example:*** [provide an example here]

**THEME 5:** [INSERT YOUR THEME HERE]  
(optional)

***Example:*** [provide an example here]

### ***Mobile Technology and Alternatives***

Teens were encouraged to use their own cell phones to capture images for each theme. Teens that did not have access to a cell phone were encouraged to work in groups with other teens. Alternatives to photography were also encouraged, including drawings and online stock photos from copyright free sites.

### ***PhotoVoice Activities***

The PhotoVoice activities consisted of three two-hour sessions over a three to five-week period with time between each session for taking photographs. The PhotoVoice activities timeline included:

1. Participation in initial PhotoVoice training (Session 1)
2. Taking photographs for each theme (own time)
3. Sharing and discussing photographs with teen club members and leaders (Session 2)
4. As a group, selecting 1-2 photographs per theme to title and caption (Session 2)
5. Compile final photograph selection with titles and caption (Session 3)
6. Share photographs, titles, and captions with UCLA for additional feedback and technical assistance (Session 3)

## Crime Data Analyses Methods

### *Comparison Park Selection*

To test the impact of PAD on crime rates, comparison parks in Los Angeles County were identified for each PAD park group (Exhibit 159). Comparison parks were selected using the “Nearest Neighbor Matching” method. A group of comparison parks was identified for each PAD park group. Assault rate and obesity rate quartiles were used for matching. Inclusion of additional variables for matching parks (e.g. total population size of the reporting district, percent of the population that was male, under 18 years of age, ages 18 to 25, African American, Latino, and Asian/Pacific Islander) was not possible due to the insufficient universe of comparison parks meeting all criteria. Several comparison parks were selected as a match for more than one park group due to the same issue. The candidate pool for comparison parks was limited as PAD parks were intentionally chosen based on high assault rate. Exact quartile matches were used for assault rate, but not for obesity quartiles. Several parks were excluded as candidates for comparison parks due to lack of facilities for implementing PAD programming. For PAD Group One and PAD Group Three, three comparison parks were identified. Two comparison parks were chosen for PAD Group Two. For PAD Group Four, 10 comparison parks were selected.

## Exhibit 160: PAD Comparison Parks by Park Group

PAD Park	Comparison Park
<b>PAD Group One</b>	
Franklin D. Roosevelt Park (RD 2173, 2195)	Alondra Community Regional Park (RD 388, 338)
Pamela County Park (RD 583, 594)	Enterprise Park (RD 2142, 2192)
Ted Watkins Memorial Park (RD 2176, 2194)	Ladera Park (RD 2767, 2790)
<b>PAD Group Two</b>	
City Terrace Park (RD 272, 273, 232)	Alondra Community Regional Park (RD 388, 338)
Jesse Owens Community Regional Park (RD 1283, 8392)	Lennox Park (RD 382, 391)
Loma Alta Park (RD 771, 794)	
<b>PAD Group Three</b>	
Bassett Park (RD 1420, 1422)	El Parque Nuestro (RD 2171, 2180)
Salazar Park (RD 278, 236)	La Mirada Community Regional Park (RD 471, 496)
San Angelo Park (RD 1462, 1466)	Lennox Park (RD 382, 391)
<b>PAD Group Four</b>	
Adventure Park (RD 491, 431)	Alondra Community Regional Park (RD 388, 338)
Allen J. Martin Park (RD 1421, 1423)	Amigo Park (RD 1512, 1592)
Amelia Mayberry Park (RD 494, 432)	Atlantic Avenue Park (RD 231, 285)
Athens Park (RD 2140, 2198)	Charles White Park (RD 772, 795)
Belvedere Community Regional Park (RD 282, 230, 1625)	Del Aire Park (RD 384, 394)
East Rancho Dominguez Park (RD 2852, 2891)	Enterprise Park (RD 2142, 2192)
El Cariso Community Regional Park (RD 1909, 8334)	Jackie Robinson Park (RD 2663, 2693)
Eugene A. Obregon Park (RD 280, 234)	Lennox Park (RD 382, 391)
Helen Keller Park (RD 378, 392)	Mona Park (RD 2136, 2197)
Mary M. Bethune Park (RD 2170, 2190)	Saybrook Park (RD 237, 287)
Stephen Sorensen Park (RD 1197, 1191)	
Val Verde Community Regional Park (RD 662, 693)	

### *Crime Rate Calculation*

To explore trends in crime rates in the reporting districts (RD) surrounding PAD parks, data from LASD and LAPD were used with Census population data. Complete LAPD crime data was available from 2010-2016 and LASD crime data was available from 2004-2016. LAPD and LASD crime data provided crime numbers and type by RD. Using GIS software, parks were assigned to at least two RDs: 1) the RD covering the park's geographic area and 2) the RD immediately surrounding the park. An additional RD was added for City Terrace and Belvedere Park. For City Terrace Park, the park boundary crossed two surrounding RDs and therefore a third RD was added to the analysis. For Belvedere Park, the population was too small for calculation of a rate, therefore a third RD was added.

