

Project imPACT Local Evaluation Plan

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Preface

The Proposition 47 grant program, administered by the California Board of State and Community Corrections (BSCC), provides discretionary grant funding to localities to provide community-based supportive services to justice-involved individuals. In June 2017, the Los Angeles Mayor’s Office of Reentry was awarded Proposition 47 grant funding from the BSCC to implement Project imPACT. Project imPACT is a program designed to address the needs of individuals who have recent involvement with the criminal justice system. Designed specifically to serve those with a history of mental health and/or substance use concerns, this program provides employment, behavioral health, legal, and housing services in an effort to improve employment outcomes and reduce recidivism. Project imPACT received funding from BSCC to support a second cohort of Fellows, running from mid-2020 to early-2023. This funding allowed the program to expand the number of Fellows served and add a housing component to the service model. Most recently, Project imPACT received funding to support a third cohort of Fellows, with the first Fellows enrolling in December 2022. Cohort 3 will continue providing the core services of employment, behavioral health, legal, and housing services, and will expand to include referrals for substance use disorder services. To better understand the implementation and effectiveness of this program for Cohort 3, the Los Angeles Mayor’s Office of Reentry asked RAND Corporation and Harder+Company to conduct an evaluation of Project imPACT. This local evaluation plan documents the planned methodology for the evaluation.

The research plan documented here will be implemented under the RAND Justice Policy Program, which spans both criminal and civil justice system issues with such topics as public safety, effective policing, police–community relations, drug policy and enforcement, corrections policy, use of technology in law enforcement, tort reform, catastrophe and mass-injury compensation, court resourcing, and insurance regulation. Program research is supported by government agencies, foundations, and the private sector. The RAND Justice Policy Program is part of the RAND Social and Economic Well-Being division, which seeks to actively improve the health and social and economic well-being of populations and communities throughout the world.

Questions or comments about this report should be sent to the project leader, Stephanie Brooks Holliday (holliday@rand.org). For more information about RAND Justice Policy, see <https://www.rand.org/well-being/justice-policy.html> or contact justicepolicy@rand.org.

Project Background

In June 2017, the Los Angeles Mayor’s Office of Reentry was awarded Proposition 47 grant funding from the California Board of State and Community Corrections (BSCC) to implement Project imPACT. Project imPACT is a program designed to address the needs of individuals who have recent involvement with the criminal justice system. The initial cohort of Fellows was served from Summer 2018 to August 2020. In August 2019, Project imPACT was selected by BSCC to receive funding for a second cohort of participants, allowing the Mayor’s Office of Reentry (and the community-based organizations they contract with) to continue to provide services to a larger group of Fellows and expand their core services by adding a housing service component. Cohort 2 served fellows from June 2020 to February 2023. Most recently, Project imPACT received funding to support a third cohort of Fellows, with the first Fellows enrolling in December 2022. Cohort 3 will continue providing the core services of behavioral health, employment, legal, and housing services, and will expand to include referrals for substance use disorder services. In this section, we provide background about the Project imPACT model.

Program Overview

Project imPACT is designed to address barriers to reentry and reduce future justice system contact among individuals recently involved in the criminal justice system. The program model includes provision of behavioral health, employment, legal, and housing services alongside evidence-based practices that address the unique needs of individuals involved in the justice system. Project imPACT services are provided in four areas of Los Angeles: Watts, South Los Angeles, Downtown, and San Fernando Valley. A fifth site, also located in Downtown Los Angeles, provides services specifically to transition-age youth. Each of these sites has a separate team of providers working to support Fellows (i.e., individuals who enroll in Project imPACT).

Fellows work with a multidisciplinary team that includes a therapist to address mental health and substance abuse concerns that may interfere with obtaining and retaining employment; employment-focused staff, such as employment navigators and job developers; 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 housing navigation specialist to work with Fellows receiving housing services to ensure he/she can secure and maintain stable housing. Fellows also participate in group-based cognitive behavioral therapy (CBT) curriculum, designed to address criminogenic needs and promote “cognitive, social, emotional, and coping skill development” (University of Cincinnati, 2018).

