

**Quality and Productivity Commission
30th Annual Productivity and Quality Awards Program
"Heritage of Excellence"**

2016 APPLICATION

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

NAME OF PROJECT: YOUTH OPPORTUNITY PROGRAM

DATE OF IMPLEMENTATION/ADOPTION: DECEMBER 2013

(Must have been implemented at least one year - on or before July 1, 2015)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

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

1 The Youth Opportunity Program (YOP) was started by the Department of Public Works
2 and the Probation Department in 2013 to address the high cost of juvenile incarceration
3 in the County of Los Angeles and high unemployment rate for formerly incarcerated
4 individuals. The County partnered with two community-based organizations to develop
5 and launch the pilot YOP, which was designed as a cost-effective approach to
6 improving the employment opportunities for high-risk youths leaving Probation camps.
7 The program helps youth successfully transition back into their communities by
8 providing them with case management, mental health support, job readiness training, a
9 1-year paid internship, and preparation to compete for a broad range of permanent
10 entry-level positions. The YOP began with the Department of Public Works, Probation,
11 Community and Senior Services, and Mental Health and will soon expand to other
12 County departments.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$ 450,000	\$	\$ 450,000	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS County of Los Angeles, Department of Public Works 900 South Fremont Ave. Alhambra, CA 91803		TELEPHONE NUMBER
PROGRAM MANAGER'S NAME Jon Trochez		TELEPHONE NUMBER (626) 458-4078 EMAIL jtrochez@dpw.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> <i>Kimberly Y. Lyman</i> Kimberly Y. Lyman	DATE 7/5/16	TELEPHONE NUMBER (626) 458-5975 EMAIL KLYMAN@DPW.LACOUNTY.GOV
DEPARTMENT HEAD'S NAME AND SIGNATURE Gail Farber <i>Gail Farber</i>	DATE 7-5-16.	TELEPHONE NUMBER (626) 458-4002

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made. Use Arial 12 point font

CHALLENGE

Issue No. 1: The average cost of a youth's incarceration in a Los Angeles County Probation camp is \$230,000 per year.

Issue No. 2: The California unemployment rate for the formerly incarcerated is 70-80%. Every year, approximately 2,200 youths are housed at Los Angeles County Probation camps. Over 40% of youths who exit Probation camps will be convicted of a new crime. Studies indicate that youths require immediate job training and a wide array of supportive services upon re-entry into their communities to keep them from returning back to the juvenile justice system or entering the adult system (i.e., recidivism).

The high costs of incarceration and high unemployment rate influenced several Los Angeles County departments to collaborate and develop the Youth Opportunity Program (YOP).

SOLUTION

In 2013, the County partnered with two community-based organizations (Soledad Enrichment Action and Youth Policy Institute) to develop and launch the pilot YOP, which was designed as a cost-effective approach to improving the employment opportunities for high-risk youths leaving Probation camps.

The program helps youths successfully transition back into their communities by providing them with case management, mental health support, job readiness training, a one-year paid internship, and preparation to compete for a broad range of permanent entry-level positions. The YOP began with the Los Angeles County Departments of Public Works, Probation, Community and Senior Services, and Mental Health, and will soon expand to other County departments.

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The YOP is unique in terms of its administration and program design. In terms of administration, the YOP is managed and supported through a collaborative structure comprised of County and non-County organizations. Through its partnerships, the YOP leverages existing resources and expertise. While grant funds are utilized for the YOP, more than 70% of the program costs are funded through diverse and stable County funds. From a program structure perspective, the YOP is designed to assist youths make a seamless transition from Probation camps to a job or an education program. Its integrated program structure helps youths stay engaged and focused on career and education goals, while receiving the necessary social and mental health support.

BENEFITS

With the average cost of housing a youth in a Los Angeles County Probation camp at \$230,000 per year, and a high probability of recidivism without YOP intervention, the program has the potential of saving the County over \$150,000 per year, per youth in incarceration costs and unknown quantities in unemployment cost avoidance.