To calculate crime rates per population, the RDs were spatially merged with Census block information to derive the population per reporting district. This data was then combined with LASD and LAPD data to calculate rates of Part I and Part II crimes per capita for each park. Crime rates were calculated for the common period of time each year when all parks in the same park group had PAD programming. For years prior to the implementation of PAD, the common time frame was based on the baseline year's common dates for each park group.

PAD only happens in summer (a relatively short period of time) and the length of the PAD period varies by park group and year. To account for this, daily crime rate was used as the unit of analysis.

### *DD Methodology*

A DD analysis was conducted for each park group, comparing the difference between PAD and comparison parks in the change in crime rate trends between the years prior to the implementation of PAD and the years after PAD began. Long term trends included five years prior to implementation of PAD in each park group. Only crimes committed during summer PAD programming were included in the analysis. Part I and Part II crime rates were considered separately.

In order to describe the immediate effect of PAD and the long-term effect of PAD, an interrupted regression model was used. Interaction of the PAD indicator variable with time allowed comparison between PAD and non-PAD, in their immediate change between pre-PAD year and PAD year and in the immediate trends after PAD had been implemented.

## Crime Severity

Part I crimes include serious and violent crimes that include homicide, aggravated assault, rape, larceny theft, robbery, grand theft auto and arson. A crime severity rate was calculated as the ratio of Part I crime to total crime in PAD parks, comparison parks, and all RDs served by LASD.

## Integrated Transport and Health Impacts Model (ITHIM) Methods

PAD participant surveys were used to estimate routine (baseline) levels of physical activity and physical activity attributable to PAD. Park-specific program schedules and registration forms provided by DPR were used to estimate the average activity time for broad categories of physical activity offered through PAD (e.g. team sport, aquatics, walking club, exercise class, etc.). The level of detail in program schedules and registration forms varied significantly by park; for parks where program schedules and registration forms were not provided, the regional average was used.

ITHIM was adapted to incorporate routine and PAD physical activity levels. The activity calculation was an aggregate measure considering both the 1) length (measured by hours/week) and 2) intensity of physical activity (measured by metabolic equivalents of task, METs; Exhibit 160). The survey did not identify what type of physical activity the individual participated in for the baseline estimate, therefore METs for general gym exercise were used (5.5 METs).

The physical activity METs calculations were aggregated across all responses and quintiles (10%, 30%, 50%, 70%, and 90%) of routine and PAD physical activity METs were calculated based on gender and age. The age categories from the PAD participant survey did not perfectly match those used by ITHIM; similar age categories were combined where necessary to more closely match the model.

### Exhibit 161: Intensity of Baseline and PAD Physical Activities

Physical Activity	Intensity (METs)
Baseline (routine) physical activity	
General gym exercise	5.5
PAD attributable physical activity	
Team sports	8.0
Swimming	4.0
Walking club	3.8
Exercise class	6.5
Other	4.5

The model's impact was standardized to the size of the PAD population using the estimated number of person activity visits at PAD. The 21 PAD parks reached roughly 18,500 individuals

weekly, assuming all participants attend once a week. The 21 PAD parks reached roughly 6,500 individuals weekly, given 35% of participants indicated actually attending at least once a week in the PAD participant survey; this analysis is included in the body of the report. Of these individuals, 83% indicated participating in physical activity at PAD in the PAD participant survey.

## Well-Being Indicator Methods

A needs assessment was conducted on a wide range of health, safety, and well-being indicators. Trends analysis for each indicator was conducted at the zip code level for PAD parks and well-being comparison parks (Exhibit 161 and Exhibit 162). Well-being comparison parks were selected as a subset of the crime analysis comparison parks; this subset contained parks where expansion was identified as most feasible from an administrative and implementation point of view. Additionally, for each indicator, the Los Angeles County average was calculated as a standard of comparison.