By providing wrap-around, holistic support specific to the needs of individuals involved in the justice system, Project imPACT aims to improve employment outcomes and job retention for

Fellows, reduce recidivism, enable community-based partners to more effectively serve this population.

Project Goals and Objectives

In Cohort 3, Project imPACT is designed by the Los Angeles Mayor's Office to achieve three goals:

- 1) Prioritize client-focused, client-centered holistic programs and approaches;
- 2) Expand access to culturally congruent quality mental health, substance use disorder services;
- 3) Reduce recidivism for Project imPACT fellows.

The Mayor's Office also established targets related to service provision (e.g., number of individuals served by the program); additionally, though reducing recidivism is the main focus of the program, there are additional short-term effects that are expected of the program and are being measured as part of the evaluation (e.g., increases in housing stability, increases in rates of employment). We describe the relationship between those process and outcome targets and the overarching Project imPACT goals in the subsequent sections.

Program Eligibility and Services

Individuals are eligible for Project imPACT if they meet the following criteria:

- 1) **Recent criminal justice involvement.** This is broadly defined, and includes having been a) arrested or convicted of a crime in the past year, b) currently on community supervision (i.e., probation or parole), and/or c) released from incarceration in the past year.
- 2) **History of mental health issues and/or substance use disorders.** Fellows are not necessarily required to have a formally diagnosed mental health or substance use disorder at the time of enrollment. Rather, Fellows are considered to have met this criterion if they have a mental health issue or substance use disorder that limits one or more life activities; have ever received services for a mental health issue and/or substance use disorder; have self-reported a history of these concerns to a provider; or have been regarded as having a mental health issue or substance use disorder (e.g., by a provider or family member).
- 3) **Willingness to obtain employment.**
- 4) **Determined to have a medium to high risk of reoffending,** based on the Level of Service/Case Management Inventory (LS/CMI) (Andrews, Bonta, & Wormith, 2004), a well-validated risk/needs assessment, consistent with the risk-need-responsivity model.

Fellows are referred to the program through a number of sources. Some learn about the program when they are referred to a given employment agency (e.g., individuals referred to a Worksource center in one of the regions may learn of the program). Other referrals come from local agencies (e.g., Probation) or other community-based organizations that serve justice-involved individuals. During Cohorts 1 and 2, each region established collaborative relationships with public agencies and related non-profit organizations as sources of referrals. Regions also host and attend outreach events (e.g., job fairs) to recruit potential Fellows.

Potential Fellows referred to the program are first screened by program staff for eligibility with respect to criminal justice involvement and history of mental health and/or substance use concerns. This screening is conducted using a standard screening tool developed for this project, which includes self-reported questions regarding criminal justice contact, mental health, and substance use. Those who meet initial eligibility criteria are then assessed with the LS/CMI; potential Fellows who are determined to be medium risk or higher are then eligible to enroll in Project imPACT.¹ Participation in Project imPACT is voluntary. Individuals who are not eligible for Project imPACT or who decide not to participate are provided with other resources (e.g., referrals to other programs or a list of other organizations with relevant programs).

Upon enrollment, program Fellows participate in a more comprehensive intake assessment with the employment, legal, and behavioral health providers in their region to determine their specific needs within each domain. Enrolled Fellows must be willing to participate in each of these types of services. Potential services include the following:

- **Behavioral health:** Behavioral health services may include crisis services, individual counseling, group counseling, engagement with key influencers (e.g., family members or close friends), and maintenance services. Services are intended to address behavioral health concerns that may interfere with obtaining and maintaining employment, including anger management, depression and substance use, mental health stigma, and low self-esteem. In addition, for Cohort 3, Project imPACT established a relationship with Amity Foundation so that Fellows with substance use treatment needs can be referred to outpatient treatment, sober living, or residential treatment programs.
- **Employment:** Employment service providers offer services such as career readiness assessments, career readiness workshops, job coaching, job development, OSHA training, placement and retention services, and transitional jobs.
- **Legal services:** Legal services may include counsel/advice, self-help, limited representation, and full representation. Services may be focused on issues such as correcting, removing, sealing, or expunging criminal records; driver's license reinstatement; eviction prevention; fines and fees; and family reunification.

