

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

2018 APPLICATION

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

NAME OF PROJECT: JUVENILE DAY REPORTING CENTERS (JDRC)

DATE OF IMPLEMENTATION/ADOPTION: AUGUST 30, 2016

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

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No



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

1 The primary goals of the Los Angeles County Probation Department are to reduce
2 recidivism, improve public safety, and effect positive behavioral change. In support of
3 these outcomes the JDRCs are designed to target probation youth by providing them
4 with all-inclusive educational services (instruction, tutoring, credit recovery), and after-
5 school enrichment activities to increase opportunities to live freely chosen lives of value
6 and self-sufficiency. The Department expects that the successful outcome of providing
7 evidence- based practices at the Juvenile Day Reporting Center will result in a reduction
8 in recidivism, improved educational performance, quality of life and family functioning for
9 participating youth. This past year, the JDRC had 16 graduates combined with a .9
10 increase in Grade Point Average (1.48 to 2.38) and an earned average of 91.9 credits
11 (64.38 to 156.28). The average age of youth entering the JDRC was 17, with an
12 average school grade of 9.8. The average length of time for participation was 1.02
13 years with an increase of 1.7 grade level on average. Three (3) youth were employed
14 at intake and nine left with a job, with the ability to earn \$192 more per week than those
15 without a diploma. (Bureau of Labor, Earning by Education Attainment 2017)

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
	\$ 2,247,000	\$	\$ 2,247,000	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Probation Department 9150 E. Imperial Highway Downey, CA. 90242		TELEPHONE NUMBER (562) 940-2502
PROGRAM MANAGER'S NAME Jennifer Kaufman		TELEPHONE NUMBER (562) 658-1718 EMAIL jennifer.kaufman@probation.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Rene Martinez 	DATE 7/05/18	TELEPHONE NUMBER (562) 940-3759 EMAIL rene.martinez@probation.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Terri L. McDonald 		DATE 07/05/18 TELEPHONE NUMBER (562) 940-2501

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

Los Angeles County supervises more than 6,000 youth on probation. The mission of the department is to enhance public safety, ensure victim’s rights, and effect positive behavior change. To meet these goals, the department utilizes evidence-based practices to ensure that programs are designed and implemented based on research of “What Works” when working with offenders. The Causal Model of Delinquency, is an evidence-based theoretical framework, based on meta-analysis, which indicates the primary risk factors for delinquency are:

- Family
- Education
- Delinquency
- Substance Abuse
- Individual
- Peer Association

The research indicates that the root cause of delinquency begins with poor family functioning which affects educational performance that drives youth away from pro-social peers and activities into associations with anti-social peers. In support of the theoretical model, the Department has developed initiatives for prevention and intervention at the schools. Supervision of youth at school is designed to improve academic performance and decrease behavioral issues by monitoring attendance, grades, and behaviors of youth on probation or at risk of entering delinquency at each site.

Los Angeles County continues to focus on programs and services that will improve educational outcomes for probation youth. One such effort is returning youth from detainment into a comprehensive high school within 24 hours of release. While removing barriers for delinquent youth has improved enrollment, youth in the delinquency system are 39% less likely to graduate high school due to credit deficiencies. Per the Department of Justice, Office of Juvenile Justice and Delinquency Prevention (Overcoming Barriers to School Reentry, Oct. 2004), over 66% of youth leaving custody nationwide, do not return to school. In a national study (CSG Justice Center, 2015), 30% of states automatically enroll youth into alternative educational programs which do not meet the quality or performance standards of traditional public schools.

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Use Arial 12 point font.

In Los Angeles County, probation youth are often stigmatized and refused entry into their school of origin due to delinquent behavior and poor academic performance. These youth are in need of comprehensive services to improve their ability to function in a regular school setting, and the ability to recover credits that are often deficient for their age and grade level. The enrollment of delinquent youth in an alternative school or independent study program is often not the appropriate learning setting to improve outcomes for these youth. To mitigate further delinquency attributed to poor family functioning, low educational performance and lack of supervision, the Department has partnered with school districts to provide quality education, and community-based organizations to provide holistic services to youth enrolled at the Juvenile Day Reporting Center (JDRC).

