

Local Evaluation Plan – INTERIM 11.15.17

Project imPACT: Los Angeles Mayor’s Office of Reentry

Project Background

Project Overview

Project imPACT is a year-long program that provides program participants (“Fellows”) with employment, behavioral health, and legal services alongside evidence-based practices that address the unique needs of formerly incarcerated individuals. Fellows shall receive employment services from an employment agency, and will be assigned to work with a multidisciplinary “PACTeam.” A “PACTeam” is comprised of: a Peer Navigator with lived experience of incarceration or involvement with the justice system; an Attorney to address the numerous legal challenges experienced after incarceration; and a Counselor to address mental health and substance abuse needs. The PACTeam will provide personalized services, including:

- An individual risk/needs assessment;
- Group-based CBT curriculum;
- Individual and group behavioral therapy;
- Legal services; and
- Peer-based navigation and mentorship support.

By utilizing the PACTeam to provide wrap-around, holistic support specific to the needs of formerly incarcerated individuals, Project imPACT aims to improve employment outcomes and job retention for program participants, reduce recidivism, and enable community-based partners to more effectively serve formerly incarcerated individuals.

Project imPACT services will be provided in four areas of Los Angeles (Watts, South Los Angeles, Downtown, and San Fernando Valley) by four different types of partners as listed below:

- Employment Services Contractor (1-4)
- Legal Services Contractor (1-4)
- Behavioral Health Services Contractor (1-4)
- Data Evaluation Contractor (1)

Project Goals and Objectives

The Data Evaluation Contractor will measure the goals of Project imPACT, which are:

- (1) Improved employment outcomes;
- (2) Recidivism reduction;
- (3) Improvement of project partners’ ability to serve justice-involved individuals;
- (4) Program experience perceived to be positive and valuable by Fellows; and
- (5) Adherence to the program’s guiding principles (community partnerships and collaboration; trauma-informed care; cultural competence; focus on the Fellow).

Project Status

At the time of this report, Project imPACT partners have not yet been determined. Adhering to the City of Los Angeles's procurement requirements, we (the Lead Agency/Los Angeles Mayor's Office of Reentry) have released Request for Proposals for all four types of partner agencies. Three sets of proposals (employment, legal, and behavioral health) are currently being judged and reviewed. Due to a last-minute staffing change in the Request for Proposals for data evaluation services, the due date for these proposals has been extended from October 31, 2017 to November 30, 2017.

We are currently on track to determine partners and complete contract negotiations with employment services, legal services, and behavioral health contractors by the end of December 2017. We are on track to receive and judge proposals, determine partners, and complete contract negotiations with the data evaluation contractor by the end of January 2018.

Data Evaluation Contractor Procurement Timeline

Please see below for the anticipated procurement timeline for Project imPACT's Data Evaluation Contractor.

- [COMPLETED] 9/15/17: Request for Proposal for Project imPACT Data Evaluation Services released to public
- [COMPLETED] 9/27/17: Data Evaluation Services Mandatory Bidder's Conference
- 11/30/17: Data Evaluation Proposals due
- 12/4/17: Data Evaluation Proposals checked for compliance
- 12/6/17: Data Evaluation Services Proposal Judges' Initial Meeting
- 12/22/17: Data Evaluation Services Proposal Scores due
- 1/3/18: Data Evaluation Services Proposal Judges' Consensus Meeting
- 1/5/18: Data Evaluation Contractor informed
- 1/12/18: Data Evaluation Services Appeals Period ends
- 1/15/18 – 1/26/18: Data Evaluation Contractor contract negotiations – *will include timeline for submitting Final Local Evaluation Plan to BSCC*
- 2/1/18: Data Evaluation Contractor begins work

Project Performance

Monthly Reports

The Data Evaluation Contractor will work with service-providing (Employment Services, Legal Services, Behavioral Health Services) project partners to collect and consolidate data each month. At a minimum, this data will quantify each Fellow's progress throughout the program; services provided to Fellows; outcomes of provided services; and progress towards Project imPACT program goals. Monthly recorded data will also include risk/needs and criminogenic factor assessment results; participant demographic information; and outcomes specific to employment services; behavioral health services; and legal services. With this information, the Data Evaluation Contractor will compile data from the other Project imPACT partner agencies and create monthly reports for the Lead Agency. These monthly reports will enable the Lead Agency and the Data Evaluation Contractor to track changes to services provided, outcomes, and program impact over time.