Once Fellows are employed, they are also eligible to receive housing services:

- **Housing support:** Project imPACT has two housing service elements to assist Fellows in obtaining housing. First, Housing Navigation Specialists assist Fellows in acquiring, financing, and maintaining affordable and appropriate housing. This may include developing personalized housing plans, assistance in applying for housing assistance, and educating Fellows about tenant rights and responsibilities. Second, Fellows are eligible to participate in a group transitional house for up to one year.

¹ Occasionally, service providers assess an individual whose LS/CMI score is in the low-risk range, but whose needs or unique circumstances they believe warrant additional consideration. In these circumstances, regions can bring individual cases to the Los Angeles Mayor's Office of Reentry to determine if it is possible to waive this requirement. At the time of the evaluation, this waiver had only been requested twice and was granted in both situations.

All providers receive funding through Project imPACT to serve Fellows. It is generally expected that all enrolled Fellows will have service needs in behavioral health, employment, and legal assistance, and some will need housing support. However, the specific types of services provided to an individual depend on the needs identified by service providers and the services offered by the providers in a given region.

<p>Box 1</p> <p>CBT Core Curriculum Modules</p> <ol style="list-style-type: none">1) Values Clarification2) Cost-Benefit Analysis3) Setting a Goal4) Understanding Life History, Lifestyle Factors, and Personality Characteristics5) Recording Thoughts and Exploring Core Beliefs6) Identifying and Changing Risky Thinking7) Cognitive Strategies: Thought Stopping8) Introduction to Emotional Regulation9) Recognizing Your Feelings10) Coping by Thinking – Managing Feelings Through Managing Thoughts11) Coping By Doing – More Strategies for Managing Feelings12) Thinking Before You Act – Managing Impulsivity13) Managing Risk Seeking and Pleasure Seeking Behaviors
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In addition to services in these four core areas, all Fellows are required to complete a group CBT curriculum. The core curriculum includes 13 modules (see Box 1.1) selected from the University of Cincinnati Cognitive-Behavioral Interventions – Core Curriculum (CBI-CC), which was designed to address criminogenic needs through a cognitive behavioral approach (University of Cincinnati Corrections Institute, 2018a). To select the required modules for Project imPACT, representatives from the Mayor’s Office, employment providers, and behavioral health providers, along with peer navigators from across regions, met to review the complete

set of CBI-CC modules. The 13 core modules were selected based on their perceived ability to target behaviors, foster coping skills, promote self-awareness, and embody the core principles of CBT. Regions may also select other modules from this curriculum as needed to address the needs of a specific group of Fellows. Prior to the beginning of service delivery, peer navigators, behavioral health providers, and employment providers participated in a required training delivered by the University of Cincinnati Corrections Institute. A combination of staff members deliver the curriculum, though who specifically conducts CBT may vary across regions. Fellows complete this curriculum as a one- to two-week course when they enroll in the program.

Multidisciplinary teams meet for regular case conferences to discuss and troubleshoot Fellows’ progress towards employment, identify ongoing needs, and determine when a Fellow is ready to exit program services. Fellows are considered to have successfully completed services if they complete the following minimum targets:

- **Behavioral health:** Fellow has reduced behavioral health-related barriers to obtaining and retaining employment as identified on the treatment plan, or has completed one year in Project imPACT;

