



KAREN BASS
MAYOR

April 3, 2023

Honorable Members of the City Council
c/o City Clerk
Los Angeles City Hall
200 North Spring Street, Room 395
Los Angeles, CA 90012

**RE: NOTIFICATION OF REQUEST FOR AUTHORITY TO ACCEPT \$6,000,000
GRANT AWARD FROM THE CALIFORNIA BOARD OF STATE AND
COMMUNITY CORRECTIONS TO IMPLEMENT THE COHORT 3
PROPOSITION 47 GRANT PROJECT IMPACT PROGRAM**

Dear Honorable Members:

Pursuant to Section 14.6 of the Los Angeles Administrative Code, the Mayor's Office of Economic Opportunity, Office of Reentry, is providing notification to the Los Angeles City Council of its award of funding from the State of California Board of State and Community Corrections ("BSCC") under the Proposition 47 Grant Program to continue Project Impact Cohort 3. Project Impact, a program currently funded through the BSCC, provides formerly incarcerated individuals with behavioral health services, in tandem with peer support, legal services, and employment services. Transmitted herewith for consideration is a request to accept the funding in the amount of \$6,000,000 for the performance period of September 1, 2022 through June 1, 2026.

I. BACKGROUND

Proposition 47, the Safe Neighborhoods and Schools Act, was passed by California voters in November 2014. Proposition 47 created the Penal Code section, §1170.18, which allows individuals currently serving felony sentences for specified crimes to petition the sentencing court to have their sentences reduced to misdemeanor sentences. In addition, it allows individuals who have completed a sentence for certain low-level felonies to ask the sentencing court to designate the conviction as a misdemeanor. The savings from BSCC Prop 47 Project Impact Cohort 2 Grant Award reduced incarceration costs are to be invested into mental health and drug treatment, prevention, support programs in K-12 schools, and victim services.



In August 2022, the BSCC awarded the Mayor's Office of Economic Opportunity, \$6 million in funding to continue implementation of Project Impact, a program that serves formerly incarcerated individuals, by providing behavioral health services, in tandem with peer support, legal services, and behavioral health services. Project Impact provides employment services for justice-involved individuals with the goal of addressing behavioral health needs, while increasing housing stability, job placement and retention, combined with evidence-based multidisciplinary support. The multi-disciplinary supports serve program participants, called Fellows, holistically by pairing employment services with evidence-based practices that specifically serve formerly incarcerated individuals, who are more likely to successfully obtain and retain employment and housing.

Since the launch of Program Impact in 2018, more than 800 program Fellows have been enrolled in the program, 390 Fellows were placed in unsubsidized permanent employment. In addition, of the 281 Cohort 2 Fellows with information available from the Los Angeles County Superior Court database, only 22% or 62 Fellows were convicted for a new arrest that occurred after enrollment in Project Impact.

II. PROGRAM INFORMATION

In April 2022, the Mayor's Office responded to a Proposition 47 Grant Program Request for Proposals issued by BSCC, in which the Mayor's Office proposed to continue the project, referred to as Project Impact Cohort 3 for an additional three-year grant performance period. In accordance with the proposal and budget approved by BSCC, Project Impact Cohort 3 will be operated through its existing employment, behavioral health, and legal services contractors, which were selected to provide Project Impact services in accordance with City and State procurement guidelines to implement Proposition 47 Cohort 1 and Cohort 2 grant awards. Consistent with the first and second cohort, Project Impact Cohort 3 will continue to provide wrap-around services for Fellows at each employment agency by a multi-disciplinary team that consists of a Peer Navigator with a history of justice-involvement; an Attorney to address collateral consequences of justice-involvement; and a Behavioral Therapist to provide individual and group-based therapy. Services provided by the multi-disciplinary team will include peer-based support from an individual who has experienced justice-involvement, cognitive-behavioral therapy (CBT), risk/needs assessment and individualized service planning, legal services to address barriers that result from justice-involvement, and individual and group-based therapy based in CBT principles.

Program eligibility for Project Impact is based on BSCC guidelines:

- Criminal justice involvement, includes having been arrested or convicted of a crime or currently on community supervision such as probation or parole.
- Have a mental health issue or substance use disorder that limits one or more life activities;
- Determined to have a medium to high risk of reoffending, based on a well-validated risk/needs assessment; and
- Willing to obtain employment.

In accordance with City and State procurement guidelines and consistent with the Mayor’s Office proposal as awarded by the BSCC, Project Impact Cohort 3 services are recommended to continue with existing contractors for the three-year grant performance period as indicated in Table 1.

Table 1: Proposition 47 Project Impact Contractors

Region	Contractor	Service	Contract Amount	Enrollment Goal (# Fellows)	# Fellows Placed in Permanent Employment	# Fellows w/Increased Housing Stability
Downtown L.A.	Center for Employment Opportunities	Employment	\$492,500	80	38	8
San Fernando Valley	El Proyecto Del Barrio	Employment	\$400,000	65	32	6
South L.A.	Friends Outside L.A.	Employment	\$492,500	80	38	8
Watts	Watts Labor Community Action Committee	Employment	\$565,000	100	50	10
Downtown L.A.	Homeless Healthcare L.A.	Behavioral Health	\$537,500			
San Fernando Valley	Homeless Healthcare L.A.	Behavioral Health				
South L.A.	Arming Minorities Against Addition and Disease	Behavioral Health				
Watts	Arming Minorities Against Addition and Disease	Behavioral Health				
San Fernando Valley	Neighborhood Legal Services L.A.	Legal Services	\$365,000			
Downtown L.A.	Legal Aid Foundation L.A.	Legal Services	\$1,095,000			
South L.A.	Legal Aid Foundation L.A.	Legal Services				
Watts	Legal Aid Foundation L.A.	Legal Services				
All Regions	Anti-Recidivism Coalition	Youthful Offender Services	\$300,000	50	24	5
Total Services			\$4,785,000			
All Regions	Rand Corporation	Data Collection and Evaluation	\$515,000			

To fulfill the Project Impact Cohort 3 program requirements described below, the Mayor’s Office requests authority to negotiate and execute contracts with the existing Project Impact Contractors that were selected through the procurement process as outlined below, for the duration of the grant performance period, or forty-five (45) months. The amount of \$6,000,000, or approximately 90% of the grant award received by the Mayor’s Office will be allocated to eight community-based organizations and one program evaluator through contractual services. The full proposal is included in this report as Attachment D.

In 2017, City Council approved (CF17-0758), the Mayor’s Office Requests for Proposals (“RFPs”) to select contractors to provide Project Impact services. As a result of the applications received, reviewed, and scored according to the City’s standard competitive bid review procedures, four different types of contractors were selected: employment services contractors, legal services contractors, behavioral health services contractors, and one data evaluation contractor.

Project Impact Housing Support Services

There is a limited number of affordable housing units in Los Angeles. The lack of sufficient housing in Los Angeles affects segments of the population differently, particularly the most vulnerable individuals. Justice impacted individuals face multiple challenges in trying to obtain and retain employment when their housing is unstable. Project Impact service providers assist with Fellows’ transition to housing opportunities identified through a housing property owner or housing organization. Housing support services include

supporting Fellows during the housing application process, educating Fellows about tenant rights and responsibilities, providing referrals for additional supportive housing services, and acting as an ongoing liaison between clients, property owners, and case managers.

In addition, Project Impact Fellows are eligible for housing support to ensure that Fellows will not be rent-burdened or spend more than 30% of their income on rent at any time during their enrollment in the program.

Program Outcomes and Evaluation

Project Impact will work with its existing data and evaluation team, the RAND Corporation, to include an analysis of the outcomes for Fellows who participate in Project Impact services. The data and evaluation team will manage data collection, facilitate data sharing across Project Impact community based organizations, create evaluation reports, analyze program data, and provide technical assistance across all project regions. Program success will continue to be measured by:

- Reducing recidivism rates;
- Improving rates of employment and retention for Fellows; and
- Increasing behavioral health and housing stability for Fellows.

The Project Impact data and evaluation team will also prepare the required two-year and a final evaluation report. The Cohort 2 Final Evaluation Report is included in this report as Attachment E.

III. MANAGEMENT AND ADMINISTRATION

The Mayor's Office is responsible for the program management and the fiscal administration of the grant. The Mayor's Office staff will expend the Cohort 3 Grant from September 1, 2022 through June 1, 2026. For the management and administration of this program, \$56,905 shall be used for Supplies; \$49,025 for Travel and Training and \$594,070 for Salaries and Benefits. The costs of \$594,070 will be applied to the salary and fringe benefits for one full-time Program Manager and Accountants over the course of the grant performance period. (Year 1: \$277,232.66; Year 2: \$158,418.67; Year 3: \$158,418.67). The Project Impact Program Manager will be responsible for overseeing and monitoring all grant activities and partner agencies. The Program Manager will also be responsible for ensuring adherence to the project implementation plan and project objectives, and submitting reports according to the timeline determined by BSCC. The Accountants will be responsible for all accounting activities related to the grant. The Accountants will ensure timely, accurate, and appropriate execution of all grant expenditures, reimbursements, and fund draw-downs, as well as ensuring compliance with accepted auditing standards.

IV. PROJECT IMPACT COHORT 3 PROGRAM BUDGET

2021 Proposition 47 Grant Program- Project Budget
Contract Term: September 1, 2022 - June 1, 2026

Budget Line Item	Grant Funds	Leveraged Funds	Total
1. Salaries and Benefits	\$ 594,070	\$ 309,058	\$ 903,128
2. Services and Supplies	\$ 56,905	\$ -	\$ 56,905
3. Professional Services or Public Agency Subcontracts	\$ -	\$ -	\$ -
4. Non-Governmental Organization (NGO) Subcontracts (minimum 50% of grant funds)	\$ 4,785,000	\$ 922,585	\$ 5,707,585
5. Data Collection and Evaluation minimum of 5%	\$ 515,000	\$ -	\$ 515,000
6. Equipment/Fixed Assets	\$ -	\$ -	\$ -
7. Financial Audit (must not exceed \$25,000)	\$ -	\$ -	\$ -
8. Other (Travel, Training, etc.)	\$ 49,025	\$ -	\$ 49,025
9. Indirect Cost	\$ -	\$ 100	\$ 100
Total	\$ 6,000,000	\$ 1,231,743	\$ 7,231,743

Since the performance period of the Proposition 47 Grant commenced on September 1, 2022, certain grant-approved activities which will be reimbursed by grant funds have already occurred. Therefore, the acceptance of the grant, the adoption of the Proposition 47 Grant budget, and the authorization to enter into certain contracts would include retroactive approval of grant-funded activities that occurred within the grant performance period but prior to the Council adoption of the recommendations set forth in this report.

V. RECOMMENDATIONS

IT IS THEREFORE requested that the City Council:

1. Authorize the Mayor, or his designee, to:

- a. Accept on behalf of the City of Los Angeles the 2019 Proposition 47 Grant from the California Board of State and Community Corrections in the amount of \$6,000,000 for the period of September 1, 2022 to June 1, 2026;
- b. Negotiate and execute the Grant Award Agreement and submit any other necessary agreements and documents relative to the grant award, subject to the review and approval of the City Attorney as to form;
- c. Negotiate and execute four contracts with community-based organizations, Center for Employment Opportunities (CEO), Friends Outside, El Proyecto del Barrio, and Watts Labor Community Action Committee (WLCAC), to provide employment services in four hubs throughout the City, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$1,950,000 for employment services, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;
- d. Negotiate and execute one contract with the Anti-Recidivism Coalition, a Los Angeles based youth-focused reentry organization, to provide behavioral health, legal services, and employment services for young Los Angeles City residents

ages 18-24 in four hubs throughout the City, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$300,000, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;

- e. Negotiate and execute two contracts with community-based organizations, Los Angeles Legal Aid Foundation (LAFLA) and Neighborhood Legal Services Los Angeles (NLSLA), to provide legal services in four hubs throughout the City, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$1,460,000 for legal services, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;
- f. Negotiate and execute two contracts with community-based organizations, Arming Minorities Against Addiction & Disease Institute (AMAAD) and Homeless Health Care Los Angeles (HHCLA), to provide behavioral health services in four hubs throughout the City, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$1,075,000 for behavioral health services, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;
- g. Negotiate and execute a contract with non-profit institution, The RAND Corporation, to provide data evaluation services for Project Impact, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$515,000, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;
- h. Negotiate and execute a contract with a contractor identified through a procurement to provide trauma informed care training for Project Impact Contractors, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$14,575, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;
- i. Negotiate and execute a contract with a contractor to provide CBT training for Project Impact Contractors, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$16,000, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;
- j. Negotiate and execute a contract with a contractor identified through a procurement to provide rehabilitative arts services for Project Impact Fellows, for a period of up to forty-five (45) months within the grant performance period, in an amount not to exceed \$15,600, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements;

- k. Submit to the grantor, on behalf of the City, requests for drawdown of funds for payment and/or reimbursements of City funds expended for approved grant purposes;
 - l. Receive, deposit into, and disburse from a new Proposition 47 Board of State and Community Corrections Grant fund, the grant funds from the Proposition 47 Board of State and Community Corrections Grant;
2. Adopt the attached Governing Body Resolution which endorses the grant agreements and agrees to comply with the program and funding requirements of the Grant;
3. Authorize the Controller to:
- a. Establish a new interest-bearing fund entitled "FYXX Proposition 47 Board of State and Community Corrections (BSCC) Grant Fund" and create a receivable in the Fund in the amount of \$6,000,000 for the FY20 Prop 47 BSCC Grant;
 - b. Expend and receive funds upon presentation of documentation and proper demand by the Mayor's Office to reimburse City departments and the Los Angeles Area participants for approved FYXX Proposition 47 BSCC Grant purchases;
 - c. Increase receivables and create new appropriation accounts within the new FY20 Proposition 47 Board of State and Community Corrections (BSCC) Grant Fund No. XXX for the FY20 Proposition 47 BSCC Grant, as follows:

