

**Quality and Productivity Commission**  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
**“Leading with Excellence”**

**2021 APPLICATION**

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

**NAME OF PROJECT: YOUTH@WORK PROBATION CAMP TO COMMUNITY**

**DATE OF IMPLEMENTATION/ADOPTION: JULY 2018**

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

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

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No

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

1 WDACS and the Probation Department have partnered to provide workforce services  
 2 for youth ages 14-19 that are under the care of Probation in the Camps and Juvenile  
 3 Halls. In spite of the ongoing COVID-19 pandemic, youth workforce services have  
 4 continued at all of Probation’s residential centers throughout the County of Los Angeles.  
 5 Probation Education Services staff have been trained to deliver Personal Enrichment  
 6 Training (PET) for youth. PET provides youth with training in financial literacy, work  
 7 ethics, work readiness, goal setting and career exploration. Youth are provided with an  
 8 opportunity to participate in subsidized Work Experience (WEX). The WEX positions  
 9 include teacher’s aide, food preparation assistant, assistant to the librarian and various  
 10 other opportunities within the Camps and Juvenile Halls. The goal of the program is to  
 11 help participants become work-ready and prepare youth for their transition back to their  
 12 communities where they receive additional WEX. This partnership has provided over  
 13 350 youth with the opportunity to earn wages, be connected to the America’s Job  
 14 Centers of California (AJCCs) and learn about workforce services available in their local  
 15 communities. WDACS and Probation are continuously developing the program.

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
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Workforce Development, Aging and Community Services 510 S Vermont Ave Los Angeles CA 90020		<b>TELEPHONE NUMBER</b> 213-738-2600
<b>PROGRAM MANAGER’S NAME</b> Irene Pelayo IPELAYO@WDACS.LACOUNTY.GOV		<b>TELEPHONE NUMBER</b> 213-905-9520 <b>EMAIL</b>
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b> (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME) Stephanie Maxberry <i>Stephanie Maxberry</i>		<b>TELEPHONE NUMBER</b> 213-738-2015 <b>EMAIL</b> smaxberry@wdacs.lacounty.gov
<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b> Otto Solorzano <i>Otto Solorzano</i>		<b>DATE</b> 06/25/2021 <b>TELEPHONE NUMBER</b>
<b>**ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE**</b>		

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**1<sup>st</sup> 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.

The County of Los Angeles Board of Supervisors (Board) has prioritized County services to county youth in certain target populations. Justice-involved youth ages 16-24 that are neither in school nor connected to employment are among the County’s Target Populations. The noted age range is a critical time when young people need to be actively engaged in school and/or in the workforce. This period is when young people develop their “Human Capital”- or the fundamental skills, knowledge, abilities, and character traits that are needed to thrive in the future workplace and long-term career endeavors. Justice-involved youth that are not engaged in either education or work early on have a greater likelihood of reengaging in activities and detrimental behaviors. The County also recognizes the importance of providing equitable access to opportunities for target populations that historically have been marginalized from educational, social and/ or employment opportunities that influence the attainment of economic mobility.

Justice-involved youth face additional barriers to employment when they are released from detention facilities compared to their peers.

This partnership has provided youth with the opportunity to earn wages, be connected to the America’s Job Centers of California (AJCCs) and learn about workforce services available in their local communities. AJCCs have received training in working with this special youth population through special presentations and meetings with subject matter experts

The program has provided subsidized employment to over 350 youth participants since inception. These participants may have not been aware of these workforce opportunities if it were not for their detainment or active Probation Officers. Through the program youth participate in financial literacy and understand the importance of income, especially during these tough times. Youth are informed on what the current economic state is upon their release and how to prepare for it. Employers are reluctant to hire any individual that has been justice system involved and it is even harder for youth who have been justice system involved to obtain employment. WDACS has reached out to employers in the community and presented on the benefits of hiring justice system involved individuals. One of the main points of emphasis is that employers now are facing staffing issues to conduct operations and by employing a WDACS youth, those wages are covered by the County and gives the employer an opportunity to evaluate an individual before making decision to

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permanently hire. Youth work a total of 250 hours providing income through wages earned. This income allows youth to transition with financial resources that aid in their transition.

This program targets the youth who have been justice system involved in alignment with the Board priorities as previously discussed. Specifically, the youth must be currently detained under Probation’s care or on active Probation in the community. These parameters came about as the partnership progressed and focus was more narrowly defined among the partnership. Youth@Work targets and prioritizes additional youth populations. Assessments are completed before a youth participant is enrolled in the program inclusive of demographics. Youth are enrolled under one main demographic category; however, data tracking allows for reporting of various other demographics. Utilizing this data, County can ensure diversity, equity, and inclusion guidelines among the Camp to Community participants are being met. WDACS has found that several justice-involved youths overlap among various demographics providing pivotal information as to what partners to target and explore further services.

WDACS operates its Youth@Work program for Probation youth on a slot cost for budgeting purposes. These slot costs include subsidized wages for 250 hours at \$15 an hour. In addition, the slot cost includes supportive services, administration, and insurance cost per participant. The total slot cost per participant is \$5,300. WDACS and Probation meet prior to the beginning of the program year to identify total funding award for this program. In the current year, \$1 Million was the total budget to serve youth under this program. These funds were secured directly from the Probation department under a grant called Juvenile Justice Crime Prevention Act (JJCPA).

The program has proven to be a great success. Over 350 youth have participated to date and word continues to spread on the impact this work is having. The program is scheduled to be on going for the foreseeable future. The objective of the program continues to be reached as youth are better prepared to enter the workforce. County has been asked to participate in special workgroups that may benefit from WDACS experiences with justice involved youth. New partners have emerged through these special participations. Such partners include the Alternatives to Incarceration group and the County’s Department of Human Services - Youth Development Division. WDACS continues to explore these new partnerships to leverage funds and in some cases to apply for joint funding to serve the targeted population. WDACS has also participated in additional workforce discussion with Probation that are taking lessons learned from this project to implement new projects

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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.

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

Lastly this program has connected youth to the County’s workforce services providers allowing them to explore additional assistance that may be available to them and their families during these tough times. This program also automatically qualifies participating youth into its public sector hiring strategy that is also under the Youth@Work umbrella called Countywide Youth Bridges Program.

**Strategy II - II.1.3 Coordinate Workforce Development:**

This program has a sizable impact on our justice system involved community, which was mainly centered on providing workforce services to youth. It also demonstrated the importance of partnering and leveraging resources across different County departments. This project serves as a model for future collaborations that may enhance services to youth facing similar barriers to employment. Participants want to stay busy upon release to avoid falling into the same activities that got them in trouble with the law. Participants have stated that by staying busy they have less time to spend with friends and other non-constructive influences.

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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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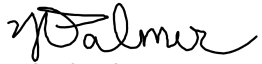
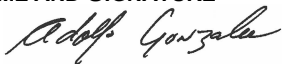
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**FOR COLLABORATING DEPARTMENTS ONLY**

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

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
PROBATION DEPARTMENT - 9150 E, IMPERIAL HWY, DOWNEY, CA 90242	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
Yvonne C. Palmer 	Dr. Adolfo Gonzales 
EMAIL: <u>yvonne.palmer@probation.lacounty.gov</u>	EMAIL: <u>adolfo.gonzales@probation.lacounty.gov</u>
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____