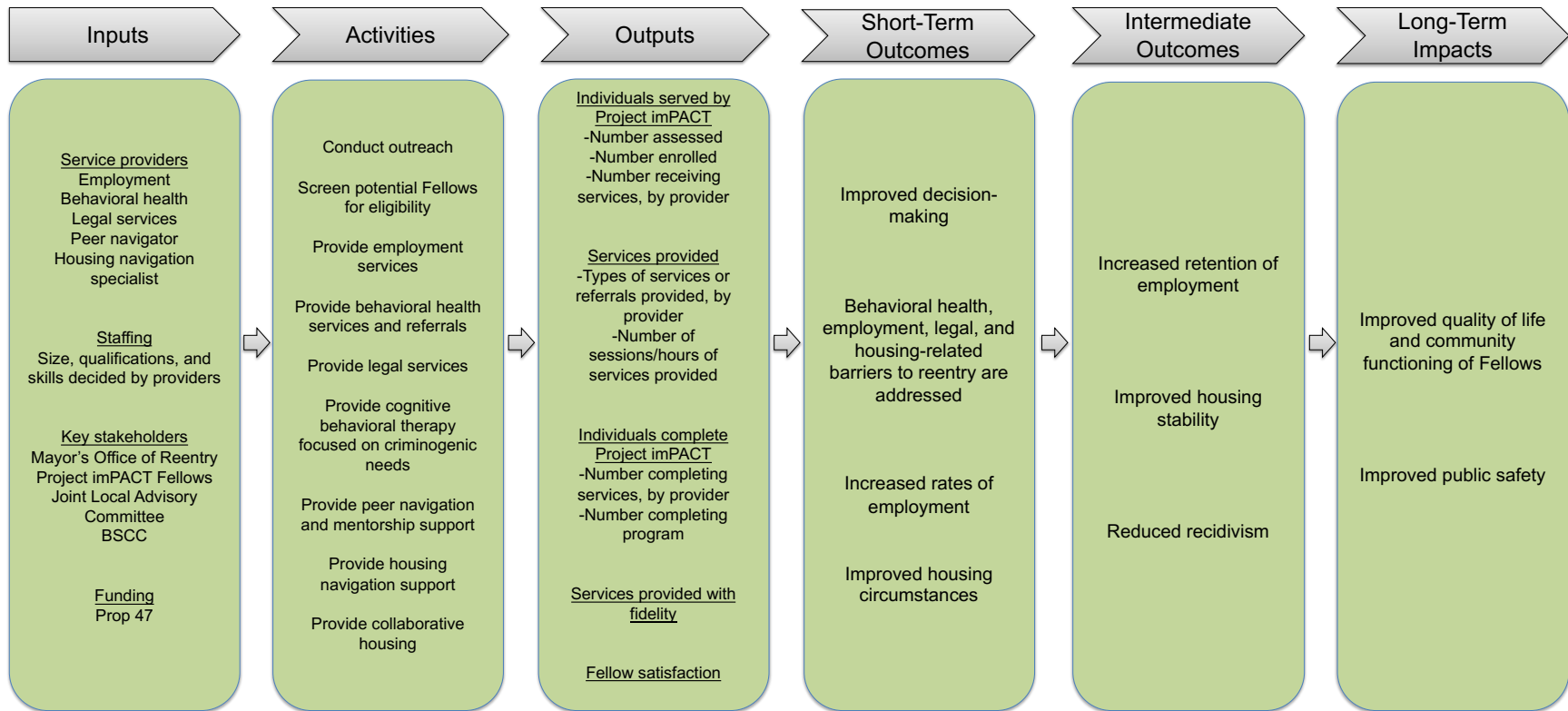
- **Employment:** Completed at least one session in four of the five core service areas (career readiness assessment, career readiness workshop, job coaching, job development, training);
- **Legal:** Completed a comprehensive legal needs assessment and had one or more of his/her legal needs addressed (note: this does not necessarily mean that the Fellow's desired outcome for that legal need was achieved, but rather that the need was addressed to the extent possible within the limits of the law).

However, Fellows may take part in more services pending their level of need. Fellows are eligible to receive services for up to one year. This means that a Fellow who completes services prior to one year but needs to re-engage in services (e.g., due to losing a job or experiencing a significant legal challenge) is able to do so before their year of eligibility is complete. If a Fellow's needs have not been addressed within a one-year period, they may be referred for additional, longer-term services outside of Project imPACT. Additionally, it is expected that housing services do not terminate upon program completion, but rather can continue beyond a Fellow's involvement in Project imPACT.