Exhibit 162: PAD Parks by Zip code

Park	Zip Code
Mary M. Bethune Park	90001
Franklin D. Roosevelt Park	90001
Ted Watkins Memorial Park	90002
Belvedere Community Regional Park	90022
Ruben F Salazar Park	90023
Helen Keller Park	90044
Jesse Owens Community Regional Park	90047
Athens Park	90061
City Terrace Park	90063
Eugene A. Obregon Park	90063
East Rancho Dominguez Park	90221
Adventure Park	90605
Amelia Mayberry Park	90605
Loma Alta Park	91001
Pamela County Park	91010
El Cariso Community Regional Park	91342
Val Verde Community Regional Park	91384
Allen J. Martin Park	91744
Bassett Park	91746
San Angelo Park	91746
Stephen Sorensen Park	93591

**Exhibit 163: Well-being Comparison Parks by Zip code**

Park	Zip Code	PAD Zip Code
Atlantic Avenue Park	90022	X
Saybrook Park	90022	X
Ladera Park	90056	
Enterprise Park	90059	
Mona Park	90222	
Lennox Park	90304	
Amigo Park	90606	
Jackie Robinson Park	93543	

Note: These parks are a subset of crime analysis parks where PAD is feasible from an administrative/implementation perspective.

**Calculation of Rates of Well-Being Indicators**

In general, rates per 100,000 population were averaged across zip codes for each group (for specific data notes by indicator see Exhibit 163) and analyzed as a trend over time. Health, safety, and well-being indicator data varied by years analyzed, which was dependent on availability of indicator data from the source. The overall change in the pattern of change over time (slope) was calculated for all years or months available using the underlying data. The slope for each indicator was statistically compared between all three groups, where possible.

The indicators were standardized as a rate using population at the zip code level, obtained from the Census. Data for years 2011-2015 was provided by the American Community Survey 5-year estimates and data for 2010 was provided by the decennial Census. For years prior to 2010, the Census did not provide zip code level population estimates; the population was estimated using 2000 Census data and the by-year growth rate for the postal city associated with the zip code, available from the California Department of Finance.

**Exhibit 164: Data Notes for Indicators**

Indicator	Notes
Obesity	<p>Adult obesity rates were pooled across zip codes for each group using the California Health Interview Survey: Neighborhood Edition. Data were not analyzed at the zip code level.</p> <p>Childhood obesity rates were averaged across communities for each group. Rates were not available for communities of Ladera and Lennox Parks; therefore these values were not included in the calculation of the average rate of potential PAD expansion parks.</p>
Regular physical activity	Self-reported levels of physical activity were pooled across zip codes for each group using the California Health Interview Survey: Neighborhood Edition. Data were not analyzed at the zip code level.
Chronic disease morbidity and mortality	Data were analyzed at the zip code level for each group; data were by zip code of patient's residence. Data for zip codes with fewer than 15 hospitalizations for coronary heart disease and stroke were not

Indicator	Notes
	available. Data for zip codes with fewer than 5 deaths for coronary heart disease and stroke were not available.
Psychological distress and mental health service use	Mental health trend analysis is limited to 2015 due to changes in how services were categorized. Data were analyzed at the zip code level for each group; data were by zip code of where the service was provided.
Arrests	Data were analyzed at the zip code level for each group; data were by residential zip code. Los Angeles County average only includes arrests by LASD.
Non-fatal assault leading to injury	Data were available at the patient's billing address zip code; numbers less than 15 were not reported.
Suicide and poisoning attempts	Aggregate data was used to calculate rates due to high level of non-reported values at zip code level.
Violence related mortality	Aggregate data was used to calculate rates due to high level of non-reported values at zip code level.
Unemployment	Data were analyzed at the zip code level for each group.
Poverty	Data were analyzed at the zip code level for each group.
Child abuse and neglect	Data were analyzed at the zip code level for each group; data were by zip code of referral and location of in-home case or out-of-home placement.
PAD and Probation youth	Data were analyzed at the zip code level for each group; data were by zip code of Probation youth served. 2015 population was used as a denominator for rate calculation for 2016.