Appropriation

<u>Acct. No.</u>	<u>Account Name</u>	<u>Amount</u>
46W146	Mayor's Office Salaries	\$197,108.18
46W299	Related Costs	\$80,124.48
46W946	Grant Management & Administration	\$422,767.34
46W304	Contractual Services	<u>\$5,300,000.00</u>
	Total	\$6,000,000.00

- d. Transfer appropriations from FYXX Proposition 47 Board of State and Community Corrections (BSCC) Grant fund No. XXX, Department 46, to the General Fund to reimburse the General Fund for Proposition 47 BSCC Grant Fund as follows:

TRANSFER FROM:

<u>Fund</u>	<u>Dept.</u>	<u>Acct.</u>	<u>Title</u>	<u>Amount</u>
XXX	46	46W146	Mayor's Office Salaries	\$197,108.18
			Total	\$197,108.18

TRANSFER TO:

Fund	Dept.	Acct.	Title	Amount
100	46	001020	Grant Reimbursed	\$197,108.18
Total				\$197,108.18

- e. Transfer up to \$80,124.48 from Fund XXX, Account 46W299 to the General Fund 100/46, Revenue Source 5346, for reimbursement of grant funded fringe benefits;
- f. Authorize the controller to transfer cash from Fund XXX/46 to reimburse the General Fund, on an as-needed basis, upon presentation of proper documentation City Departments, subject to the approval of the Mayor's Office; and

4. Authorize the Mayor, or designee, be authorized to prepare Controller instructions for any technical adjustments, subject to approval of the CAO, and authorize the Controller to implement the instructions.

Sincerely,



KAREN BASS
Mayor

Attachments: Attachment A - Proposition 47 Agreement BSCC 539-22
Attachment B - Draft Governing Body Resolution
Attachment C - BSCC Proposition 47 Award Notice
Attachment D - Mayor's Office Cohort 3 Grant Proposal
Attachment E - Cohort 2 Final Evaluation of Project Impact

STANDARD AGREEMENT
STD 213 (Rev 03/2019)AGREEMENT NUMBER
BSCC 539-22PURCHASING AUTHORITY NUMBER (If Applicable)
BSCC-5227**1. This Agreement is entered into between the Contracting Agency and the Contractor named below:**

CONTRACTING AGENCY NAME

BOARD OF STATE AND COMMUNITY CORRECTIONS

CONTRACTOR NAME

Los Angeles City Mayor's Office**2. The term of this Agreement is:**

START DATE

SEPTEMBER 1, 2022

THROUGH END DATE

JUNE 1, 2026**3. The maximum amount of this Agreement is:****\$6,000,000.00****4. The parties agree to comply with the terms and conditions of the following exhibits, attachments, and appendices which are by this reference made a part of the Agreement.**

EXHIBITS	TITLE	PAGES
Exhibit A	Scope of Work	3
Exhibit B	Budget Detail and Payment Provisions	4
Exhibit C	General Terms and Conditions (04/2017)	4
Exhibit D	Special Terms and Conditions	4
Attachment 1*	Proposition 47 Request for Proposals	*
Attachment 2	Proposition 47 Grant Proposal	32
Appendix A	Proposition 47 Executive Steering Committee	1
Appendix B	Criteria for Non-Governmental Organizations Receiving BSCC Program Funds	2

* This item is hereby incorporated by reference and can be viewed at: https://www.bscc.ca.gov/s_bsccprop47/**IN WITNESS WHEREOF, THIS AGREEMENT HAS BEEN EXECUTED BY THE PARTIES HERETO.****CONTRACTOR**

CONTRACTOR NAME (if other than an individual, state whether a corporation, partnership, etc.)

LOS ANGELES CITY MAYOR'S OFFICE

CONTRACTOR BUSINESS ADDRESS

200 N. Spring Street, Room 303

CITY

Los Angeles

STATE

CA

ZIP

90012

PRINTED NAME OF PERSON SIGNING

Karen Bass

TITLE

Mayor

CONTRACTOR AUTHORIZED SIGNATURE



DATE SIGNED

STATE OF CALIFORNIA

CONTRACTING AGENCY NAME

BOARD OF STATE AND COMMUNITY CORRECTIONS

CONTRACTING AGENCY ADDRESS

2590 Venture Oaks Way, Suite 200

CITY

Sacramento

STATE

CA

ZIP

95833

PRINTED NAME OF PERSON SIGNING

RICARDO GOODRIDGE

TITLE

Deputy Director

CONTRACTING AGENCY AUTHORIZED SIGNATURE



DATE SIGNED

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL: EXEMPT PER SCM, VOLUME 1, CH. 4.06

EXHIBIT A: SCOPE OF WORK

1. GRANT AGREEMENT – PROPOSITION 47 GRANT PROGRAM

This Grant Agreement is between the State of California, Board of State and Community Corrections (hereafter referred to as BSCC) and the Los Angeles City Mayor's Office (hereafter referred to as the Grantee or Contractor).

2. PROJECT SUMMARY AND ADMINISTRATION

- A. Project impact serves justice-impacted adults who have been arrested, charged with, or convicted of a crime, have a history of mental health issues or substance use disorders. The program provides behavioral health and legal services to increase employment placement, retention, and housing stability, thereby reducing recidivism.
- B. Grantee agrees to administer the project in accordance with Attachment 1: Proposition 47 Request for Proposals (incorporated by reference) and Attachment 2: Proposition 47 Grant Proposal, which are attached and hereto and made part of this agreement.

3. PROJECT OFFICIALS

- A. The BSCC's Executive Director or designee shall be the BSCC's representative for administration of the Grant Agreement and shall have authority to make determinations relating to any controversies that may arise under or regarding the interpretation, performance, or payment for work performed under this Grant Agreement.
- B. The Grantee's project officials shall be those identified as follows:

Authorized Officer with legal authority to sign:

Name: Karen Bass
Title: Mayor
Address: 200 N. Spring Street, Room 303, Los Angeles, CA 90012
Phone: (213) 978-0600
Email: karen.bass@lacity.org

Designated Financial Officer authorized to receive warrants:

Name: Gabriela Jasso
Title: Director of Grants & Finance
Address: 200 N. Spring Street, Room 303, Los Angeles, CA 90012
Phone: (213) 978-0756
Email: gabriela.jasso@lacity.org

Project Director authorized to administer the project:

Name: Zita Davis
Title: Executive Officer
Address: 200 N. Spring Street, Room 303, Los Angeles, CA 90012
Phone: (213) 978-6763
Email: zita.davis@lacity.org

- C. Either party may change its project representatives upon written notice to the other party.
- D. By signing this Grant Agreement, the Authorized Officer listed above warrants that he or she has full legal authority to bind the entity for which he or she signs.

EXHIBIT A: SCOPE OF WORK

4. DATA COLLECTION

Grantees will be required to comply with all data collection and reporting requirements as described in Attachment 1: Proposition 47 Request for Proposals and Attachment 2: Proposition 47 Grant Proposal.

5. REPORTING REQUIREMENTS

A. Grantee will submit quarterly progress reports in a format prescribed by the BSCC. These reports, which will describe progress made on program objectives and include required data, shall be submitted according to the following schedule:

Quarterly Progress Report Periods

Quarterly Progress Report Periods	Due no later than:
1. September 1, 2022 to September 30, 2022	November 15, 2022
2. October 1, 2022 to December 31, 2022	February 15, 2023
3. January 1, 2023 to March 31, 2023	May 15, 2023
4. April 1, 2023 to June 30, 2023	August 15, 2023
5. July 1, 2023 to September 30, 2023	November 15, 2023
6. October 1, 2023 to December 31, 2023	February 15, 2024
7. January 1, 2024 to March 31, 2024	May 15, 2024
8. April 1, 2024 to June 30, 2024	August 15, 2024
9. July 1, 2024 to September 30, 2024	November 15, 2024
10. October 1, 2024 to December 31, 2024	February 15, 2025
11. January 1, 2025 to March 31, 2025	May 15, 2025
12. April 1, 2025 to June 30, 2025	August 15, 2025
13. July 1, 2025 to September 30, 2025	November 15, 2025
14. October 1, 2025 to December 31, 2025	February 15, 2026
15. January 1, 2026 to March 1, 2026	May 15, 2026

Note: Project activity period ends March 1, 2026. The period of March 2, 2026 to June 1, 2026 is for completion of Final Local Evaluation Report and financial audit only.

B. Evaluation Documents

	Due no later than:
1. Local Evaluation Plan	January 15, 2023
2. Final Local Evaluation Report	June 1, 2026

C. Other

	Due no later than:
Financial Audit	June 1, 2026

6. PROJECT RECORDS

A. The Grantee shall establish an official file for the project. The file shall contain adequate documentation of all actions taken with respect to the project, including copies of this Grant Agreement, approved program/budget modifications, financial records and required reports.

B. The Grantee shall establish separate accounting records and maintain documents and other evidence sufficient to properly reflect the amount, receipt, and disposition of all project funds, including grant funds and any matching funds by the Grantee and the total cost of the project. Source documentation includes copies of all awards, applications, approved modifications, financial records and narrative reports.

EXHIBIT A: SCOPE OF WORK

- C. Personnel and payroll records shall include the time and attendance reports for all individuals reimbursed under the grant, whether they are employed full-time or part-time. Time and effort reports are also required for all subcontractors and consultants.
- D. The grantee shall maintain documentation of donated goods and/or services, including the basis for valuation.
- E. Grantee agrees to protect records adequately from fire or other damage. When records are stored away from the Grantee's principal office, a written index of the location of records stored must be on hand and ready access must be assured.
- F. All Grantee records relevant to the project must be preserved a minimum of three (3) years after closeout of the grant project and shall be subject at all reasonable times to inspection, examination, monitoring, copying, excerpting, transcribing, and auditing by the BSCC or designees. If any litigation, claim, negotiation, audit, or other action involving the records has been started before the expiration of the three-year period, the records must be retained until the completion of the action and resolution of all issues which arise from it or until the end of the regular three-year period, whichever is later.

7. CONFLICT OF INTEREST

- A. Existing law prohibits any grantee, subgrantee, partner or like party who participated on the Proposition 47 Executive Steering Committee (See Appendix A) from receiving funds from the Proposition 47 grants awarded under this RFP. Applicants who are awarded grants under this RFP are responsible for reviewing the Proposition 47 ESC membership roster (see Appendix A) and ensuring that no grant dollars are passed through to any entity represented by the members of the Proposition 47 ESC.
- B. In cases of an actual conflict of interest with an ESC member, the Board may revoke the grant award and legal consequences could exist for the parties involved, including, but not limited to, repayment of the grant award.

8. FINANCIAL AUDIT

Grantees are required to provide the BSCC with a financial audit no later than the end of the contract term, June 1, 2026. The financial audit shall be performed by a Certified Public Accountant or a participating county or city auditor that is organizationally independent from the participating county's or city's project financial management functions. Expenses for this final audit may be reimbursed for actual costs up to \$25,000.

EXHIBIT B: BUDGET DETAIL AND PAYMENT PROVISIONS

1. INVOICING AND PAYMENTS

- A. The Grantee shall be paid in monthly arrears by submitting an invoice (Form 201) to the BSCC that outlines actual expenditures claimed for the invoicing period.