Ultimately, Project imPACT is designed to reduce recidivism. However, there are also more proximal effects that the program is expected to achieve. In the short-term, Project imPACT aims to improve participant decision-making, via the CBT curriculum, and address barriers to reentry, through the behavioral health, employment, legal, and housing services. It is expected that addressing these short-term outcomes will improve rates of employment and employment retention and housing stability, ultimately reducing future contact with the criminal justice system.

Figure 1.1 is the logic model describing Project imPACT. This includes the inputs and resource needed to operate the program; intended activities and outputs of those activities; and expected short-term, intermediate, and long-term outcomes associated with the program.

Figure 1. Project imPACT Logic Model



Evaluation of Project imPACT

To track performance of Project imPACT over time, the evaluation team will conduct a process and outcome evaluation. The process evaluation will examine the implementation of Project imPACT. This will include a focus on factors such as individuals assessed, enrolled, and served; the nature and quantity of services being provided; and fidelity of services to the intended care models, including trauma-informed and culturally competent care. The outcome evaluation will determine whether Project imPACT is meeting its intended effects, including reduced recidivism and increased employment attainment and retention. This will include measurement of changes in program Fellows over time, as well as a comparison to benchmarks when appropriate. More detail about the evaluation method is provided in the subsequent sections.

Process Evaluation

We will conduct a process evaluation to assess the implementation of Project imPACT. This evaluation will assess the following questions:

- How many Fellows were served by Project imPACT?
- What types of services and referrals did participants receive? How many sessions or hours of services were received?
- Were services provided with fidelity to the Project imPACT goals (client-focused/client-centered, trauma-informed, culturally congruent)?
- Were Fellows satisfied with their experience in Project imPACT?
- What implementation challenges and successes were observed?

The process evaluation is important to understanding how Project imPACT is implemented; determining whether program activities are implemented with fidelity; and identifying and addressing any challenges. Because the program is implemented in five different sites, the process evaluation is also an opportunity to examine any cross-regional differences in the ways that services are provided. Moreover, these detailed process evaluation data are important for interpreting results of the outcome evaluation; for example, if no effect of the program is found, it may be due to challenges implementing the program (e.g., meeting the target population, offering needed services).

Method and Measures

The process evaluation will assess the activities and outputs of Project imPACT, as outlined on the logic model in Figure 1. To assess the implementation of Project imPACT, we will rely on three main sources of data:

- **Data from service providers:** Each quarter, service providers will submit quantitative data related to services provided. These data will be collected at the individual Fellow level, which will allow us to understand an individual’s trajectory through Project imPACT and to aggregate these numbers at the program level. Data will include sociodemographic characteristics; LS/CMI results; and specific types of services received from each provider, including number of sessions and/or hours of service. For Cohort 3, we will also begin tracking referrals to ancillary services, including substance use disorder treatment provided by Amity Foundation and housing services provided via referral to other organizations or programs. Providers will also submit a narrative describing trainings attended, program accomplishments, and program challenges in the past three months.
- **Participation in Project imPACT meetings and discussions with providers:** The Evaluation Team attends monthly meetings hosted by the Mayor’s Office for all program partners. These meetings allow us to learn about staff and program development events, such as trainings or events taking place in each region; learn about issues related to the implementation of the program (e.g., how providers navigate caseload limits); and learn how the program is addressing barriers (e.g., difficulty identifying employers willing to work with individuals with a criminal record).
- **Regional site visits:** We will conduct a site visit to each region on a roughly annual basis. The site visit includes discussions with staff members from each type of provider (i.e., employment, behavioral health, legal and housing); and attending a case conference to gain a better understanding of how providers collaborate to provide individualized care. If conducted in-person, the site visit also will include observations of the space in which services are provided.
- **Focus groups with Fellows:** The Evaluation team will conduct focus groups and/or interviews with Project imPACT Fellows. These qualitative discussions will allow us to gather data regarding Fellows’ subjective experience in Project imPACT. They will also allow us to assess the extent to which services are consistent with the guiding principles of the program.