The YOP has demonstrated great potential as a viable means of reducing recidivism, which ultimately reduces incarceration costs and unemployment costs. More importantly, the program has helped each YOP youth to achieve successful outcomes. At present, two pilot phase program graduates are enrolled in college, one youth is on course to becoming a permanent Public Works employee, and three youths are beginning their internships at Public Works. The YOP not only has the potential to serve as a model for Los Angeles County Probation youths, it also has the potential to be replicated in other California counties.

YOP has fostered positive, successful collaboration between County departments, other public agencies, and community-based organizations. The program is highly innovative, demonstrating pilot phase success and supports the County of Los Angeles Board of Supervisors' mission of breaking through silos and helping the residents of Los Angeles County in finding alternative solutions to social issues.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): Use Arial 12 point font

GOAL 1: OPERATIONAL EFFECTIVENESS/FISCAL SUSTAINABILITY: Maximize the effectiveness of processes, structure, operations, and strong fiscal management to support timely delivery of customer-oriented and efficient public services.

YOP aligns with Strategic Plan Goal 1 by providing a cost savings. The YOP helps the County with the high costs of incarceration and recidivism.

GOAL 2: COMMUNITY SUPPORT AND RESPONSIVENESS: Enrich lives of Los Angeles County residents by providing enhanced services, and effectively planning and responding to economic, social, and environmental challenges.

YOP offers community support by providing high-risk youths with training, employment, and skill development in order to prevent recidivism. It tackles the challenges associated with youth incarceration and helps both individuals and the community as a whole.

GOAL 3: INTEGRATED SERVICES DELIVERY: Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

YOP offers extensive and inclusive service to the community by delivering an innovative solution to a community issue. By partnering with other County departments as well as community based organizations, YOP is poised to deliver opportunities to youths that are exiting Probation camps and re-entering the community.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

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

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
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The direct cost of the Program was \$395,000, which served six youths (\$75,000 per youth). It is difficult to quantify an exact cost savings due to various unknown variables. However, with the average cost of housing youth in a Los Angeles County Probation camp at \$230,000 per year, and a high probability of recidivism without YOP intervention, the program has the potential of saving the County over \$150,000 per year, per youth in incarceration costs and unknown quantities in unemployment cost avoidance. Taking into consideration that three youth have either graduated from YOP or are near completion, \$450,000 is the estimated annual cost savings.

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FOR COLLABORATING DEPARTMENTS ONLY

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

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS

PROBATION DEPARTMENT

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

DAHPNE DURR
 EMAIL: DAHPNE.DURR@PROBATION.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

Calvin Remington
 EMAIL: CALVIN.REMINGTON@PROBATION.LACOUNTY.GOV

DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS

DEPARTMENT OF COMMUNITY AND SENIOR SERVICES

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

SIGNATURE ON FILE
 STEPHANIE MAXBERRY
 EMAIL: SMAXBERRY@CSS.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

SIGNATURE ON FILE
 CYNTHIA D. BANKS
 EMAIL: CBANKS@CSS.LACOUNTY.GOV

DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS

DEPARTMENT OF MENTAL HEALTH

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

SIGNATURE ON FILE
 KUMAR MENON
 EMAIL: KMENON@DMH.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

SIGNATURE ON FILE
 ROBIN KAY, Ph.D.
 EMAIL: RKAY@DMH.LACOUNTY.GOV

DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

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DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS DEPARTMENT OF HUMAN RESOURCES 500 W. TEMPLE STREET, ROOM 579 LOS ANGELES, CA 90012	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE THERESA TRAN  EMAIL: <u>TTRAN@HR.LACOUNTY.GOV</u>	DEPARTMENT HEAD'S NAME AND SIGNATURE LISA M. GARRETT  EMAIL: <u>LGARRETT@HR.LACOUNTY.GOV</u>
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE EMAIL: _____
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE EMAIL: _____