### *Zip Code Level Analysis*

In comparison to the neighborhood immediately surrounding the park, zip codes are relatively large boundaries. Additionally, because zip codes have origins within the postal service (e.g. designed to correspond to mailing addresses and streets), the boundaries may not accurately reflect the community-defined or social neighborhood. However, this data analysis can provide an overview of general trends in the areas of interest. Furthermore, the historical data from the California Department of Finance to calculate population prior to 2010 was not available for all postal cities associated with Los Angeles County zip codes. For some zip codes, indicator data was not available due to inability to report small numbers. Therefore rates were only calculated for years where both the raw number for the indicator of interest and the population estimate were available; this varied by indicator.

## Methods for Calculating Cost of Crime Savings

### Cost Estimates

The literature cites a significant amount of uncertainty in estimating cost of crime. Heaton (2010) estimated cost of crime taking the average of three studies, two of which used accounting-based methods and one using contingent valuation to estimate the cost of various types of part I crime; these estimates give value to intangible social costs of crime, in addition of the costs to law enforcement. Exhibit 164 shows the variation by study in estimated costs; the average cost of these three studies was used for the total cost of crime savings per 1,000 population calculation. Cost estimates were inflated from 2007 to 2016 dollars using the Bureau of Labor Statistics Consumer Price Index calculator.

Exhibit 165: Cost of Crime Estimates

Type of Crime	Cohen and Piquero (2009)	French, McCollister, and Reznik (2004)	Chen, Rust, et al. (2004)	Average Cost per Crime (2007 dollars)	Average Cost per Crime (2016 dollars)
Murder	\$ 5,000,000	\$ 9,339,330	\$ 11,608,317	\$ 8,649,216	\$ 10,011,828
Rape	\$ 150,000	\$ 219,973	\$ 283,626	\$ 217,866	\$ 252,189
Robbery	\$ 23,000	\$ 51,117	\$ 127,715	\$ 67,227	\$ 77,876
Aggravated assault	\$ 55,000	\$ 122,943	\$ 83,771	\$ 87,238	\$ 100,982
Burglary	\$ 5,000	\$ 4,370	\$ 29,918	\$ 13,096	\$ 15,159
Larceny-theft	\$ 2,800	\$ 1,478	--	\$ 2,139	\$ 2,476
Motor-vehicle theft	\$ 9,000	\$ 9,158	--	\$ 9,079	\$ 10,509
Arson	--	--	--	--	--

Source: Heaton, 2010.

### Crime Reduction and Impact

In order to estimate the cumulative impact of PAD, a by-year difference-in-difference (DD) was calculated for each park group's Part I crime rate per 1,000 population, using the crime analysis parks as a control. DD is measured as:

$$Impact = (Treatment_{during} - Control_{during}) - (Treatment_{before} - Control_{before})$$

The overall impact was measured as each park group's change in Part I crime per 1,000 population in comparison to the park group's respective control group. Cumulative impact by park group was measured yearly from one year prior to the park group's start of PAD to 2016. Exhibit 165, Exhibit 166, Exhibit 167, and Exhibit 168 show the area calculated for PAD Group One, PAD Group Two, PAD Group Three, and PAD Group Four, respectively, to estimate the cumulative impact of PAD on part I crime reduction per 1,000 population. Although cost estimates were not available for by type of Part II crime, similar analysis was conducted to estimate cumulative reduction in crime.

Exhibit 166: PAD Group One Change in Part I Crime Rate per 1,000 Population, 2004-2016