Monthly Invoicing Periods:

1. September 1, 2022 to September 30, 2022
2. October 1, 2022 to October 31, 2022
3. November 1, 2022 to November 30, 2022
4. December 1, 2022 to December 31, 2022
5. January 1, 2023 to January 31, 2023
6. February 1, 2023 to February 28, 2023
7. March 1, 2023 to March 31, 2023
8. April 1, 2023 to April 30, 2023
9. May 1, 2023 to May 31, 2023
10. June 1, 2023 to June 30, 2023
11. July 1, 2023 to July 31, 2023
12. August 1, 2023 to August 31, 2023
13. September 1, 2023 to September 30, 2023
14. October 1, 2023 to October 31, 2023
15. November 1, 2023 to November 30, 2023
16. December 1, 2023 to December 31, 2023
17. January 1, 2024 to January 31, 2024
18. February 1, 2024 to February 29, 2024
19. March 1, 2024 to March 31, 2024
20. April 1, 2024 to April 30, 2024
21. May 1, 2024 to May 31, 2024
22. June 1, 2024 to June 30, 2024
23. July 1, 2024 to July 31, 2024
24. August 1, 2024 to August 31, 2024
25. September 1, 2024 to September 30, 2024
26. October 1, 2024 to October 31, 2024
27. November 1, 2024 to November 30, 2024
28. December 1, 2024 to December 31, 2024
29. January 1, 2025 to January 31, 2025
30. February 1, 2025 to February 28, 2025
31. March 1, 2025 to March 31, 2025
32. April 1, 2025 to April 30, 2025
33. May 1, 2025 to May 31, 2025
34. June 1, 2025 to June 30, 2025
35. July 1, 2025 to July 31, 2025
36. August 1, 2025 to August 31, 2025
37. September 1, 2025 to September 30, 2025
38. October 1, 2025 to October 31, 2025
39. November 1, 2025 to November 30, 2025
40. December 1, 2025 to December 31, 2025
41. January 1, 2026 to January 31, 2026
42. February 1, 2026 to March 1, 2026

Final Invoicing Periods:

43. March 2, 2026 to March 31, 2026*

Due no later than:

- November 15, 2022
December 15, 2022
January 15, 2023
February 15, 2023
March 15, 2023
April 15, 2023
May 15, 2023
June 15, 2023
July 15, 2023
August 15, 2023
September 15, 2023
October 15, 2023
November 15, 2023
December 15, 2023
January 15, 2024
February 15, 2024
March 15, 2024
April 15, 2024
May 15, 2024
June 15, 2024
July 15, 2024
August 15, 2024
September 15, 2024
October 15, 2024
November 15, 2024
December 15, 2024
January 15, 2025
February 15, 2025
March 15, 2025
April 15, 2025
May 15, 2025
June 15, 2025
July 15, 2025
August 15, 2025
September 15, 2025
October 15, 2025
November 15, 2025
December 15, 2025
January 15, 2026
February 15, 2026
March 15, 2026
April 15, 2026

Due no later than:

- May 15, 2026

EXHIBIT B: BUDGET DETAIL AND PAYMENT PROVISIONS

- | | |
|--------------------------------------|---------------|
| 44. April 1, 2026 to April 30, 2026* | June 15, 2026 |
| 45. May 1, 2026 to June 1, 2026* | July 15, 2026 |

**Note: Only expenditures associated with completion of the Final Local Evaluation Report and the financial audit may be included on the final invoice.*

- B. All project expenditures (excluding costs associated with the completion of the Final Local Evaluation Report and the financial audit) and all obligated leverage contributions must be incurred by the end of the grant project period, March 1, 2026, and included on the invoice due April 15, 2026. Project expenditures incurred after March 1, 2026 will not be reimbursed.
- C. The Final Local Evaluation Report is due to BSCC by June 1, 2026. Expenditures incurred solely for the completion of the Final Local Evaluation Report during the period of March 2, 2026 to June 1, 2026 must be submitted during the Final Invoicing Period(s), with the final invoice due on July 15, 2026. Supporting fiscal documentation will be required for all expenditures claimed during the Final Invoicing Period(s) and must be submitted with the final invoice.
- D. The financial audit is due to BSCC by June 1, 2026. Expenditures incurred solely for the completion of the financial audit during the period of March 2, 2026 to June 1, 2026 must be submitted during the Final Invoicing Period(s), with the final invoice due on July 15, 2026. Supporting fiscal documentation will be required for all expenditures claimed during the Final Invoicing Period(s) and must be submitted with the final invoice.
- E. Grantee shall submit an invoice to the BSCC each invoicing period, even if grant funds are not expended or requested during the invoicing period.
- F. Upon the BSCC's request, supporting documentation must be submitted for project expenditures. Grantees are required to maintain supporting documentation for all expenditures on the project site for the life of the grant and make it readily available for review during BSCC site visits. See Exhibit A. Scope of Work, Item 6. Project Records.

2. GRANT AMOUNT AND LIMITATION

- A. In no event shall the BSCC be obligated to pay any amount in excess of the grant award. Grantee waives any and all claims against the BSCC, and the State of California on account of project costs that may exceed the sum of the grant award.
- B. Under no circumstance will a budget item change be authorized that would cause the project to exceed the amount of the grant award identified in this Grant Agreement.

3. BUDGET CONTINGENCY CLAUSE

- A. This grant agreement is valid and enforceable only if sufficient funds are made available through the annual transfer of savings generated by Proposition 47 from the General Fund to the Safe Neighborhoods and Schools Fund and subsequent transfer from the Safe Neighborhoods and Schools Fund to the Second Chance Fund. (Gov. Code, § 7599.1 & Pen. Code, § 6046.2.) On or before July 31st of each fiscal year the Department of Finance will calculate the state savings associated with Proposition 47 and certify the calculation to the State Controller who shall transfer those funds to the Safe Neighborhoods and Schools Fund. (Gov. Code, § 7599.1.) The grantee agrees that the BSCC's obligation to pay any sum to the grantee under any provision of this agreement is contingent upon the availability of sufficient funding transferred to the Safe Neighborhoods and Schools Fund and subsequent transfer to the Second Chance Fund.
- B. If Proposition 47 funding is reduced or falls below estimates contained within the Proposition 47 Request for Proposals, the BSCC shall have the option to either cancel this Grant Agreement

EXHIBIT B: BUDGET DETAIL AND PAYMENT PROVISIONS

with no liability occurring to the BSCC or offer an amendment to this agreement to the Grantee to reflect a reduced amount.

- C. If BSCC cancels the agreement pursuant to Paragraph 3(B) or Grantee does not agree to an amendment in accordance with the option provided by Paragraph 3(B), it is mutually agreed that the Grant Agreement shall have no further force and effect. In this event, the BSCC shall have no liability to pay any funds whatsoever to Grantee or to furnish any other considerations under this Agreement and Grantee shall not be obligated to perform any provisions of this Grant Agreement except that Grantee shall be required to maintain all project records required by Paragraph 6 of Exhibit A for a period of three (3) years following the termination of this agreement.

4. PROJECT COSTS

- A. Grantee is responsible for ensuring that actual expenditures are for eligible project costs. "Eligible" and "ineligible" project costs are set forth in the July 2020 BSCC Grant Administration Guide, which can be found under Quick Links here:

https://www.bscc.ca.gov/s_correctionsplanningandprograms/

- B. The provisions of the BSCC Grant Administration Guide are incorporated by reference into this agreement and Grantee shall be responsible for adhering to the requirements set forth therein. To the extent any of the provisions of the BSCC Grant Administration Guide and this agreement conflict, the language in this agreement shall prevail.
- C. Grantee is responsible for ensuring that invoices submitted to the BSCC claim actual expenditures for eligible project costs.
- D. Grantee shall, upon demand, remit to the BSCC any grant funds not expended for eligible project costs or an amount equal to any grant funds expended by the Grantee in violation of the terms, provisions, conditions or commitments of this Grant Agreement.
- E. Grant funds must be used to support new program activities or to augment existing funds that expand current program activities. Grant funds shall not replace (supplant) any federal, state and/or local funds that have been appropriated for the same purpose. Violations can result in recoupment of monies provided under this grantor suspension of future program funding through BSCC grants.

5. PROMPT PAYMENT CLAUSE

Payment will be made in accordance with, and within the time specified in, Government Code Chapter 4.5, commencing with Section 927.

6. WITHHOLDING OF GRANT DISBURSEMENTS

- A. The BSCC may withhold all or any portion of the grant funds provided by this Grant Agreement in the event the Grantee has materially and substantially breached the terms and conditions of this Grant Agreement.
- B. At such time as the balance of state funds allocated to the Grantee reaches five percent (5%), the BSCC may withhold that amount as security, to be released to the Grantee upon compliance with all grant provisions, including:
 - 1) submittal and approval of the final invoice;
 - 2) submittal and approval of the final progress report; and
 - 3) submittal and approval of any additional required reports, including but not limited to the Final Local Evaluation Report and the financial audit.

EXHIBIT B: BUDGET DETAIL AND PAYMENT PROVISIONS

- C. The BSCC will not reimburse Grantee for costs identified as ineligible for grant funding. If grant funds have been provided for costs subsequently deemed ineligible, the BSCC may either withhold an equal amount from future payments to the Grantee or require repayment of an equal amount to the State by the Grantee.
- D. In the event that grant funds are withheld from the Grantee, the BSCC's Executive Director or designee shall notify the Grantee of the reasons for withholding and advise the Grantee of the time within which the Grantee may remedy the failure or violation leading to the withholding.

7. EXECUTIVE ORDER N-6-22 – RUSSIA SANCTIONS

On March 4, 2022, Governor Gavin Newsom issued Executive Order N-6-22 (the EO) regarding Economic Sanctions against Russia and Russian entities and individuals. "Economic Sanctions" refers to sanctions imposed by the U.S. government in response to Russia's actions in Ukraine, as well as any sanctions imposed under state law. The EO directs state agencies to terminate contracts with, and to refrain from entering any new contracts with, individuals or entities that are determined to be a target of Economic Sanctions. Accordingly, should the State determine Contractor is a target of Economic Sanctions or is conducting prohibited transactions with sanctioned individuals or entities, that shall be grounds for termination of this agreement. The State shall provide Contractor advance written notice of such termination, allowing Contractor at least 30 calendar days to provide a written response. Termination shall be at the sole discretion of the State.

8. PROJECT BUDGET

BUDGET LINE ITEMS	GRANT FUNDS	LEVERAGED FUNDS	TOTAL
1. Salaries and Benefits	\$ 594,070	\$ 309,058	\$ 903,128
2. Services and Supplies	\$ 56,905	\$ 0	\$ 56,905
3. Professional Services or Public Agency Subcontracts	\$ 0	\$ 0	\$ 0
4. Non-Governmental Organization (NGO) Subcontracts (minimum 50%)	\$ 4,785,000	\$ 922,585	\$ 5,707,585
5. Data Collection and Evaluation (minimum 5% of requested grant funds or \$25,000, whichever is greater)	\$ 515,000	\$ 0	\$ 515,000
6. Equipment / Fixed Assets	\$ 0	\$ 0	\$ 0
7. Financial Audit (must not exceed \$25,000)	\$ 0	\$ 0	\$ 0
8. Other (Travel, Training, etc.)	\$ 49,025	\$ 0	\$ 49,025
9. Indirect Costs (may not exceed 10% of grant award)	\$ 0	\$ 0	\$ 0
TOTAL	\$6,000,000	\$1,231,643	\$7,231,643

EXHIBIT C: GENERAL TERMS AND CONDITIONS (04/2017)

1. **APPROVAL:** This Agreement is of no force or effect until signed by both parties and approved by the Department of General Services, if required. Contractor may not commence performance until such approval has been obtained.
2. **AMENDMENT:** No amendment or variation of the terms of this Agreement shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or Agreement not incorporated in the Agreement is binding on any of the parties.
3. **ASSIGNMENT:** This Agreement is not assignable by the Contractor, either in whole or in part, without the consent of the State in the form of a formal written amendment.
4. **AUDIT:** Contractor agrees that the awarding department, the Department of General Services, the Bureau of State Audits, or their designated representative shall have the right to review and to copy any records and supporting documentation pertaining to the performance of this Agreement. Contractor agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Contractor agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. Further, Contractor agrees to include a similar right of the State to audit records and interview staff in any subcontract related to performance of this Agreement. (Gov. Code §8546.7, Pub. Contract Code §10115 et seq., CCR Title 2, Section 1896).
5. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and save harmless the State, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, suppliers, laborers, and any other person, firm or corporation furnishing or supplying work services, materials, or supplies in connection with the performance of this Agreement, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by Contractor in the performance of this Agreement.
6. **DISPUTES:** Contractor shall continue with the responsibilities under this Agreement during any dispute.
7. **TERMINATION FOR CAUSE:** The State may terminate this Agreement and be relieved of any payments should the Contractor fail to perform the requirements of this Agreement at the time and in the manner herein provided. In the event of such termination the State may proceed with the work in any manner deemed proper by the State. All costs to the State shall be deducted from any sum due the Contractor under this Agreement and the balance, if any, shall be paid to the Contractor upon demand.
8. **INDEPENDENT CONTRACTOR:** Contractor, and the agents and employees of Contractor, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees or agents of the State.
9. **RECYCLING CERTIFICATION:** The Contractor shall certify in writing under penalty of perjury, the minimum, if not exact, percentage of post-consumer material as defined in the Public Contract Code Section 12200, in products, materials, goods, or supplies offered or sold to the State regardless of whether the product meets the requirements of Public Contract Code Section 12209. With respect to printer or duplication cartridges that comply with the requirements of Section 12156(e), the certification required by this subdivision shall specify that the cartridges so comply (Pub. Contract Code §12205).
10. **NON-DISCRIMINATION CLAUSE:** During the performance of this Agreement, Contractor and its subcontractors shall not deny the contract's benefits to any person on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic

EXHIBIT C: GENERAL TERMS AND CONDITIONS (04/2017)

information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status, nor shall they discriminate unlawfully against any employee or applicant for employment because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status. Contractor shall insure that the evaluation and treatment of employees and applicants for employment are free of such discrimination. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Gov. Code §12900 et seq.), the regulations promulgated thereunder (Cal. Code Regs., tit. 2, §11000 et seq.), the provisions of Article 9.5, Chapter 1, Part 1, Division 3, Title 2 of the Government Code (Gov. Code §§11135-11139.5), and the regulations or standards adopted by the awarding state agency to implement such article. Contractor shall permit access by representatives of the Department of Fair Employment and Housing and the awarding state agency upon reasonable notice at any time during the normal business hours, but in no case less than 24 hours' notice, to such of its books, records, accounts, and all other sources of information and its facilities as said Department or Agency shall require to ascertain compliance with this clause. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other agreement. (See Cal. Code Regs., tit. 2, §11105.)

Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Agreement.