The Juvenile Day Reporting Center (JDRC) is a one-stop community center for supervision and treatment of medium to high risk probation youth. Youth are required to attend school and participate in after school enrichment services daily. All youth are provided with transportation to and from school to negate poor attendance.

The Los Angeles County Probation Department has four (4) JDRC locations throughout the five supervisorial districts; two (2) in Supervisorial District 1 (Boyle Heights and El Monte); one (1) in Supervisorial District 2 (South Los Angeles); and one (1) in Long Beach. JDRC sites were selected based upon the highest concentration of probation youth in the community and the School Districts willingness to participate.

The JDRC facilities are designed to co-locate additional County Departments and resources (i.e., mental health, substance abuse treatment, education, employment and vocational services). Collaboration enables the partners to develop comprehensive strategies to provide blended resources for youth that have multiple needs through the multi-disciplinary team (MDT) process. The JDRC provides youth with a safe, supportive and therapeutic learning environment.

The proposed interventions and supervision strategies offered at the JDRC are based upon the “What Works” principles as determined by empirically researched practices and principles common to effective public safety and offender programs (Latessa, E.J. & Lowenkamp, C.T. 2006). Specifically, the program relies on the Los Angeles Risk and Resiliency Check-up (LARRC) actuarial assessment, matches the level of services to the needs of the target population, and targets criminogenic needs using cognitive-behavioral interventions to bring about long-term behavioral change while receiving pro-social support from the community.

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

I.1.4 Support Educational Outcomes for Systems-Involved Youth:

Use the County's Education Coordinating Council to partner with local school districts, LACOE, the Juvenile Court, DCFS and Probation to work towards improving educational outcomes for systems-involved youth by using Local Control Accounting Plans and incorporating other available supports.

The department partners with the local school districts to co-locate education services for probation youth and incorporates supportive services such as mental health, substance abuse, homeless services, workforce development, etc. onsite.

I.2.4 Support Job Readiness and Increase Employment Opportunities for Youth Served by the County:

Increase the number of youth who are linked to employment, a job interview, or a job readiness program, while prioritizing foster and probation youth.

The department has leveraged the Youth at Work program providers through the Workforce Development and Aging Community Services (WDACS) to provide youth with personal enrichment training, and paid job experience.

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

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

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

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

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\$	\$ 2,247,000	\$	\$	<input type="checkbox"/>

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According to the most recent Measure of America report, there are 4.9 million, one in every eight, young American people aged 16-24 who are neither working nor in school. Being disconnected from the education system and labor market during years of emerging adulthood can have long term consequences that span across the life course resulting in lower incomes, higher unemployment rates, and negative physical and mental health outcomes. *(Lewis and Burd-Sharps, Kristen and Sarah (March 8, 2017). "Promising Gains, Persistent Gaps: Youth Disconnection in America" (PDF). Measure of America, Social Science Research Council. Retrieved 30 May 2017.)*

The estimated annual costs savings were derived by calculating the average number of youth served (15) at the four (4) Juvenile Day Reporting Centers multiplied by the cost per disconnected youth \$37,450, as reported by Measure of America (https://en.wikipedia.org/wiki/Disconnected_youth)

JDRC	Average number of youth	Cost of Govt. Services	Costs per site
Boyle Heights	15	\$37,450	\$561,750
El Monte	15	\$37,450	\$561,750
Long Beach	15	\$37,450	\$561,750
South Los Angeles	15	\$37,450	\$561,750
			<u>\$2,247,000</u>

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FOR COLLABORATING DEPARTMENTS ONLY

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

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS DEPARTMENT OF MENTAL HEALTH 550 S. VERMONT AVE 12 TH FLOOR, LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  _____ KUMAR MENON, MSPA (ALT PROD MGR) EMAIL: KMENON@DMH.LACOUNTY.GOV	DEPARTMENT HEAD'S NAME AND SIGNATURE  _____ JONATHAN E. SHERIN, MD, PHD EMAIL: JSHERIN@DMH.LACOUNTY.GOV
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: _____