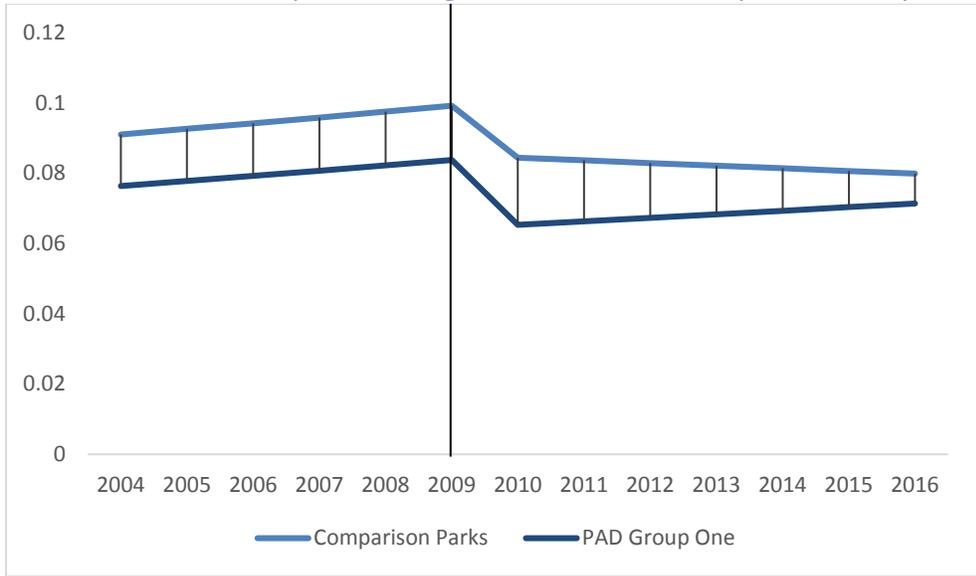


Exhibit 167: PAD Group Two Change in Part I Crime Rate per 1,000 Population, 2007-2016

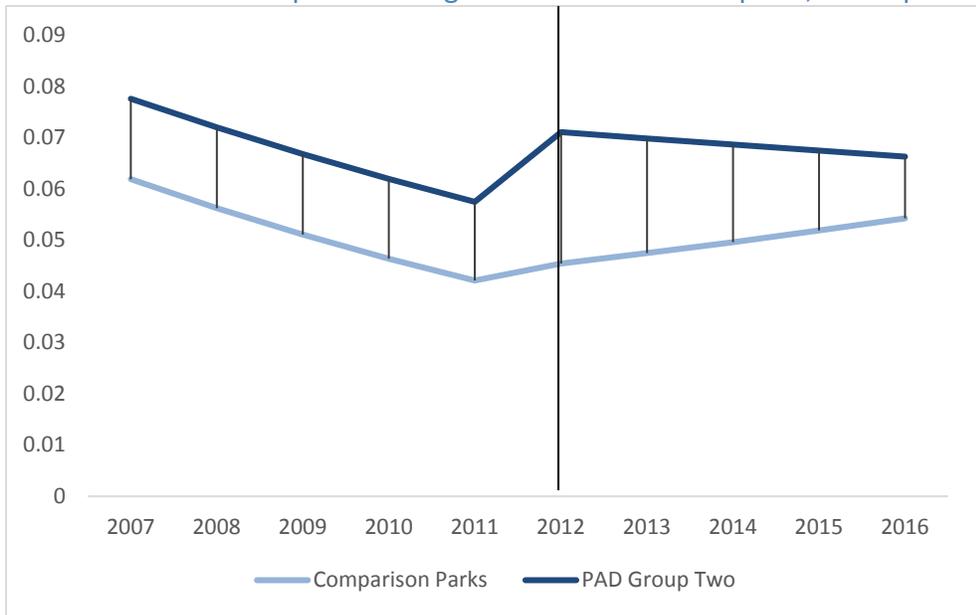


Exhibit 168: PAD Group Three Change in Part I Crime Rate per 1,000 Population, 2009-2016