11. **CERTIFICATION CLAUSES:** The CONTRACTOR CERTIFICATION CLAUSES contained in the document [CCC 04/2017](#) are hereby incorporated by reference and made a part of this Agreement by this reference as if attached hereto.
12. **TIMELINESS:** Time is of the essence in this Agreement.
13. **COMPENSATION:** The consideration to be paid Contractor, as provided herein, shall be in compensation for all of Contractor's expenses incurred in the performance hereof, including travel, per diem, and taxes, unless otherwise expressly so provided.
14. **GOVERNING LAW:** This contract is governed by and shall be interpreted in accordance with the laws of the State of California.
15. **ANTITRUST CLAIMS:** The Contractor by signing this agreement hereby certifies that if these services or goods are obtained by means of a competitive bid, the Contractor shall comply with the requirements of the Government Codes Sections set out below.
 - A. The Government Code Chapter on Antitrust claims contains the following definitions:
 - 1) "Public purchase" means a purchase by means of competitive bids of goods, services, or materials by the State or any of its political subdivisions or public agencies on whose behalf the Attorney General may bring an action pursuant to subdivision (c) of Section 16750 of the Business and Professions Code.
 - 2) "Public purchasing body" means the State or the subdivision or agency making a public purchase. Government Code Section 4550.
 - B. In submitting a bid to a public purchasing body, the bidder offers and agrees that if the bid is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright Act (Chapter 2 (commencing with Section 16700) of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the bidder for sale to the purchasing body pursuant to the bid. Such assignment shall be made and become effective

EXHIBIT C: GENERAL TERMS AND CONDITIONS (04/2017)

at the time the purchasing body tenders final payment to the bidder. Government Code Section 4552.

- C. If an awarding body or public purchasing body receives, either through judgment or settlement, a monetary recovery for a cause of action assigned under this chapter, the assignor shall be entitled to receive reimbursement for actual legal costs incurred and may, upon demand, recover from the public body any portion of the recovery, including treble damages, attributable to overcharges that were paid by the assignor but were not paid by the public body as part of the bid price, less the expenses incurred in obtaining that portion of the recovery. Government Code Section 4553.
- D. Upon demand in writing by the assignor, the assignee shall, within one year from such demand, reassign the cause of action assigned under this part if the assignor has been or may have been injured by the violation of law for which the cause of action arose and (a) the assignee has not been injured thereby, or (b) the assignee declines to file a court action for the cause of action. See Government Code Section 4554.

16. CHILD SUPPORT COMPLIANCE ACT: For any Agreement in excess of \$100,000, the contractor acknowledges in accordance with Public Contract Code 7110, that:

- A. The contractor recognizes the importance of child and family support obligations and shall fully comply with all applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with section 5200) of Part 5 of Division 9 of the Family Code; and
- B. The contractor, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department.

17. UNENFORCEABLE PROVISION: In the event that any provision of this Agreement is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this Agreement have force and effect and shall not be affected thereby.

18. PRIORITY HIRING CONSIDERATIONS: If this Contract includes services in excess of \$200,000, the Contractor shall give priority consideration in filling vacancies in positions funded by the Contract to qualified recipients of aid under Welfare and Institutions Code Section 11200 in accordance with Pub. Contract Code §10353.

19. SMALL BUSINESS PARTICIPATION AND DVBE PARTICIPATION REPORTING REQUIREMENTS:

- A. If for this Contract Contractor made a commitment to achieve small business participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) report to the awarding department the actual percentage of small business participation that was achieved. (Govt. Code § 14841.)
- B. If for this Contract Contractor made a commitment to achieve disabled veteran business enterprise (DVBE) participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) certify in a report to the awarding department: (1) the total amount the prime Contractor received under the Contract; (2) the name and address of the DVBE(s) that participated in the performance of the Contract; (3) the amount each DVBE received from the prime Contractor; (4) that all payments under the Contract have been made to the DVBE; and (5) the actual

EXHIBIT C: GENERAL TERMS AND CONDITIONS (04/2017)

percentage of DVBE participation that was achieved. A person or entity that knowingly provides false information shall be subject to a civil penalty for each violation. (Mil. & Vets. Code § 999.5(d); Govt. Code § 14841.)

- 20. LOSS LEADER:** If this contract involves the furnishing of equipment, materials, or supplies then the following statement is incorporated: It is unlawful for any person engaged in business within this state to sell or use any article or product as a "loss leader" as defined in Section 17030 of the Business and Professions Code. (PCC 10344(e).)

EXHIBIT D: SPECIAL TERMS AND CONDITIONS

1. GRANTEE'S GENERAL RESPONSIBILITY

- A. Grantee agrees to comply with all terms and conditions of this Grant Agreement. Review and approval by the BSCC are solely for the purpose of proper administration of grant funds and shall not be deemed to relieve or restrict the Grantee's responsibility.
- B. Grantee is responsible for the performance of all project activities identified in Attachment 1: Proposition 47 Request for Proposals and Attachment 2: Proposition 47 Grant Proposal.
- C. Grantee shall immediately advise the BSCC of any significant problems or changes that arise during the course of the project.

2. GRANTEE ASSURANCES AND COMMITMENTS

- A. Compliance with Laws and Regulations
This Grant Agreement is governed by and shall be interpreted in accordance with the laws of the State of California. Grantee shall at all times comply with all applicable State laws, rules and regulations, and all applicable local ordinances.
- B. Fulfillment of Assurances and Declarations
Grantee shall fulfill all assurances, declarations, representations, and statements made by the Grantee in Attachment 1: Proposition 47 Request for Proposal and Attachment 2: Proposition 47 Grant Proposal, documents, amendments, approved modifications, and communications filed in support of its request for grant funds.
- C. Permits and Licenses
Grantee agrees to procure all permits and licenses necessary to complete the project, pay all charges and fees, and give all notices necessary or incidental to the due and lawful proceeding of the project work.

3. POTENTIAL SUBCONTRACTORS

- A. In accordance with the provisions of this Grant Agreement, the Grantee may subcontract for services needed to implement and/or support program activities. Grantee agrees that in the event of any inconsistency between this Grant Agreement and Grantee's agreement with a subcontractor, the language of this Grant Agreement will prevail.
- B. Nothing contained in this Grant Agreement or otherwise, shall create any contractual relation between the BSCC and any subcontractors, and no subcontract shall relieve the Grantee of his responsibilities and obligations hereunder. The Grantee agrees to be as fully responsible to the BSCC for the acts and omissions of its subcontractors and of persons either directly or indirectly employed by any of them as it is for the acts and omissions of persons directly employed by the Grantee. The Grantee's obligation to pay its subcontractors is an independent obligation from the BSCC's obligation to make payments to the Grantee. As a result, the BSCC shall have no obligation to pay or to enforce the payment of any moneys to any subcontractor.
- C. Grantee shall ensure that all subcontractors comply with the eligibility requirements stated in the Proposition 47 RFP and described in Appendix B.
- D. Grantee assures that for any subcontract awarded by the Grantee, such insurance and fidelity bonds, as is customary and appropriate, will be obtained.
- E. Grantee agrees to place appropriate language in all subcontracts for work on the project requiring the Grantee's subcontractors to:

EXHIBIT D: SPECIAL TERMS AND CONDITIONS

1) Books and Records

Maintain adequate fiscal and project books, records, documents, and other evidence pertinent to the subcontractor's work on the project in accordance with generally accepted accounting principles. Adequate supporting documentation shall be maintained in such detail so as to permit tracing transactions from the invoices, to the accounting records, to the supporting documentation. These records shall be maintained for a minimum of three (3) years after the acceptance of the final grant project audit under the Grant Agreement and shall be subject to examination and/or audit by the BSCC or designees, state government auditors or designees, or by federal government auditors or designees.

2) Access to Books and Records

Make such books, records, supporting documentations, and other evidence available to the BSCC or designee, the State Controller's Office, the Department of General Services, the Department of Finance, California State Auditor, and their designated representatives during the course of the project and for a minimum of three (3) years after acceptance of the final grant project audit. The Subcontractor shall provide suitable facilities for access, monitoring, inspection, and copying of books and records related to the grant-funded project.

4. PROJECT ACCESS

Grantee shall ensure that the BSCC, or any authorized representative, will have suitable access to project activities, sites, staff and documents at all reasonable times during the grant period including those maintained by subcontractors. Access to program records will be made available by both the grantee and the subcontractors for a period of three (3) years following the end of the grant period.

5. ACCOUNTING AND AUDIT REQUIREMENTS

- A. Grantee agrees that accounting procedures for grant funds received pursuant to this Grant Agreement shall be in accordance with generally accepted government accounting principles and practices, and adequate supporting documentation shall be maintained in such detail as to provide an audit trail. Supporting documentation shall permit the tracing of transactions from such documents to relevant accounting records, financial reports and invoices.
- B. The BSCC reserves the right to call for a program or financial audit at any time between the execution of this Grant Agreement and three years following the end of the grant period. At any time, the BSCC may disallow all or part of the cost of the activity or action determined to not be in compliance with the terms and conditions of this Grant Agreement or take other remedies legally available.

6. DEBARMENT, FRAUD, THEFT OR EMBEZZLEMENT

It is the policy of the BSCC to protect grant funds from unreasonable risks of fraudulent, criminal, or other improper use. As such, the Board will not enter into contracts or provide reimbursement to grantees that have been:

1. debarred by any federal, state, or local government entities during the period of debarment; or
2. convicted of fraud, theft, or embezzlement of federal, state, or local government grant funds for a period of three years following conviction.

Furthermore, the BSCC requires grant recipients to provide an assurance that there has been no applicable debarment, disqualification, suspension, or removal from a federal, state or local grant

EXHIBIT D: SPECIAL TERMS AND CONDITIONS

program on the part of the grantee at the time of application and that the grantee will immediately notify the BSCC should such debarment or conviction occur during the term of the Grant contract.

BSCC also requires that all grant recipients include, as a condition of award to a subgrantee or subcontractor, a requirement that the subgrantee or subcontractor will provide the same assurances to the grant recipient. If a grant recipient wishes to consider a subgrantee or subcontractor that has been debarred or convicted, the grant recipient must submit a written request for exception to the BSCC along with supporting documentation.

All Grantees must have on file with the BSCC a completed and signed Certification of Compliance with BSCC Policies on Debarment, Fraud, Theft and Embezzlement (Required as Attachment E of the original Proposal Package).

7. MODIFICATIONS

No change or modification in the project will be permitted without prior written approval from the BSCC. Changes may include modification to project scope, changes to performance measures, compliance with collection of data elements, and other significant changes in the budget or program components contained in Attachment 1: Proposition 47 Request for Proposal and Attachment 2: Proposition 47 Grant Proposal.

8. TERMINATION

- A. This Grant Agreement may be terminated by the BSCC at any time after grant award and prior to completion of project upon action or inaction by the Grantee that constitutes a material and substantial breach of this Grant Agreement. Such action or inaction includes but is not limited to:
- 1) substantial alteration of the scope of the grant project without prior written approval of the BSCC;
 - 2) refusal or inability to complete the grant project in a manner consistent with Attachment 1: Proposition 47 Request for Proposal and Attachment 2: Proposition 47 Grant Proposal, or approved modifications;
 - 3) failure to provide the required local match share of the total project costs; and
 - 4) failure to meet prescribed assurances, commitments, recording, accounting, auditing, and reporting requirements of the Grant Agreement.
- B. Prior to terminating the Grant Agreement under this provision, the BSCC shall provide the Grantee at least 30 calendar days written notice stating the reasons for termination and effective date thereof. The Grantee may appeal the termination decision in accordance with the instructions listed in Exhibit D: Special Terms and Conditions, Number 8. Settlement of Disputes.

9. SETTLEMENT OF DISPUTES

- A. The parties shall deal in good faith and attempt to resolve potential disputes informally. If the dispute persists, the Grantee shall submit to the BSCC Corrections Planning and Grant Programs Division Deputy Director a written demand for a final decision regarding the disposition of any dispute between the parties arising under, related to, or involving this Grant Agreement. Grantee's written demand shall be fully supported by factual information. The BSCC Corrections Planning and Grant Programs Division Deputy Director shall have 30 days after receipt of Grantee's written demand invoking this Section "Disputes" to render a written

EXHIBIT D: SPECIAL TERMS AND CONDITIONS

decision. If a written decision is not rendered within 30 days after receipt of the Grantee's demand, it shall be deemed a decision adverse to the Grantee's contention. If the Grantee is not satisfied with the decision of the BSCC Corrections Planning and Grant Programs Division Deputy Director, the Grantee may appeal the decision, in writing, within 15 days of its issuance (or the expiration of the 30-day period in the event no decision is rendered), to the BSCC Executive Director, who shall have 45 days to render a final decision. If the Grantee does not appeal the decision of the BSCC Corrections Planning and Grant Programs Division Deputy Director, the decision shall be conclusive and binding regarding the dispute and the Contractor shall be barred from commencing an action in court, or with the Victims Compensation Government Claims Board, for failure to exhaust Grantee's administrative remedies.