Service Provision Evaluation

Project performance will also be tracked by ensuring that services are being provided with fidelity and equity across project partners and staff members. In order to evaluate service provision, the Data Evaluation Contractor will work closely with project partners to determine measurable standards for all PACTeams and Project imPACT staff members. Each service-providing project partner will also be responsible for managing and overseeing the Project imPACT services its agency is providing. Each agency will assign a Program Manager to oversee services, train and monitor staff members on individual responsibilities, ensure services provided maintain fidelity to the Project imPACT model, and work directly with the Data Evaluation Contractor on service provision evaluation.

Feedback from Fellows

Feedback from Fellows will be used to evaluate Project imPACT, and will be included in the Data Evaluation Contractor's program study. Service-providing partner agencies will work with the Data Evaluation Contractor to determine how to regularly solicit feedback from Fellows on cultural competency, trauma-informed care, ease of program navigation, and service provision. Partner agencies will be responsible for being responsive to, and utilizing feedback from Fellows to consistently improve programming and program implementation.

Data Management

Collecting Data

Each service-providing project partner will document all services provided to program Fellows, including direct service interactions, and report on additional data as listed below or as determined by the Data Evaluation Contractor. Additionally as part of its research methodology, the Data Evaluation Contractor will work with project partners to determine any additional data that must be collected by partners in order to track progress towards program goals.

The Data Evaluation Contractor will collect required data from partners each month and consolidate the information into a report.

Employment Contractors Reporting Requirements

- Number of Fellows assessed;
- number of Fellows referred to other programs/services;
- number of Project imPACT Fellows enrolled;
- number of active Project imPACT Fellows;
- hours and type of employment services provided;
- Fellows' progress towards employment attainment;
- employment attainment rates;
- employment retention rates; and
- barriers to employment removed.

Legal Services Contractor Reporting Requirements

- number/percentage fellows assessed for legal services;
- hours and type of legal services provided;
- legal barriers to employment addressed and removed; and

- client outcomes of legal services provided.

Behavioral Health Contractor Reporting Requirements

- number/percentage of Fellows assessed for Project imPACT;
- hours and type of behavioral health services provided;
- behavioral health barriers to employment addressed and removed; and
- client outcomes of behavioral health services provided.

Sharing Data

Service-providing partners shall input direct service interactions in a shared client-tracking database provided by the Employment Services Contractor(s). The Data Evaluation Contractor will be able to access the shared database to confirm input of required information and run reports as needed. The Data Evaluation Contractor will also share and review monthly reports it creates with all project partners.

Data Sharing Agreements

The Data Evaluation Contractor will work with an Institutional Review Board (“IRB”) before commencing studying Project imPACT to ensure that adequate precautions are in place to protect the rights of Project imPACT Fellows. The Data Evaluation Contractor will secure IRB approval and seek additional IRB approvals throughout the grant period as required. The Data Evaluation Contractor will be responsible for establishing any necessary data sharing agreements with project partners and the Lead Agency.

Analyzing Data

Project imPACT’s Data Evaluation Contractor will hire a Study Team, which will consist of staff members who are experienced and qualified in program analysis and evaluation. The Study Team will explicitly define each of the program goals and determine what data must be collected in order to measure progress towards each goal.

In addition to collecting data and creating regular reports, the Study Team will also regularly analyze Project imPACT data, outcomes, and progress towards program goals; and provide recommendations to the Lead Agency and project partners to encourage data-driven decisions and program management.

Progress towards program goals will be included in monthly reports that the Data Evaluation Contractor will submit to the Lead Agency. Monthly reports, including progress towards program goals, will be separated into reports for individual PACTeams and also for Project imPACT as a whole.