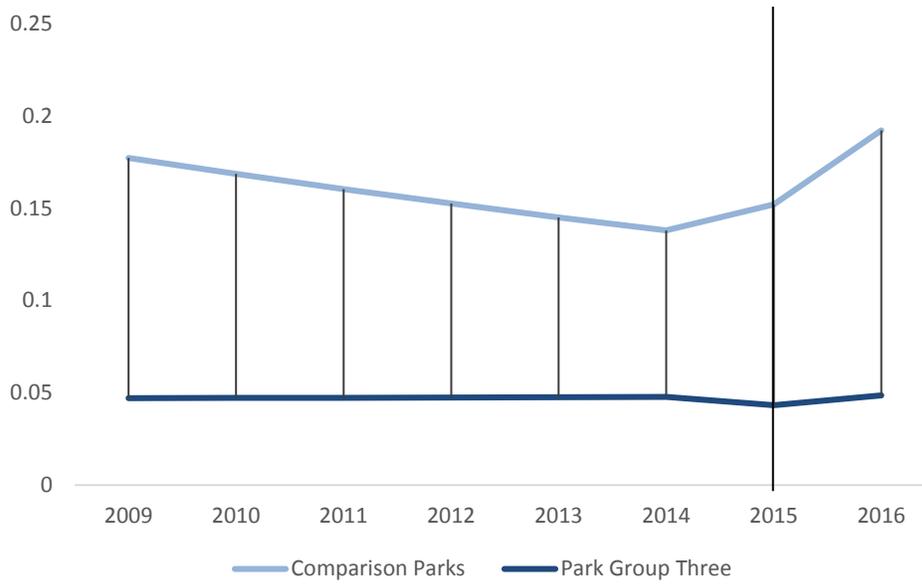
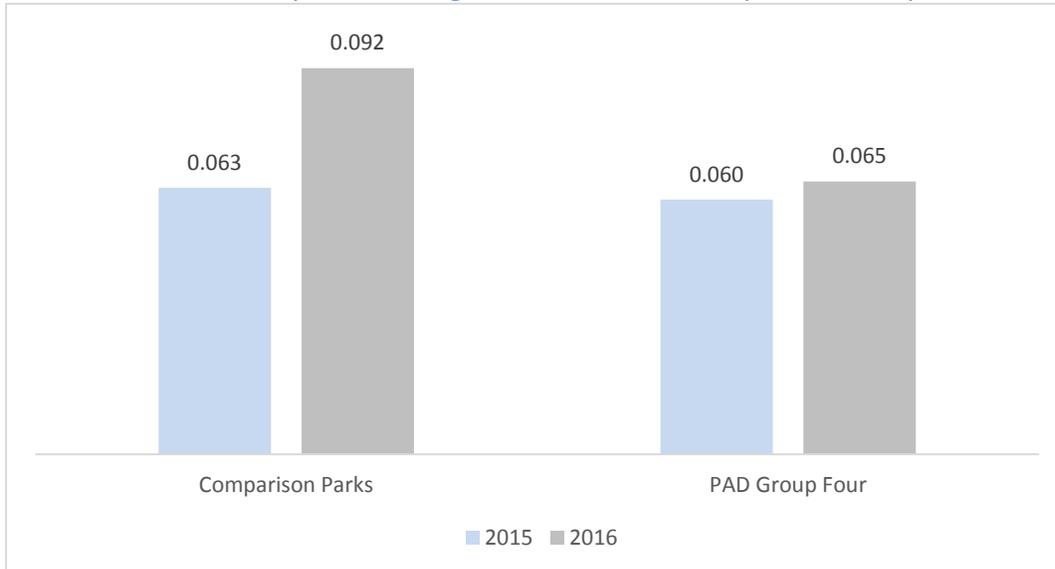


Exhibit 169: PAD Group Four Change in Part I Crime Rate per 1,000 Population, 2015-2016



The cumulative crime reduction, since PAD's inception, was estimated as 2.575 per 1,000 population. The PAD population size at each park's most immediate reporting district is roughly 31,574, suggesting approximately 81 Part I crimes were avoided during PAD operation from 2009-2016. The crime reduction for 2016 was estimated as 2.181 per 1,000 population, suggesting approximately 69 Part I crimes avoided during PAD operation in 2016.

The proportion of the most common Part I crimes (e.g. larceny theft, motor-vehicle theft, burglary, etc.) were calculated looking at the total number of each crime type in PAD operation months from 2009-2016 in PAD reporting districts (Exhibit 169). The proportion of Part I crime type was multiplied by the estimated reduction of Part I crimes attributable to PAD (81) to estimate the reduction by type. Cost savings were then calculated by crime type avoided due to PAD during operation periods of 2009-2016.

This methodology was followed to estimate cost savings by crime type avoided due to PAD during operation periods of 2016 (Exhibit 170).

Exhibit 170: Estimated Cumulative Cost Savings Associated with Reduction in Part I Crime in PAD Park Reporting Districts, 2009-2016

	Total Number of Crimes in PAD RDs by Type (2009-2016)	Proportion of Crime Type in PAD RDs (2009-2016)	Estimated Crime Reduction	Cost Per Crime, 2016 dollars *	Projected Crime Cost, 2016 dollars
Murder	13	0.52%	-0.42	\$ 10,011,828	\$ 4,239,000
Aggravated assault	403	16.16%	-13.12	\$ 100,982	\$ 1,325,000
Robbery	252	10.10%	-8.21	\$ 77,876	\$ 639,000
Rape	30	1.20%	-0.98	\$ 252,189	\$ 246,000
Burglary	464	18.60%	-15.11	\$15,159	\$ 229,000
Motor-vehicle theft	515	20.65%	-16.77	\$ 10,509	\$ 176,000
Larceny-theft	787	31.56%	-25.63	\$ 2,476	\$ 63,000
Arson	30	1.20%	-0.98	--	--
<b>Total</b>	<b>2,494</b>	<b>100%</b>	<b>-81</b>		<b>\$ 6,917,000</b>

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

Note: Costs were obtained from Heaton, 2010.