- B. Pending the final resolution of any dispute arising under, related to or involving this Grant Agreement, Grantee agrees to diligently proceed with the performance of this Grant Agreement, including the providing of services in accordance with the Grant Agreement. Grantee's failure to diligently proceed in accordance with the State's instructions regarding this Grant Agreement shall be considered a material breach of this Grant Agreement.
- C. Any final decision of the State shall be expressly identified as such, shall be in writing, and shall be signed by the Executive Director, if an appeal was made. If the Executive Director fails to render a final decision within 45 days after receipt of the Grantee's appeal for a final decision, it shall be deemed a final decision adverse to the Grantee's contentions. The State's final decision shall be conclusive and binding regarding the dispute unless the Grantee commences an action in a court of competent jurisdiction to contest such decision within 90 days following the date of the final decision or one (1) year following the accrual of the cause of action, whichever is later.
- D. The dates of decision and appeal in this section may be modified by mutual consent, as applicable, excepting the time to commence an action in a court of competent jurisdiction.

10. UNION ACTIVITIES

For all agreements, except fixed price contracts of \$50,000 or less, the Grantee acknowledges that applicability of Government Code §§16654 through 16649 to this Grant Agreement and agrees to the following:

- A. No State funds received under the Grant Agreement will be used to assist, promote or deter union organizing.
- B. Grantee will not, for any business conducted under the Grant Agreement, use any State property to hold meetings with employees or supervisors, if the purpose of such meetings is to assist, promote or deter union organizing, unless the State property is equally available to the general public for holding meetings.
- C. If Grantee incurs costs or makes expenditures to assist, promote or deter union organizing, Grantee will maintain records sufficient to show that no reimbursement from State funds has been sought for these costs, and that Grantee shall provide those records to the Attorney General upon request.

11. WAIVER

The parties hereto may waive any of their rights under this Grant Agreement unless such waiver is contrary to law, provided that any such waiver shall be in writing and signed by the party making such waiver.

Proposition 47 Proposal Cover Sheet

Submitted by:
City of Los Angeles
Mayor's Office of Economic Opportunity

Grant Dollars Requested:
\$6,000,000

Date Submitted:
May 2, 2022

Proposition 47 Proposal Checklist

A complete proposal package for funding must contain the following items:

Required Items:		X
1	Completed Cover Sheet (previous page)	<input checked="" type="checkbox"/>
2	Proposition 47 RFP Proposal Checklist (this page) <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory or E-signature (no stamped signatures) 	<input checked="" type="checkbox"/>
3	Applicant Information Form <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory or E-Signature (no stamped signatures) 	<input checked="" type="checkbox"/>
4	Proposal Narrative <ul style="list-style-type: none"> 15 pages or fewer 	<input checked="" type="checkbox"/>
5	Budget Attachment (includes Budget Tables and Narrative) <ul style="list-style-type: none"> 6 pages or fewer 	<input checked="" type="checkbox"/>
Required Attachments for <u>All Applicants</u>:		
6	Local Advisory Committee Roster (Attachment D)	<input checked="" type="checkbox"/>
7	Local Advisory Committee Letter(s) of Agreement (Attachment E)	<input checked="" type="checkbox"/>
8	Letter(s) of Agreement for Impacted Local Government Agencies (Attachment F)	<input checked="" type="checkbox"/>
9	Project Work Plan (Attachment I)	<input checked="" type="checkbox"/>
10	List of Partner Agencies/Organizations (Attachment J)	<input checked="" type="checkbox"/>
11	Criteria for Non-Governmental Organizations Receiving BSCC Grant Funds (Appendix B) <ul style="list-style-type: none"> Originally signed in blue ink or e-signed by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
12	Certification of Compliance with BSCC Policies on Debarment, Fraud, Theft and Embezzlement (Appendix C) <ul style="list-style-type: none"> Originally signed in blue ink or e-signed by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
Optional:		
13	Governing Board Resolution (Attachment H) Note: The Governing Board Resolution or other documentation of signing authority is due prior to Grant Award Agreement, <u>not</u> at time of proposal submission.	<input type="checkbox"/>

I have reviewed this checklist and verified that all required items are included in this proposal packet. *Originally signed in blue ink or e-signed by the authorized signatory (no stamped signatures)*


X

Applicant Authorized Signature (see Applicant Information Form, item N, next page)

*** Attachments other than those listed above will be removed from the proposal and not considered during the proposal evaluation process.**

Section I. Applicant Information Form

A. PUBLIC AGENCY APPLICANT		B. TAX IDENTIFICATION NUMBER	
NAME OF PUBLIC AGENCY City of Los Angeles, Mayor's Office of Economic Opportunity		TAX IDENTIFICATION #: 95-6000735	
STREET ADDRESS 200 N. Spring Street, Room 303	CITY Los Angeles	STATE CA	ZIP CODE 90012
MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE
IF A JOINT PROPOSAL, LIST OTHER (NON-LEAD) PUBLIC AGENCIES:			
C. PROJECT TITLE			
Project imPACT			
D. REQUIRED SERVICES (Check all that apply)		E. ADDITIONAL SERVICES (Check all that apply)	
<input type="checkbox"/> MENTAL HEALTH SERVICES <input type="checkbox"/> SUBSTANCE USE DISORDER TREATMENT <input type="checkbox"/> DIVERSION PROGRAMS		<input type="checkbox"/> HOUSING-RELATED SERVICES <input type="checkbox"/> OTHER COMMUNITY-BASED SUPPORTIVE SERVICES	
F. PROJECT SUMMARY (Provide a clear and concise summary of the proposed project)			
Project imPACT serves justice-impacted adults who have been arrested, charged with, or convicted of a crime, have a history of mental health issues or substance use disorders. The program provides behavioral health and legal services to increase employment placement, retention, and housing stability, thereby reducing recidivism.			
G. GRANT FUNDS REQUESTED	H. Amount of Funds Sub-Contracted to Community-based Organizations		I. Total Amount of Other Funds to be Leveraged
\$6,000,000	\$4,785,000 79% percent		\$ 1,231,743
J. PROJECT DIRECTOR			
NAME Zita Davis	TITLE Executive Officer	TELEPHONE NUMBER (Direct Line) 213-978-6763	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS Zita.davis@lacity.org
K. FINANCIAL OFFICER			
NAME Gabriela Jasso	TITLE Director of Grants and Finance	TELEPHONE NUMBER (Direct Line) 213-978-0756	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS gabriela.jasso@lacity.org
PAYMENT MAILING ADDRESS (if different)		CITY	STATE ZIP CODE
L. DAY-TO-DAY PROGRAMMATIC CONTACT			
NAME Edith Vega	TITLE Program Manager	TELEPHONE NUMBER (Direct Line) 213-978-0732	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS edith.vega@lacity.org

M. DAY-TO-DAY FISCAL CONTACT			
NAME Sally Liang	TITLE Accountant	TELEPHONE NUMBER (Direct Line) 213-978-3121	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS Sally.liang@lacity.org
N. AUTHORIZED SIGNATURE			
By signing this application, I hereby certify that I am vested by the Public Agency Applicant with the authority to enter into contract with the BSCC, and that the grantee and any subcontractors will abide by the laws, policies and procedures governing this funding.			
NAME OF AUTHORIZED OFFICER Eric Garcetti	TITLE Mayor	TELEPHONE NUMBER (Direct Line) 213-978-0600	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS eric.garcetti@lacity.org
APPLICANT'S SIGNATURE (Blue Ink Only)			DATE
X 			29 APR 2021

CONFIDENTIALITY NOTICE: All documents submitted as a part of the Proposition 47 proposal are considered to be public documents and may be subject to a request via the California Public Records Act. The BSCC, as a state agency, may have to disclose these documents to the public. The BSCC cannot ensure the confidentiality of any information submitted in or with this proposal. (Gov. Code, §§ 6250 et seq.)

Proposition 47 Proposal Narrative

A. Project Need (Percent of Total Value: 25%)

The City of Los Angeles Mayor's Office, is a current recipient of the Proposition 47 Cohort II Grant. Nearly 300 justice-affected individuals have been provided with Project imPACT services since the program launched in May 2020. This proposal for the Cohort III grant will extend Project imPACT for four additional years and provide 375 eligible individuals with behavioral health and legal services to increase employment placement, retention, and housing stability, thereby reducing recidivism. Project imPACT will address the challenges reentering Angelenos face that contribute to recidivism: mental illness, substance use disorder, housing insecurity, and unemployment. Project imPACT offers behavioral health, legal, employment, and housing support services to individuals who have been arrested, charged with, or convicted of a crime and have a history of mental health issues or substance use disorders. The target population will be individuals who have been convicted of nonviolent, less serious crimes and have substance abuse and mental health issues. Project imPACT Cohort III will allocate 79% of its grant funding to CBOs: one youth- focused reentry provider and CBOs located in the four high-need communities of Watts, South L.A., Downtown L.A., and North San Fernando Valley. The four regional areas were selected due to the number of justice-affected persons released in Los Angeles, the need for culturally competent wraparound services, unemployment, poverty rates, housing needs, and the recidivism rate. Project imPACT Cohort III, will work with adults with a medium or high risk of recidivating and who will engage in behavioral health and legal supports that will help address barriers to employment and housing stability. Project imPACT's program design is supported by research and will address the challenges reentering Angelenos face by offering

behavioral health, legal, employment, and housing support services to eligible individuals in L.A.

Recidivism in California. During the last 15 years, the California justice system has shifted its response to crime to a focus on reform and rehabilitation. Prior to the reform of the three strikes law in 2012, the prison population was near its peak in 2006 with approximately 173,000 incarcerated individuals. During this same time period, there was no significant reduction in recidivism rates. Since then, through a series of legal reforms, including, but not limited to, the 2014 voter approved passage of Proposition 47, resulted in a reduced prison population. As of November 2020, the California prison population reached its lowest level in 30 years, with an approximate population of 98,000. (Hayes, 2021)

Despite the decreasing rates of incarceration, recidivism continues to be an issue in California. During 2020, more than 27,000 people were released from California prisons and most of them were placed in a post-release or court mandated supervisory program. In 2020-2021, approximately 46% of released inmates in California were reconvicted within three years of release. Individuals returning from incarceration have a greater level of unmet needs relative to the general public and experience collateral consequences that extend far beyond the period of sentence. Employment, housing, behavioral health, which includes substance abuse and mental health treatment, and pro-social relationships, are critical needs of reentering Angelenos. Successful reentry has the potential to prevent crimes that harm victims and communities. Furthermore, reducing recidivism also reduces the financial cost to the state and its taxpayers. Due to needs of reentering individuals, a multi-faceted, multidisciplinary approach is imperative to facilitate successful reentry and reduce to recidivism. Below, we review core reentry needs addressed by Project imPACT. (Ludwig, 2014; Pettis, 2021)

Behavioral Health Concerns. Nearly 98% of incarcerated men and women reported having experienced at least one traumatic event. Experiences of trauma are often compounded by negative social determinants of health, including poverty, discrimination, and social exclusion. Many incarcerated individuals disproportionately come from poor communities, which lack resources and opportunities. Compounded individual, family, and community trauma translates into stress reactions and other forms of psychological distress. More than half of state and federal inmates are diagnosed with a mental health disorder. The rate for incarcerated women is 73%, compared to the 55% for incarcerated men, creating a need for gender-responsive reentry programming. Services for behavioral health are critical for reentry programming. Nearly three-quarters of incarcerated men and women are diagnosed with substance use disorders. A Substance Abuse and Mental Health Services Administration report states that comorbid disorders are also common, with 24–34 percent of female and 12–15 percent of male jail inmates being diagnosed with co-occurring serious mental health and substance use disorders. In turn, untreated behavioral health conditions increases the likelihood that an individual comes into contact with the justice system again. (NIMH, 2019)

Housing Needs. In California, there are 22 affordable units for every 100 low-income renter households. The housing shortage in Los Angeles affects segments of the population differently, particularly the most vulnerable individuals. A report from the Southern California Association of Non-Profit Housing indicates that the fastest growing segment of individuals at risk of becoming unhoused or homeless are those defined as Extremely Low Income (ELI), which are households with incomes that fall below the poverty line or below 30% Area Median Income (AMI). For the Los Angeles Metro area, this is \$29,050 or a wage of about \$14 per hour. While most extremely low-income

individuals who are employed work more than 20 hours per week, this low-wage employment does not provide adequate income to afford housing. Formerly incarcerated adults experience homelessness at a rate nearly seven times higher than the general public. People who have been to prison just once experience homelessness at a rate nearly seven times higher than the general public. But people who have been incarcerated more than once have rates 13 times higher than the general public. In other words, people who have been incarcerated multiple times are twice as likely to be homeless as those who are returning from their first prison term. There exists a need for more housing for extremely-low and low-income individuals, especially those who are returning from incarceration. While there exist some housing options specifically available for formerly incarcerated persons, finding stable, independent housing is often highlighted as a significant barrier for this segment of the population. Housing provides a form of residential stability and a foundation for successful reentry and reintegration for justice affected individuals. (McKernan, 2017)

Employment needs. Some incarcerated men and women have low educational attainment and limited employment histories. One-third of incarcerated adults do not have a high school diploma or a General Equivalency Diploma at the time of their admission to prison and rates of full-time employment in the months prior to incarceration are estimated at approximately 50 percent. For some, educational attainment and employment intersect with community-level opportunities, as individuals from urban or rural communities with limited infrastructure are often overrepresented in prisons and jails. Lack of employment and underemployment persist as two of the most significant hurdles that justice-affected community faces. The Bureau of Justice Statistics (BJS) and the U.S. Census Bureau conducted a study on the post-prison employment of 51,500 persons released from federal prison. The BJS December 2021

report found that one-third of persons in the study population did not find employment at any point during the four-year period after their release from prison from 2010. The report found that of the persons in the study, 9,900 (19%) were imprisoned at least once during the period from their release in 2010 to December 31, 2014. (Looney, 2018)

Wraparound Service Models. At their inception, reentry-service approaches emphasized the importance of continuity of care. To address formerly incarcerated individuals' needs and to reduce recidivism, a multifunctional-service approach should begin soon after release. Both scholars and practitioners agree that reentry services should include programming in the following areas: coping skills, life skills, cognitive-behavioral therapy, job readiness training, education assistance, employment assistance, and referrals to other services like substance use disorder treatment or community mental health centers. (Lopez-Aguado, 2016)

B. Community Engagement (Percent of Total Value: 15%)

Joint Local Advisory Committee (JLAC). For the Proposition 47 Cohort III Grant, the Mayor's Office will partner with the County of Los Angeles' Office of Diversion and Reentry (County ODR), and the L.A. City Attorney's Office (City Attorney) to chair JLAC. Partnership with County ODR and the City Attorney was imperative to ensure alignment of our respective projects, further collaboration, and prevent duplicative services.