Table 1 summarizes the measures we will use to evaluate the implementation of Project imPACT; the definition of each measure (i.e., how it will be operationalized); data source(s) that will be used to assess each measure; and the timeline for collection of the data.

Table 1. Process Evaluation Measures

Measure	Definition	Data Source(s)	Timeframe
Individuals served by Project imPACT	Number of individuals assessed for Project imPACT Number of individuals enrolled in Project imPACT	Quantitative data from service providers	Quarterly

	Number of individuals assessed, by service provider Number of individuals receiving services, by service provider		
Services provided by Project imPACT	Types of services provided, by service provider Number of sessions and/or hours of each service provided, by service provider	Quantitative data from service providers	Quarterly
Individuals completing Project imPACT	Number of individuals completing services, by service provider Number of individuals exiting without completing services, by service provider Number of individuals completing Project imPACT Number of individuals exiting without completing Project imPACT	Quantitative data from service providers	Quarterly
Services provided with fidelity to Project imPACT goals	Services are trauma-informed Services are culturally congruent Services are client-centered	Site visits Provider narratives Attendance at All Partner Meetings Focus groups with Fellows	Annually Quarterly Monthly Throughout program (~1-2 times per region per year)
Fellows are satisfied with service delivery	Fellows perceive Project imPACT as meeting their needs and providing relevant services	Focus groups with Fellows	Throughout program

Analytic Considerations

Regarding quantitative service utilization data, we anticipate aggregating data on a quarterly basis to quantify the volume of services used across each service type. These data will be shared with the Mayor’s Office and service providers.

Data from site visits, attendance at All Partner Meetings, and provider narratives will be descriptively summarized by members of the project team. Our focus will be twofold: describing the program model in each of the regions and detailing services available; and understanding implementation facilitators, challenges, and lessons learned.

Data from Fellow focus groups will also be descriptively summarized by members of the project team. We will share interim summaries with the Mayor’s Office based on these focus groups.

Outcome Evaluation

We will conduct an outcome evaluation to determine if Project imPACT has met its goals. Project imPACT aims to achieve the following outcomes:

- Improve decision-making;
- Address reentry barriers, including employment, behavioral health, legal, and housing barriers (short-term, from enrollment to exit);
- Increase rates of employment, including full-time and part-time employment (short-term, from enrollment to exit);
- Increase retention of employment (intermediate, assessed at 3, 6, 9, and 12 months following initial employment);
- Increase housing stability (intermediate, assessed at 3, 6, 9, and 12, following receipt of housing services); and
- Reduce recidivism (intermediate, assessed annually following program completion).

Method

To evaluate the effectiveness of Project imPACT, we will largely use descriptive and pre-post techniques to examine changes in the study population over time. To the extent possible, we will collect baseline data on the outcome measures of interest. This will allow us to make comparisons before and after participation in Project imPACT within the sample of participants who are served by the program. In addition, we will make comparisons to target numbers when relevant. For example, for Cohorts 1 and 2, the Mayor's Office established a benchmark for the employment providers to connect 55% of Fellows enrolled in Project imPACT with employment.

Ideally, to demonstrate the effectiveness of a program, performance of the intervention group is compared to a control or comparison group (e.g., individuals with similar characteristics who did not participate in Project imPACT). However, given the individualized nature of certain outcomes (e.g., addressing barriers to employment) and challenges to identifying an appropriate comparison group, we will likely focus on tracking changes from baseline on the outcomes of interest. That said, whenever possible, we will identify any additional benchmarks with which to compare outcome data from Project imPACT (e.g., comparing rates of recidivism among Fellows to rates of recidivism for the Los Angeles region more broadly based on sources such as the reference data compiled by BSCC, rates reported in the literature for employment-focused programs for justice-involved individuals). In addition, comparing outcomes of Fellows who successfully complete Project imPACT to those who leave the program before completion, if possible, may provide insight into the effectiveness of program services, though we recognize the potential for selection bias in these comparisons

Measures

Data for the outcome evaluation will largely be reported by service providers as part of their quantitative reporting requirements. As with the process evaluation, these data will be collected at the individual Fellow level, which will also allow us to aggregate these numbers at the program level. Table 2 summarizes the measures we will use to evaluate the implementation of Project imPACT, the definition of each measure (i.e., how it will be operationalized), and considerations for measurement. Each is then described in more detail below.