Research Design

The Data Evaluation Contractor will be charged with determining a research methodology for the study of Project imPACT, determining what data project partners must collect, collecting and analyzing data, and reporting on progress towards Project imPACT goals. The Data Evaluation Contractor will work with project partners and the Lead Agency to ensure its research methodology for Project imPACT is feasible and rational, and as minimally disruptive to Fellows as possible.

Process Evaluation

Development of Project

Project impACT was created to fill a need for holistic, multi-disciplinary, and collaborative programs to serve justice-involved individuals. The collateral consequences of involvement in the justice system reach far beyond the period of conviction, and create barriers to reentry including access to employment, housing, behavioral health services, family reunification, and pro-social relationships. A multi-faceted approach is imperative to facilitate successful reentry and reduce recidivism in a meaningful and lasting manner.

Project impACT was designed to enable community-based organizations to more effectively serve individuals who have been involved with the criminal justice system by creating multi-disciplinary partnerships between employment, legal, and behavioral health service agencies; and utilizing evidence-based practices proven to reduce recidivism, including trauma-informed care, peer-based navigation and support, and cognitive-behavioral therapy (“CBT”).

Implementation of Project

Project impACT will be implemented by employment services providers, legal services providers, and behavioral health services providers. Project impACT was proposed to serve at least 200 individuals annually, although this number is expected to be higher and will be confirmed by Employment Services Contractors. Fellows’ progress through the program, exits before program completion, and successful program completion will be tracked by Employment Services Contractors. Each contractor will be responsible for tracking various “achievement indicators,” or client outcomes, as determined by the Data Evaluation Contractor. Outcomes tracked will included, at a minimum, employment attainment and retention; legal barriers removed; and outcomes resulting from behavioral health services. Additional outcomes are referenced in the “Collecting Data” portion of the “Data Management” section above.

Program Services

The services being provided as part of Project impACT include employment services, legal services, behavioral health services, and other evidence-based services.

Employment Services Contractors are responsible for providing the following services:

- Employment services (e.g., providing access to employment opportunities, individualized job coaching, job development, pre-existing relationships with employers, on-the-job training) – provided by staff members with caseloads of less than 40 clients
- Peer-based program navigation and peer mentorship – provided by PACTeam Peer Navigator with lived experience
- Referrals to legal services and behavioral health services – provided by PACTeam Peer Navigator with lived experience
- Risk/Needs assessment – provided by PACTeam Peer Navigator in partnership with PACTeam Counselor
- Cohort-based CBT curriculum – provided by PACTeam Peer Navigator

Legal Services Contractors are responsible for providing the following services:

- Legal services (e.g., occupational licensing support, Proposition 47 filing, expungement, DMV support) – provided by licensed PACTeam Attorney
- Mobile legal services as needed – provided by licensed PACTeam Attorney

Behavioral Health Services Contractors are responsible for providing the following services:

- Behavioral health services (e.g., substance use disorder treatment, mental health treatment, cognitive-behavioral therapy, individualized treatment planning) – provided by MFT or LCSW PACTeam Counselor
- Program assessment and screening – provided by MFT or LCSW PACTeam Counselor in partnership with PACTeam Peer Navigator
- Regular individual and/or group-based therapy – provided by MFT or LCSW PACTeam Counselor
- Engagement of Fellows’ support networks – provided by MFT or LCSW PACTeam Counselor
- Mobile behavioral health services as needed – provided by MFT or LCSW PACTeam Counselor

Staffing Requirements

The number of staff members required to fulfill the program services will be determined by each separate partner agency. Each Project impACT Request for Proposals asks each organization to list and describe the staff positions that will be needed to provide Project impACT services; identify whether the positions are full-time or part-time; describe how the organization will hire for needed positions, and include a timeline for filling the needed positions.

Process Measures

At a minimum, process measurements will include:

- Number/percentage of program staff hired;
- Equity and consistency of service across PACTeams;
- Programmatic feedback from Fellows;
- Number of Fellows assessed;
- Number of Fellows referred to other programs/services;
- Number of Project impACT Fellows enrolled;
- Number of active Project impACT Fellows;
- Hours and type of employment services provided;
- Number/percentage fellows assessed for legal services;
- Hours and type of legal services provided;
- Number/percentage of Fellows assessed for Project impACT; and
- Hours and type of behavioral health services provided.