Regarding the membership of the JLAC, all 15 JLAC members are representatives of government departments, advocacy groups, service providers, and community advocates. The government stakeholders invited to join the JLAC have a history of commitment to informing and shaping reentry goals and services in the L.A. region. The City's major reentry advocacy groups and justice-affected individuals will also participate on the JLAC to ensure that the membership reflects the makeup and culture

of the community and identified need. All members are experienced with program and service implementation and will ensure the grant funding reduces recidivism by using effective, evidence-based strategies.

Community Input. The Mayor's Office prepared for the release of the Proposition 47 Cohort III funding by facilitating 10 meetings during a 16-week period with community-based organizations to solicit input regarding potential gaps in existing reentry services. In addition, the Mayor's Office and the County ODR requested feedback from community members and individuals with lived experience during the February 2022 JLAC meeting. Recommendations from these discussions included (1) addressing mental health needs, (2) housing support, particularly for women returning from incarceration, (3) legal services to remove barriers to housing and employment, and (4) ensuring cultural competence and relevance in providing care, including employing persons with lived experience, and (5) offer a more seamless system of service provision across city and county service providers.

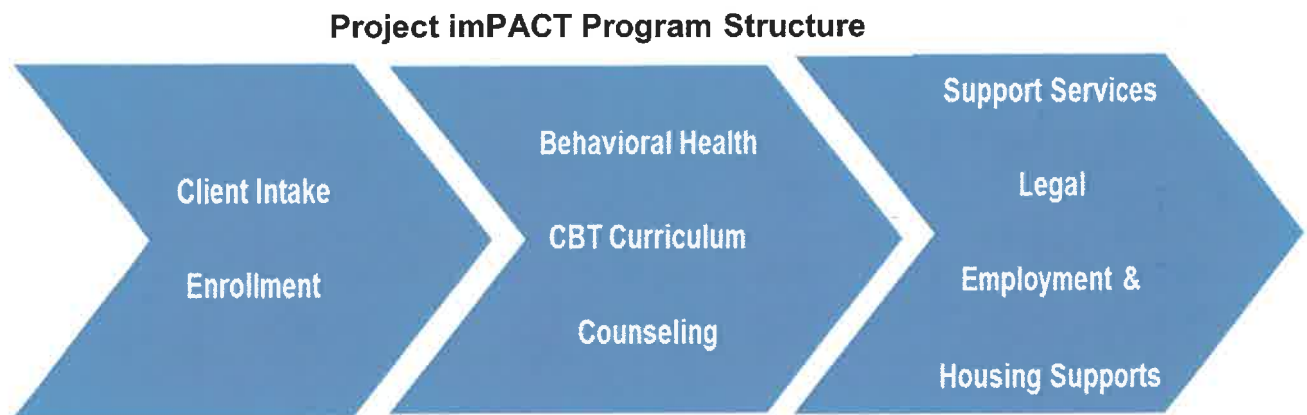
Project imPACT addresses many of these recommendations with its program design. The program offers behavioral health and legal services to program participants, called "Fellows", and each regional team is required to employ at least one full-time Peer Navigator with lived experience. The Mayor's Office strengthened relationships with the County's Reentry Intensive Case Management Services and the non-profit A New Way of Life to seamlessly increase housing referral options available to Project imPACT's women Fellows, who represent 20% of Project imPACT enrollment. Lastly, the Mayor's Office engaged culturally competent non-profit organizations such as the L.A. Regional Reentry Partnership (LARRP) to create several regional "reentry connect days" to engage and inform reentering Angelenos about reentry efforts in the Los Angeles region. The LARRP is the only countywide network of reentry focused non-

profit organizations, public agencies, and advocates that works to ensure the reentry system meets the needs of L.A. communities and the people served.

C. Project Description (Percent of Total Value: 30%)

Project imPACT is a 12-month intervention program with six months of client aftercare services. The Program will enroll 375 justice-impacted adults who have been arrested, charged with, or convicted of a criminal offense and have a history of mental health issues or substance use disorders. The target population will be individuals who have been convicted of nonviolent, less serious crimes and have substance abuse and mental health issues that are committed to engaging in behavioral health and legal supports to address barriers to employment and housing stability. Program Fellows will receive employment training options, job leads, interviews, and placement services through one of the four regional employment providers. Project imPACT expands the capacity and capability of four regional community-based service provider teams and one youth-focused (ages 18+) reentry provider to comprehensively serve justice affected clients located in traditionally underserved communities with residents who are overrepresented in the criminal justice system. The four communities, South L.A., Downtown L.A., North San Fernando Valley, and Watts have a median income that ranges 25% to 43% below that of the City of L.A. and poverty rates that are nearly double the majority of L.A. households. Project imPACT services will help individuals adjust back into the community and will reduce recidivism rates. Aftercare services will include remaining in contact with Fellows who have completed 12 months of services to track and analyze the impact of program services as well as their housing and employment stability. Using leveraged staffing resources available through the South Bay Workforce Investment Board, the CBOs will employ four Program Assistants with

lived experience whose duties will be to contact with Fellows during the six-month aftercare services period at one-month, three-month, and six-month intervals to confirm the Fellow's housing and employment status, and if needed, offer to reconnect Fellows with ongoing Project imPACT services.



In addition to working with a licensed therapist, attorney, and Peer Navigator, a Housing Navigator will be in place to assist Fellows with housing related support across all regions. (U.S. Census, 2020) Project imPACT incorporates a “no wrong door” approach, which means that service providers are client-focused and use trauma-informed care techniques to respond to clients. Access to Project imPACT is simple and seamless from the Fellow’s perspective. The four regional community-based teams and one reentry youth-focused service team are co-located in high needs communities that are located near public transportation for in-person services. Since the coronavirus pandemic, most services are also available virtually or telephonically. Each of these service providers have employed staff who reflect the diversity of their communities and were selected based on their cultural competence, demonstrated ability to work with vulnerable populations, and strong reentry referral network comprising faith-based organizations and smaller CBOs. Project imPACT will outreach and provide intake opportunities at Los Angeles’ reentry resource and employment fairs on a semi-annual basis. In addition, the Mayor’s Office will utilize preexisting relationships with law

enforcement, such as the Los Angeles Police Department and Los Angeles County Probation, to strengthen the justice involved referral pipeline as needed.

Behavioral Health. Project imPACT begins with an initial intake conducted by a Peer Navigator and Counselor. The intake will include facilitation of a one-on-one Risk/Needs Assessment (“Assessment”) that will utilize the Level of Service/Case Management Inventory Risk Assessment (LS/CMI), a comprehensive tool to identify risk level and the criminogenic factors that cause an individual to recidivate. By identifying these factors, Project imPACT will be able to provide tailored services for each individual with the goal of more effectively reducing the likelihood of recidivating. Project imPACT will require the assessment to be conducted by Peer Navigators and Counselors in a client-centered trauma-informed way. Training will be provided to Project imPACT’s Behavioral Health Counselors on how to administer and reliably score the LS/CMI. Upon completion of the assessment, if the referred individual meets program criteria, s/he will be enrolled into Project imPACT as a Fellow.

Cognitive-Behavioral Therapy (CBT) Curriculum. After the assessment, Fellows will enroll in group-based CBT. Peer Navigators will facilitate CBT sessions, using curriculum facilitation to build rapport and trust, discuss the benefits of ongoing therapy, and establish client expectations for the program. To most effectively facilitate CBT, Project imPACT’s Peer Navigators will be trained to facilitate the curriculum according to the principles of trauma-informed care. Peer Navigators will also incorporate multidisciplinary rehabilitative arts services and workshops into their peer-led group sessions. At the conclusion of the structured CBT curriculum, the Peer Navigator will facilitate a warm hand-off to the Counselor. The Peer Navigator will explain the role and importance of ongoing behavioral therapy in order to de-stigmatize the concept of mental health treatment.

Counseling. The justice affected population is significantly more likely to have lived through adverse childhood experiences, experienced individualized and systemic racism, experienced barriers to employment, housing, social services, and other basic needs, are often low-income or under-employed, and chronically have less access to healthcare – all of which cause trauma. Additionally, because the experience of incarceration alone causes further trauma, ongoing therapy will be an important resource for all Project imPACT Fellows. Project imPACT Counselors will be licensed therapists responsible for providing individualized therapy to Fellows on a weekly basis, with a focus on continuing CBT specific to Fellows' pre-identified criminogenic factors. In addition, Fellows will have access to individualized and monthly group therapy sessions. Project imPACT will provide warm referrals for Fellows in need of treatment for substance use to sober living or residential treatment programs through the Amity Foundation. Amity Foundation is licensed by the California State Department of Health Care Services (DHCS) to provide community-based placement for specialized treatment. The Mayor's office will leverage funds from the Amity Foundation, provided through the California Department of Corrections and Rehabilitation, to provide services for up to 105 Fellows with an average treatment period of three months. Fellows will continue Project imPACT services while receiving outpatient treatment or upon completion of a residential treatment program. (Epperson, 2014)

Legal Aid Services. The Harvard University Institute of Politics released a report in 2019 that identified lack of stable employment and housing as two of the most critical risk factors for re-offending. To address the employment and housing barriers that flow from a criminal record, Fellows will have access to free legal aid services, a critical intervention needed to disrupt poverty and increase economic stability of the formerly-incarcerated population. On top of legal barriers that exist because of a record, the

problem is further exacerbated by lack of access to legal support for individuals living in poverty. According to the State Bar of California, more than one in two Californians (55%) live in a household that experienced a legal issue in the previous 12 months. However, only 27% of low-income Californians received legal assistance. Project imPACT Attorneys will help correct, remove, seal, or expunge criminal records; educate Fellows on Fair Chance employment and housing issues; apply for Proposition 47 reclassification and other reductions; obtain occupational licenses; assist with family reunification; prevent eviction; identify and navigate outstanding fines and fees; reinstate driver's licenses; and provide assistance with referrals as needed.

Employment Services: Project imPACT works with Fellows to reduce recidivism through long-term, stable employment. Project imPACT employment agencies provide a range of services, including career readiness assessments and workshops, job coaching, job development, vocational training, placement and retention services, and transitional jobs. Fellows returning from incarceration work closely with their PAC Team to develop a plan for employment, skills training, and career support.

Project imPACT employment agencies will offer a robust set of vocational support services. In addition, the Mayor's Office will leverage its relationship with a local non-profit organization that offers 90-day transitional paid work for individuals on probation or parole on litter-abatement crews. Fellows will receive job coaching to find permanent employment. Once Fellows find permanent positions, the PAC Team will continue working with them for at least six months through aftercare services to ensure support is available. The employment service providers provide assistance to develop critical soft skills and occupational training and they have existing relationships with employers. Each employment service provider has demonstrated a strong track record of producing "work-ready" job candidates and strong job placement and retention rates.

Program Managers, working closely with the Peer Navigators, will be responsible for ensuring that all Fellows develop an individual employment plan and are given direct job leads/interviews with employer partners.

Housing Supports. As an alternative solution to eliminating barriers formerly incarcerated single men and women experience in obtaining housing, Project imPACT will offer Fellows a collaborative housing option by providing Fellows independent housing at below-market rent. Collaborative housing places up to two clients together in one bedroom of a residential home with multiple bedrooms and it is a good option for individuals, such as returning Angelenos, with low-wage employment or other limited income. The Mayor's Office, working closely with Project imPACT community-based organizations, has a lease agreement to house up to 37 Fellows in residential homes located near public transit thoroughfares. The collaborative housing option ensures that Fellows will not be rent-burdened or spend more than 30% of their income on rent. The cost of rent for a double bedroom is \$750 per month per resident. The monthly earnings estimated for Fellows who secure full-time employment at minimum wage (\$16.04/hour) is \$2,780. Assuming Fellows may spend up to 30% (\$834) of their income on housing, the cost of a shared or double bedroom shall never exceed the recommended 30% allotment. Project imPACT will work with individuals to develop important personal budgeting skills. The program will use the following sliding rent scale: Months one to three, Fellow assumes 25% of rental cost; months four to seven, Fellow assumes 50% of rental cost; months eight to ten, Fellow assumes 75% of rental cost; and months eleven and twelve, Fellow assumes 100% of rental cost. Project imPACT's collaborative housing rent payment schedule is designed to support Fellows in assuming their unit's full rental payment.