Exhibit 171: Estimated Cumulative Cost Savings Associated with Reduction in Part I Crime in PAD Park Reporting Districts, 2016

	Total Number of Crimes in PAD RDs by Type (2009-2016)	Proportion of Crime Type in PAD RDs (2009-2016)	Estimated Crime Reduction	Cost Per Crime, 2016 dollars *	Projected Crime Cost, 2016 dollars
Murder	13	0.52%	-0.36	\$ 10,011,828	\$ 3,594,000
Aggravated assault	403	16.16%	-11.13	\$ 100,982	\$ 1,124,000
Robbery	252	10.10%	-6.96	\$ 77,876	\$ 542,000
Rape	30	1.20%	-0.83	\$ 252,189	\$ 209,000
Burglary	464	18.60%	-12.81	\$15,159	\$ 194,000
Motor-vehicle theft	515	20.65%	-14.22	\$ 10,509	\$ 149,000
Larceny-theft	787	31.56%	-21.73	\$ 2,476	\$ 54,000
Arson	30	1.20%	-0.83	--	--
<b>Total</b>	<b>2,494</b>	<b>100%</b>	<b>-69</b>		<b>\$ 5,866,000</b>

Source: Los Angeles County Sheriff Department and Los Angeles Police Department data, 2009-2016.

Note: Costs were obtained from Heaton, 2010.



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## PARK RANGERS SURVEY RESULTS BY THE SAN FRANCISCO RECREATION AND PARKS DEPARTMENT

City	Population	Sq. Miles	Park Acres	Sworn or Non-Sworn	Ranger Program Responsibilities
New York City	8,175,133	303	29,322	Non-Sworn	Interpretive Urban Park Rangers (UPR) and Parks Enforcement Patrol (PEP) officers are hired on the Urban Park Ranger civil service title and have the same powers of enforcement, but interpretive rangers primarily lead programs while PEP officers primarily do enforcement. NYPD addresses serious crime.
Los Angeles	3,792,621	469	15,914	Sworn	Support the Department's recreation and community service mission through education, enforcement, and provision of visitor and safety services in regional parks. LAPD acts as the main law enforcement agency.
East Bay Regional Parks District	2,610,593	3517	113,000	Sworn	Public Safety department with full peace officers.
Houston	2,099,451	600	33,621	Non-Sworn	Help park patrons enjoy their park experience safely (24/7). Issues citations. PD addresses serious crime.
Santa Clara County	1,809,000	1290	45,000	Sworn	Assist patrons of County park and recreation facilities and participate in the improvement, maintenance, and protection of an assigned area. Sheriff address serious crime.
San Antonio	1,327,407	461	13,689	Sworn	Park police enforce all State laws, transportation codes, and municipal codes.
San Diego	1,307,402	325	46,909	Non-Sworn	Preserve and protect through education and interpretation of the natural resources and facilities within the parks. Park Rangers issue parking citations, monitor special events throughout the park and respond to concerns or complaints from park patrons and institutions. Park Rangers are Public Officers (no powers of arrest), not Peace Officers. San Diego PD is responsible to handle emergencies, serious crime.
San Jose	945,942	177	6,800	Non-Sworn	Four core areas: Public Safety and Compliance, Interpretation/Education, Resource Management, and Maintenance. Police respond to law enforcement/criminal complaints.
San Francisco	805,235	47	3,466	Non-Sworn	Enhance public safety and protect valued park facilities. SFPD address serious crime. Program was severely cut in the last decade and efforts to reinvigorate the Park Rangers prompted this comparative study by San Francisco.
Seattle	608,660	84	5,546	Non-Sworn	Handle smaller or nuisance crimes, such as drinking, camping, public urination. Seattle PD is called into more serious crime. Tension has existed between rangers and police regarding lines of authority.
Denver	600,158	153	5,900	Non-Sworn	Visitor behavior, protection of park facilities, and administrative functions (i.e. permits). Uses administrative citations. Most staff are seasonal. Denver PD addresses serious crime.
Hayward	275,000	64	1,684	Non-Sworn	Enforce rules and regulations, which are infractions, and issue citations. Police or Sheriff address serious crime.