Process measurements will be finalized by the Data Evaluation Contractor.

Outcome Evaluation

Program Goals

- (1) Improved employment outcomes;
- (2) Recidivism reduction;
- (3) Improvement of project partners’ ability to serve justice-involved individuals;
- (4) Program experience perceived to be positive and valuable by Fellows; and

- (5) Adherence to the program’s guiding principles (community partnerships and collaboration; trauma-informed care; cultural competence; focus on the Fellow).

Outcome Measures

As Project imPACT was imagined, Fellows will be beginning the program in groups at different times, so that outcomes would be measurable at different points throughout the process. At a minimum, outcome measurements will include:

- Recidivism rate (tracked and measured by PACTeam Peer Navigators – tentative);
- Each Fellow’s progress towards employment attainment (tracked and measured by Employment Services Contractors);
- Employment attainment rates (tracked and measured by Employment Services Contractors);
- Employment retention rates (tracked and measured by Employment Services Contractors);
- Legal barriers to employment addressed and removed (tracked and measured by Legal Services Contractors);
- Outcomes of legal services provided (tracked and measured by Legal Services Contractors);
- Behavioral health barriers to employment addressed and removed (tracked and measured by Behavioral Health Services Contractors); and
- Client outcomes of behavioral health services provided (tracked and measured by Behavioral Health Services Contractors).

Process measurements will be finalized by the Data Evaluation Contractor. The Data Evaluation Contractor will also determine how to measure the actual impact of Project imPACT services on each outcome measure.

Project Interventions (Independent Variables)

Project Interventions (Independent Variables) include:

- Staffing changes (e.g., turnover, recruitment and hiring process);
- Staff training (e.g., onboarding, on-the-job training, trauma-informed care training);
- Curriculum or materials (e.g., cohort-based CBT curriculum, risk/needs assessment);
- Peer Navigation (e.g., motivational interviewing, case management, facilitation);
- Employment services (e.g., pipelines to employment opportunities);
- Legal services (e.g., experience addressing collateral consequences); and
- Behavioral health services (e.g., experience with CBT, trauma-informed services, assessment, service planning).

Project imPACT was proposed to serve at least 200 individuals annually, although this number is expected to be higher and will be confirmed by Employment Services Contractors. Employment Contractors will be responsible for managing the referral pipeline into Project imPACT. As part of the Request for Proposals process for employment services, each proposer was asked to project and explain the number of Fellows its organization would actively serve with Project imPACT services during the grant period.

All individuals who are officially enrolled in Project imPACT will receive cohort-based CBT curriculum, along with employment, behavioral health, and legal services in tandem. Data at an individual level will be collected beginning at Project imPACT program assessment and enrollment. Collected data will at a

minimum include demographic information, enrollment information, services received, outcome data, completion/exit data, and necessary follow-up information. Collected data will be finalized by project partners.

Eligibility criteria for Project imPACT includes individuals who:

- are on parole or probation, OR have been arrested or sustained a conviction within the last year;
- have a history of mental health issues and/or substance use disorders;
- are willing to obtain employment; and
- are determined by a Project imPACT risk/needs assessment to have a medium to high risk of reoffending.

As Project imPACT employs multiple types of interventions with the idea being that multi-disciplinary interventions would lead to better outcomes, it may be challenging to measure how significantly employment outcomes are affected by peer-based interventions, employment interventions, legal interventions, or behavioral health interventions. The Data Evaluation Contractor will help us interpret outcomes and navigate the complex interactions between interventions.

Outcome Measure – Recidivism

The Data Evaluation Contractor will determine how to best measure recidivism reduction. As part of the Request for Proposals for Data Evaluation Services process, proposers were asked to include examples of studies they have conducted relevant to Project imPACT which included evaluating recidivism. Proposers were also asked to include a description of how they anticipate measuring reducing recidivism as it relates to Project imPACT, and to also describe how they would define and measure Project imPACT’s other program goals. Data Evaluation Proposals are due back to the Lead Agency on 11/30/2017.

A Logic Model