Program Outcomes. This project will identify 375 eligible participants with referrals from community-based organizations or other local agencies that serve justice-involved individuals; secure permanent employment for 185 Fellows, provide rent subsidized collaborative housing for 37 Fellows. Individuals are eligible for Project imPACT if they meet the following criteria: (1) criminal justice involvement, broadly defined as having been arrested or convicted of a crime, or currently on court-ordered supervision, such as on probation or parole; (2) history of mental health issues and/or substance use disorders; individuals will be 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; (3) target population includes individuals who have been convicted of nonviolent, less serious crimes and have substance abuse and mental health problems.

D. Data Collection and Evaluation (Percent of Total Value: 15%)

Project Evaluation Plan. Program Monitoring and Evaluation: Project imPACT will enroll Fellows at different times throughout the program. The project will measure outcomes at different points throughout the process. Program success will be measured by (1) stabilizing behavioral health, (2) reducing legal barriers that interfere with economic stability, (3) reducing recidivism rates, (4) improving employment obtainment and retention, and (5) improving housing stability. Program impact will be determined by measuring the outcomes Fellows are able to achieve. We will enlist a data and evaluation team to manage data collection, facilitate data sharing across CBOs, create evaluation reports, analyze program data, and provide technical assistance and

program monitoring across all Project imPACT regions. To ensure fidelity and equity of service provision, Program Managers in each region will use a single data platform and the data evaluation team to determine set standards for all program staff in order to provide consistent service across all service providers' program staff members. All staff members will be trained and monitored on individual responsibilities, data collection, program goals, and consistent service provision.

The data evaluation partner will use a mixed method process and outcome evaluation for Project imPACT Cohort III individuals served during the grant performance period. The process evaluation will focus on the implementation of Project imPACT, including characteristics of Fellows served, types of services provided, whether the program adhered to the guiding principles outlined above, and implementation-related challenges and solutions. The process will include quantitative data submitted quarterly by the service providers and qualitative data collected from focus group and interviews with Fellows.

Required Reporting. All participating CBOs will be given program process and outcome measures, which they will be required to report on each quarter. Process measurements will include: number/percentage of program staff hired, number/percentage staff trained to provide CBT, number/percentage clients assessed and served, hours of service delivery (including behavioral health, legal, employment, and housing services), consistency of service across service regional teams, client feedback on service delivery, cultural competency, increased CBO staff capacity to serve this population, and hours of staff training. Outcome measurements will include: improved mental health outcomes, legal barriers to employment addressed, employment obtainment rate, employment retention rate, housing stability, and recidivism rate. Required reporting will also include risk/needs and criminogenic factor

assessment results and baseline participant information (e.g., demographic characteristics, employment and housing status). The multi-faceted nature of Project imPACT will allow the data evaluators to analyze factors that contribute to positive outcomes for Fellows. Each Region's Program Manager will be responsible for submitting regular data reports and be the point of contact for program evaluators. The evaluation team will be responsible for working with each Region and creating and submitting all required Evaluation Reports and providing hands-on technical assistance throughout the duration of the project. In addition, the Data Evaluation Team will lead the preparation and timely completion of the Local Evaluation Plan, the Preliminary Evaluation Report, and the Final Local Evaluation Report.

E. Project Budget (Percent of Total Value: 15%)

Please see the required Excel budget attachment.

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2022 Proposition 47 Grant Program- Project Budget and Budget Narrative

Name of Applicant: City of Los Angeles Mayor's Office

Contract Term: September 1, 2022 - June 1, 2026

Note: The top table will auto-populate based on the information entered in the sections below.

Budget Line Item	Grant Funds	Leveraged Funds	Total
1. Salaries and Benefits	\$594,070	\$309,058	\$903,128
2. Services and Supplies	\$56,905	\$0	\$56,905
3. Professional Services or Public Agency Subcontracts	\$0	\$0	\$0
4. Non-Governmental Organization (NGO) Subcontracts (minimum 50% of grant funds)	\$4,785,000	\$922,585	\$5,707,585
5. Data Collection and Evaluation (minimum of 5% (or \$25,000, whichever is greater) but not more than 10% of total requested funds)	\$515,000	\$0	\$515,000
6. Equipment/Fixed Assets	\$0	\$0	\$0
7. Financial Audit (must not exceed \$25,000)	\$0	\$0	\$0
8. Other (Travel, Training, etc.)	\$49,025	\$0	\$49,025
9. Indirect Cost	\$0	\$0	\$0
TOTAL	\$6,000,000	\$1,231,643	\$7,231,643

1a. Salaries and Benefits

Name and Title	(Show as either % FTE or Hourly Rate) & Benefits	Grant Funds	Leveraged Funds	Total
Edith Vega, Program Manager	Year 1: \$35.97/hour; Year 2: \$36.87/hour; Year 3: \$37.79/hour; Year 4 (9 months): \$38.74/hour; Benefits rate/year: (40.65%)	\$327,696	\$0	\$327,696
Sally Liang, Accountant	Year 1: \$30.56/hour; Year 2: \$31.32/hour; Year 3: \$32.11/hour; Year 4 (9 months): \$32.91/hour; Benefits rate/year: (40.65%)	\$266,374	\$0	\$266,374
Zita Davis, Program Director	Year 1: \$82.34/hour; Year 2: \$84.40/hour; Year 3: \$86.51/hour; Year 4 (9 months): \$88.67/hour; Benefits rate/year: (40.65%)	\$0	\$300,089	\$300,089
Procurement Analyst	Year 1: \$43.43/hour; Year 2: \$44.52/hour; Year 3: \$45.63/hour; Year 4 (9 months): \$46.67/hour; Benefits rate/year: (40.65%)	\$0	\$8,969	\$8,969
		\$0	\$0	\$0
TOTAL		\$594,070	\$309,058	\$903,128

1b. Salaries and Benefits Narrative:

Two staff positions in the City of L.A. Mayor's Office will be funded by the grant, and salaries for two staff positions will be leveraged. The grant will fund one full-time Project imPACT Program Manager beginning at month one at \$35.97/hour at .5FTE with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3 at 1FTE, Year 4 at .5 FTE during the final 9 months; the Project imPACT Program Manager will be responsible for monitoring all Prop 47 grant activities and partner agencies. The grant will fund one full-time Accountant beginning at month one at \$30.56/hour at .5FTE with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3 at 1FTE, Year 4 at .5 FTE during the final 9 months; the Project imPACT Accountant will be responsible for all accounting activities related to the Prop 47 grant. For leveraged funds, beginning at month one, 30% of the Project Director's salary of \$82.34/hour with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3, Year 4, beginning at month one, 2% of the Procurement Analyst salary of \$43.43/hour with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3, Year 4. The Procurement Analyst is responsible for preparation of all Prop 47 grant related procurement and contracting documents. The Project Director oversees the Prop 47 grant and supervises the Program Manager, Accountant, and Procurement Analyst.

2a. Services and Supplies

Description of Services or Supplies	Calculation for Expenditure	Grant Funds	Leveraged Funds	Total
LS/CMI Risk Assessment	LS/CMI Risk Assessment licensing cost \$2,800 x 3 years = \$8,400	\$8,400	\$0	\$8,400
CBT Curriculum	CBT Curriculum licensing cost \$9,600 x 3 years = \$28,800	\$28,800	\$0	\$28,800
Regional Reentry Resource Connections Events	Event costs \$6,068.33 x 3 = \$18,205	\$18,205	\$0	\$18,205
Project imPACT Office Supplies	Program certificates, paper, pens, ink costs \$500 per year (\$500 x 3 = \$1,500)	\$1,500	\$0	\$1,500
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$56,905	\$0	\$56,905

2b. Services and Supplies Narrative:

The services and supplies budgeted for include licensing for the Level of Service/Case Management Inventory (LS/CMI Risk/Needs Assessments, licensing CBT curriculum. The Project imPACT program budgets an annual cost of \$2,800 for LS/CMI Risk/Needs Assessment for up to 200 assessments per year for Years, 2, 3, and 4; annual cost of \$9,600 for CBT curriculum licensing for Years 2, and 3; \$14,668 for costs related three regional reentry hiring/resource connections events for canopies/tables/chairs (\$2,679), audio/visual, signage (\$1,174), name tags, markers/pens, tape, clipboards (\$260), and light refreshments for program participants(\$1,955.33).

3a. Professional Services or Public Agency Subcontracts

Description of Professional Service(s)	Calculation for Expenditure	Grant Funds	Leveraged Funds	Total
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$0	\$0	\$0

3b. Professional Services or Public Agency Subcontracts Narrative:

Enter narrative here. You may expand cell height if needed.

4a. Non-Governmental Organization (NGO) Subcontracts

Description of Subcontracts	Calculation for Expenditure	Grant Funds	Leveraged Funds	Total
Behavioral Health Services: Watts, South LA Regions, DTLA & SF Valley Regions (AMAAD & HHCLA)	The Behavioral Health CBOs Personnel costs (\$703,000); operating costs (\$55,500); participant related costs (\$206,000) and indirect costs (\$45,500) = \$1,010,000; Leveraged funds for 15 Fellows/Licensed Residential Treatment program (15 x \$137.50/day x 90 days = \$185,625); 30 Fellows/Reentry Recovery Housing sober living (30 x \$66/day x 90 days = \$178,200); 20 Fellows/Reentry Recovery Housing 288 (child)/290 (adult) sex offenders treatment (20 x \$88/day x 90 days = \$158,400) (\$185,625 + \$178,200 + \$158,400 = \$522,225)	\$1,010,000	\$522,225	\$1,532,225
Civil Legal Services: Watts, South LA, DTLA, SF Valley Regions (LAFLA & NLSLA)	The Civil Legal Services CBO Personnel costs (\$1,242,000); operating costs (\$41,400); and indirect costs (\$96,600) = \$1,380,000	\$1,380,000	\$0	\$1,380,000
Youth Focused Services (ARC)	The Youth-Focused CBO Personnel costs (\$208,600); operating costs (\$15,000); participant related costs (\$105,400); and indirect costs (\$21,000) = \$350,000	\$350,000	\$0	\$350,000
DTLA Regions Employment Services (CEO)	The DTLA Employment CBO Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300); and indirect costs (\$22,750) = \$515,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$515,000	\$100,090	\$615,090
SF Valley Region Employment Services (El Proyecto)	The SF Valley Employer CBO contractor Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300) and indirect costs (\$98,300) = \$500,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$500,000	\$100,090	\$600,090
South LA Region Employment Services (FOLA)	The South L.A. Employment CBO Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300); and indirect costs (\$113,300) = \$515,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$515,000	\$100,090	\$615,090
Watts Region Employment Services (WLCAC)	The Watts Employer CBO Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300); and indirect costs (\$22,750) = \$515,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$515,000	\$100,090	\$615,090
		\$0	\$0	\$0
TOTAL (minimum of 50% of grant funds to subcontracts with non-governmental, community-based organizations)		\$4,785,000	\$922,585	\$5,707,585

4b. Non-Governmental Organization (NGO) Subcontracts Narrative:

The Project inPACT program will allocate 79% of its grant funding to CBOs located in four regions with marginalized communities: Watts, South L.A., Downtown L.A., and the San Fernando Valley. The program will fund one youthful offender reentry service provider and four regional teams comprised of two behavioral health agencies, two civil legal services agencies, and four employment agencies. The budget anticipates a three month ramp-up period and that all staff members will be in place within four months from the start of the grant program.

Subtotal CBO Behavioral Health Services: \$1,010,000
 Armed Minorities Against Addiction and Disease Institute(AMAAD, \$505,000) and Homeless Healthcare L.A. (HHCLA, \$505,000) will fund anticipated Personnel costs in four regional areas for four licensed therapists who will supervise program counseling services, one Housing Navigator, and partial FTEs for accounting/admin support to perform grant related activities (\$703,000); operating costs(\$55,500), participant related program events and incentives, and participant support for employment placement and skill building costs (\$206,000); and indirect costs (\$45,500).

Subtotal CBO Civil Legal Services: \$1,380,000
 Legal Aid Foundation of L.A. (LAFLA, \$345,000) and Neighborhood Legal Services L.A. (NLSLA, \$345,000) will fund anticipated Personnel costs in four regional areas for four Attorneys Program Manager and partial FTEs for accounting, paralegal/admin intake support to perform grant related activities (\$1,242,000); for operating expenses (\$41,400); and indirect costs (\$96,600).

Subtotal CBO Youth Focused Services: \$350,000
 Anti-Recidivism Coalition (ARC) budget of \$350,000 will fund anticipated Personnel costs of \$208,600 for one Life Coach/Peer Mentor and .5FTE of a TAY focused Mental Health Therapist; and partial FTEs for two Counselors and one account to support the Prop 47 grant; program supplies (\$5,600), program events (\$5,000), participant incentives (\$16,500) and participant support for employment placement and skill building (\$78,300); operating expenses (\$15,000); indirect costs (\$21,000).