Table 2. Outcome Evaluation Measures

Measure	Definition	Notes for Measurement/ Timeline
Improved decision-making	Assessed via focus groups/interviews with Fellows	To be measured periodically throughout evaluation
Addressed barriers to reentry	Each type of provider (behavioral health, employment, legal, housing) identified specific barriers to employment, and will report on barriers removed for each individual	To be submitted quarterly by service providers
Increased rates of employment	Percentage of Fellows employed, by full-time and part-time employment	To be submitted by employment providers; can be measured over time and compared to benchmark
Increased retention of employment	Percentage of Fellows retaining employment at 3, 6, 9, and 12 months after placement, by full-time and part-time employment	To be submitted by employment providers
Housing retention	Percentage of Fellows housed during enrollment who retain stable housing for 6, 12, and 18 months after program exit; and Percentage of Fellows who select collaborative housing services that retain stable housing for 6, 12, and 18 months following program completion	To be submitted by service providers
Reduced recidivism	Percentage of Fellows convicted of a new crime for an arrest that occurred following enrollment in Project imPACT	Potential benchmark for comparison to be identified

Improved decision-making. Multiple aspects of Project imPACT have the potential to impact decision-making skills. First, the CBT curriculum is designed to address criminogenic thinking, which is a risk factor for future recidivism (Bonta & Andrews, 2017), and improve decision-making skills. Modules include topics such as identifying risk thinking patterns, improving emotional regulation, and managing impulsivity. In addition, it is possible that behavioral health services may also contribute to improvements in decision-making (e.g., by helping Fellows address anger management problems or navigate difficult situations). We will use the focus groups and interviews with Fellows to determine whether program participation results in improved decision-making and to assess other benefits of the CBT curriculum.

Addressed barriers to employment. In collaboration with each service provider, a set of potential barriers to employment that may be addressed by services received through Project imPACT were identified. These include:

- **Behavioral health:** anger management/emotion regulation; mental health; trauma; substance use; managing stress; time management; stigma; motivation; family relations; self-esteem; interpersonal relations; communication skills; transition/adjustment to life in the community; safety concerns/risky behavior concerns
- **Employment:** childcare; clothing (interview and work); credential/certificate attainment; driver's license; housing; interview prepared; lack of computer skills; lack of motivation; lack of work tools; medical/dental/eye problem; resume; scheduling conflict; transportation; visible tattoos; workplace behavior
- **Legal:** consumer debt; correct/remove/seal/expunge criminal records; Proposition 47 reclassification; occupational licenses; family reunification; eviction prevention; fines and fees; DMV issues; ID issues; on the job legal issues; ban the box violations/hiring-related legal issues; other reclassifications; public assistance (welfare to work); work authorization
- **Housing:** Legal barriers to housing; eviction history; difficulty finding housing that is "record-friendly"; limited affordable housing options; challenges in resource management; lack of funding for security deposit and/or rent; lack of knowledge of how to search for housing; landlord issues; roommate issues; substance use; mental health concerns; physical disability; language-related barriers; discrimination/stigma; registered sexual offender; trauma.

On a quarterly basis, providers will submit data about which barriers were addressed for each Fellow currently enrolled. This will allow us to determine which barriers are being effectively addressed by program services. Of note, the determination as to whether a barrier is currently being addressed or has been resolved will be based on provider judgment.

Increased rates of employment. Employment services are a key part of the Project imPACT model. Though many Fellows may be unemployed at the time of program entry, others may be underemployed (i.e., working fewer hours than they want or need) or need assistance finding a new job for some other reason. To the extent that data about employment at baseline is available, we will use this as a point of comparison. Successful achievement of employment by Fellows will also be reported by employment service providers. This will allow us to compare employment rates from baseline to post-Project imPACT. In addition, we will review the literature related to employment programs serving similar populations to determine what rates of employment are achieved after completion of those programs, which will serve as another point of comparison. Both full-time and part-time employment will be tracked. Finally, we will track changes in income from enrollment to completion of the program.

Increased retention of employment. Project imPACT aims not only to connect individuals with employment, but to help them retain employment. After initial employment placement, employment providers will report on whether Fellows are still employed 3 months, 6 months, 9 months, and 12 months later. This will allow us to determine what percentage remain employed,

even once they are no longer actively receiving employment services. As with rates of employment attainment, we will compare these outcomes to those of similar programs reported in the literature.

Increased housing retention. We anticipate measuring the Fellows' housing stability at several points throughout the program. We will obtain baseline measures of housing at enrollment, and obtain information from providers about any changes in housing status while Fellows are enrolled in the program. We will work with providers to develop a set timeline for reporting any updates if needed. We will then collect data on housing status at 3, 6, 9, and 12 months after receiving housing services.

Reduced recidivism. Project imPACT addresses many criminogenic needs, including criminogenic thinking, via the CBT curriculum and behavioral health services; key influencers (e.g., family and peers), through behavioral health services; substance use, through behavioral health services; and education/employment, through employment, behavioral health, and legal services. Services are also designed to address legal barriers that Fellows may be experiencing. In these ways, it is expected that Project imPACT will ultimately result in reduced recidivism. To assess recidivism, we will collect publicly available data from the Los Angeles County Superior Court. We will assess new convictions for arrests that took place after enrollment in Project imPACT.

Analytic Considerations

Project imPACT is a collaborative service delivery model that involves services provided by multiple agencies. Our goal with the evaluation is not to tease apart the individual impact of each type of service, but rather to determine whether the holistic Project imPACT model leads to the intended outcomes.

As noted above, our evaluation efforts under Cohorts 1 and 2 have revealed variability in types of services and program models used by the employment agencies in each of the four regions, though all regions provide services that are consistent with those required by Project imPACT. For example, one employment agency uses subsidized transitional employment, whereas another has a strong emphasis on vocational training. As we explore outcomes, we will take these regional differences into consideration and explore how different types of services may contribute to outcomes.

In addition, we acknowledge that not all Fellows will successfully complete services. To the extent possible depending on sample sizes, we will examine differences in outcomes for those who fail to complete services versus those who successfully complete the program, and explore factors that may contribute to outcomes regardless of program completion (e.g., length of time in program, completion of a particular type of service [legal, behavioral health, employment]).

Finally, to the extent possible based on sample size and variability in outcomes, we will explore factors associated with positive outcomes among program participants. This may include

individual characteristics (e.g., risk level) and aspects of program participation (e.g., intensity or “dosage” of services).

Data Safeguarding

All evaluation procedures will be reviewed and approved by the RAND Institutional Review Board. For Cohort 2, RAND provided technical assistance to the Mayor’s Office and program providers to develop a data management system, based on the Apricot platform, for the collection of case management data. The system was designed to also facilitate evaluation activities, and the evaluation team is able to access Fellow data and download reports on Fellow participation in the program. Reports are only downloaded in a de-identified form for analysis and fulfillment of reporting requirements under Proposition 47. All program Fellows are informed about the use and sharing of their program data prior to enrolling and must opt-in for data sharing to be included in the data management system.

Reporting

The results of the Project imPACT evaluation will be documents in several ways. First, the Evaluation Team will assist the Mayor’s Office in completing quarterly reports for BSCC. These reports will track basic information regarding usage and outcomes associated with Project imPACT. The Evaluation Team will document complete results of the Cohort 2 evaluation in a Final Local Evaluation report. This will be submitted at the end of the program, in 2026.

References

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