Subtotal CBO Employment Services: \$2,045,000
 Watts Labor Community Action Center (WLCAC, \$515,000), Center for Employment Opportunities (CEO, \$515,000), Friends Outside LA, (FOLA, (\$515,000), El Proyecto del Barrio (\$500,000) will fund anticipated Personnel costs in four regional areas for four Program Managers and four Peer Navigator and partial FTEs for accounting/admin to perform grant related activities (\$1,406,000); for operating expenses (\$109,800), participant related program events and incentives, and participant support for employment placement and skill building (\$438,200); indirect costs (\$91,000).
 Leverage funds: Employment service provider CBOs will employ four Program Assistant's with Southbay WIB funding (4 x \$16.04/hour for 2080 hours x 3 years = \$400,358)

5a. Data Collection and Evaluation

Description of Data Collection and Evaluation	Grant Funds	Leveraged Funds	Total
The Data Evaluation contractor Personnel costs (\$360,500); operating costs (\$41,200); and indirect costs (\$113,300) = \$515,000	\$515,000	\$0	\$515,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
TOTAL (minimum 5% of requested grant funds or \$25,000, whichever is greater)	\$515,000	\$0	\$515,000

5b. Data Collection and Evaluation Narrative:

Data Evaluation: \$515,000
 The Data Evaluation contractor provide program data collection and reporting, technical support and assistance to CBO partners; anticipated Personnel costs for one Program Evaluation Manager, who will oversee program data requirements and program fidelity, and costs for partial FTEs for Behavioral Social Science Associates and Researchers (\$360,500); operating costs which include regular site visits to monitor data collection, qualitative focus groups with CBO staff and program participants (\$41,200); and indirect costs (\$113,300).

6a. Equipment/Fixed Assets

Description of Equipment/Fixed Assets	Calculation for Expense	Grant Funds	Leveraged Funds	Total
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$0	\$0	\$0

6b. Equipment/Fixed Assets Narrative:

Enter narrative here. You may expand cell height if needed.

7a. Financial Audit

Description of Financial Audit	Calculation for Expense	Grant Funds	Leveraged Funds	Total
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL (must not exceed \$25,000 in Grant Funds)		\$0	\$0	\$0

7b. Financial Audit Narrative:

Enter narrative here. You may expand cell height if needed.

8a. Other (Travel, Training, etc.)

Description of Other (Travel, Training, etc.)	Calculation for Expense	Grant Funds	Leveraged Funds	Total
BSCC Grantee Travel	5 travelers (3 Mayor's Office staff, 2 service providers) x (Airfare \$250+Ground Transport \$60+Lodging \$200+Meals \$60-\$570)=\$2,850	\$2,850	\$0	\$2,850
CBT Facilitation Training	Two training sessions x \$8,000 = \$16,000	\$16,000	\$0	\$16,000
Trauma Informed Care Training	Training session at \$14,575	\$14,575	\$0	\$14,575
Rehabilitative Arts Training for Fellows	Two training sessions, art materials and supplies, \$7,800 each	\$15,600	\$0	\$15,600
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$49,025	\$0	\$49,025

8b. Other (Travel, Training, etc.) Narrative:

Grant funds of budgeted for one day-long trip for five people to Sacramento; is budgeted at \$2,850, which includes round-trip airfare (\$250), ground transportation (\$60), lodging (\$200), and meals (\$60) per traveler. Additionally throughout the grant duration, grant funds are budgeted for two CBT trainings for up to nine staff members (\$8,000 each); one Trauma-Informed Care training for all program staff and service providers (\$14,575); Rehabilitative Arts sessions for Fellows, 2 Art & Healing sessions (\$7,800 each).

9a. Indirect Costs

For this grant program, indirect costs may be charged using only one of the two options below:	Grant Funds	Leveraged Funds	Total
1) Indirect costs not to exceed 10 percent (10%) of the total grant award. Applicable if the organization does not have a federally approved indirect cost rate.	\$0	\$0	\$0
<i>If using Option 1) grant funds allocated to Indirect Costs may not exceed:</i>	<i>\$600,000</i>		
2) Indirect costs not to exceed 20 percent (20%) of the total grant award. Applicable if the organization has a federally approved indirect cost rate. Amount claimed may not exceed the organization's federally approved indirect cost rate.	\$0	\$0	\$0
<i>If using Option 2) grant funds allocated to Indirect Costs may not exceed:</i>	<i>\$1,200,000</i>		
<i>Please see instructions tab for additional information regarding Indirect Costs. If the amount exceeds the maximum allowed and/or turns red, please adjust it to not exceed the line-item noted.</i>			
TOTAL	\$0	\$0	\$0

9b. Indirect Costs Narrative:

Enter narrative here. You may expand cell height if needed. *If using a federally approved indirect cost rate, please include the rate in the narrative.*

Attachment D: Proposition 47 Local Advisory Committee Membership Roster

Lead Public Agency:

Individual Name	Job Title	Agency/Organization
Vanessa Martin	Director of Reentry	Los Angeles County Office of Diversion and Reentry
Zita Davis	Executive Officer	Los Angeles City Mayor's Office of Economic Opportunity
Mike Feuer	City Attorney	Los Angeles City Attorney's Office
George Gascón	Los Angeles County District Attorney	Los Angeles County District Attorney's Office
Troy Vaughn	Executive Director	Los Angeles Regional Reentry Partnership (LARRP)
Reba Stevens	Previously System Involved	Community Member
Dr. Adolfo Gonzales	Chief Probation Officer	Los Angeles County Department of Probation
Kelly LoBianco	Executive Director	Los Angeles County Department of Economic Opportunity
Dr. Gary Tsai	Director	Los Angeles County Department of Public Health, Substance Abuse Prevention and Control
Chidinma Ume	Interim Director of Policy	Center for Court Innovation
Reverend Zach Hoover	Executive Director	LA Voice
Karen Bernstein	Director of Care Transitions	Los Angeles County Department of Health Services, Correctional Health Services
Andrea L Welsing	Director of the Office of Violence Prevention	Los Angeles County Department of Public Health
Thomas Moore	Assistant Public Defender	Los Angeles County Public Defender's Office
Traute Winters	Executive Director	National Alliance on Mental Illness (NAMI), Greater Los Angeles County
Joyce Burrell Garcia	Project Manager	Los Angeles County Metropolitan Transportation Authority
Freddie Gomez	Director of Client Engagement Navigation Services	Homeless Healthcare Los Angeles
Reena Hajat Carrol	Executive Director	California Conference for Equality and Justice

Attachment E: Proposition 47 Local Advisory Committee Letter of Agreement

Note: This letter is to be signed by Lead Agency and all members of the Proposition 47 Local Advisory Committee. Photocopies of signatures are acceptable. Include additional signature lines as necessary.

May 2, 2022

This is a letter of agreement between **the Los Angeles Office of Diversion and Reentry, Los Angeles Mayor's Office of Economic Opportunity, the Los Angeles City Attorney's Office**, and all organizations listed herein for the purposes of applying for the Proposition 47 Grant. All organizations listed herein agree to participate on the joint local **Proposition 47 Joint Local Advisory Committee (JLAC)** led by **the Los Angeles Office of Diversion and Reentry, Los Angeles Mayor's Office of Economic Opportunity, and the Los Angeles City Attorney's Office** using a collaborative approach. This advisory body will, at a minimum, advise the Lead Agency on:

- How to identify and prioritize the most pressing needs to be addressed (to include target population, target area, etc.);
- How to identify the strategies, programs and/or services to be undertaken to address those needs;
- The development of the grant project; and
- Ongoing implementation of the grant project.

JLAC members are expected to review summary reports sent out ahead of public convenings and to attend 3-4 publicly convened meetings a year to provide feedback and advise on program implementation. JLAC members may also be asked to provide ad-hoc feedback on program implementation outside of public meetings and to support increasing awareness of and referral into Prop 47 funded programs as appropriate.

Signed in mutual agreement,

LEAD PUBLIC AGENCY SIGNATURE

X Vanessa Martin

Signature

Vanessa Martin, Director of Reentry

Los Angeles Office of Diversion and Reentry, Reentry Division

222 S. Hill Street, Los Angeles, CA 90012


X Zita S. Davis

Signature

Zita Davis, Executive Officer

Los Angeles Mayor's Office of Economic Opportunity


200 N. Spring Street, Los Angeles, CA 90012

X 
Signature

Mike Feuer, Los Angeles City Attorney
Los Angeles City Attorney's Office
200 N. Main Street, Suite 800, Los Angeles, CA 90012


PROPOSITION 47 LOCAL ADVISORY COMMITTEE MEMBER SIGNATURES

X 
Signature
Troy Vaughn, Executive Director and Co-Founder Los Angeles Regional Reentry Partnership
724 n La Brea Blvd, Inglewood, CA 90302

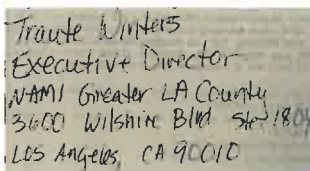
X 
Signature
Adolfo Gonzales, Chief Probation Officer
Los Angeles County Department of Probation
9150 E, Imperial Hwy, Downey, CA 90242

X 
Signature
Chidinma Ume, Interim Director of Policy
Center for Court Innovation
520 8th Ave., 18th Floor, New York, NY 10018

X 
Zachary Hoover, Executive Director LA Voice
3660 Wilshire Blvd #602, Los Angeles, CA 90010

X 
Signature
Los Angeles County Office of Violence Prevention
Andrea Welsing, Director, Alhambra CA 91803

X 
Signature
Joyce Burrell Garcia, Project Manager
LA County Metropolitan Transportation Authority
1 Gateway Plaza, Los Angeles, CA 90012



Traute Winters
Executive Director
NAMI Greater LA County
3600 Wilshire Blvd Ste 1804
Los Angeles, CA 90010

PROPOSITION 47 LO
X 
Signature
George Gascón, District Attorney
Los Angeles County District Attorney's Office
211 West Temple Street, Suite 1200
Los Angeles, CA 9001



Thomas Moore, Assistant Public Defender Public Defender's Office
320 West Temple Street, Suite 590
Los Angeles, CA 90012


X 
Signature
Freddie Gomez, Director of Client Engagement Navigation Services
Homeless Healthcare Los Angeles
2330 Beverly Blvd., Los Angeles, CA 90057

X 
Signature
Karen Bernstein, Director, Care Transitions
LA County DHS Correctional Health Services
450 Bauchet Street, Los Angeles, CA 90012

X 
Signature
Reba Stevens, Previous Justice Involved
Community Member
1701 West 71 Street, Los Angeles, CA 90047

X 
Signature
Kelly LoBianco, Executive Director
LA County Department of Economic Opportunity
510 South Vermont Ave
Los Angeles, CA 90020

X 
Signature
Gary Tsai, M.D., Director
Substance Abuse Prevention and Control
County of Los Angeles, Department of Public Health
1000 S. Fremont Ave., Bldg. A-9 East, 3rd Floor - #34
Alhambra, CA 91803

X 
Signature
Reena Hajat Carroll, Executive Director
California Conference for Equality and Justice
3605 Long Beach Blvd., Suite 100
Long Beach, CA 90807

Attachment F: Local Government Impact Letters



ERIC GARCETTI
MAYOR

May 2, 2022

To Whom This May Concern:

This is a letter regarding the ramifications of Project imPACT on the operations of other local entities. We do not anticipate Project imPACT to negatively impact public agencies in a way that would prevent Project imPACT from operating as intended. Project imPACT is a community-based program that will not receive referrals from public agencies. Participants will be referred directly on-site at the community service providers with which Project imPACT partners.

The Community-based organizations were selected through a Request for Proposal process and have demonstrated their previous and ongoing work with the reentry population and their need for multi-disciplinary, behavioral health focused support in serving this population. As such, Project imPACT will expand the capacity of community based organizations and not interact with local government agencies in a way that impedes service delivery.

Sincerely,

A handwritten signature in black ink, appearing to read 'Zita Davs', written over a circular stamp or seal.

Zita Davs
Executive Officer
Office of Economic Opportunity

Attachment I: Proposition 47 Project Work Plan

Each applicant must develop a Project Work Plan. The Project Work Plan identifies measurable goals and objectives, activities and services, the responsible parties, and a timeline (see template below).

Completed Project Work Plans should (1) identify the project’s top goals and objectives; (2) identify how the top goals will be achieved in terms of the activities, responsible staff/partners, and start and end dates; and (3) provide goals and objectives with a clear relationship to the need and intent of the grant. Applicants must use the provided Project Work Plan template.

This Project Work Plan cannot exceed one (1) page and does not count toward the numbered page limit for the Proposal Narrative. There is no margin, spacing, or font restrictions for the Project Work Plan.

(1) Goal:		Prioritize client-focused/client-centered holistic programs and approaches	
Objectives (A., B., C...)		A. Ensure Peer Navigators are trained to facilitate CBT sessions and Counselors are trained to administer and score the LS/CMI assessment B. Provide training that includes healing strategies and trauma-informed care	
Project activities that support the identified goal and objectives		Responsible staff/ partners	Timeline
			Start Date End Date
1. Schedule/Conduct Peer Navigator Facilitation Training 2. Schedule/Conduct LS/CMI Training for Counselors 3. Schedule/Conduct training for Fellows and Staff with healing strategies and trauma informed care		Mayor’s Office/All partners	12/1/22 3/1/26
(2) Goal:		Expand access to culturally congruent quality mental health, substance use disorder services	
Objectives (A., B., C...)		A. Increase capacity for behavioral health partners B. Increase options and variety of behavioral health services C. Increase support for behavioral health service providers through specialized training	
Project activities that support the identified goal and objectives		Responsible staff/ partners	Timeline
			Start Date End Date
1. Secure social work interns for behavioral health providers 2. Secure additional sober living/residential treatment partner 3. Plan/schedule specialized training for Behavioral Health Counselors			12/1/22 3/1/26
(3) Goal:		Reduce Recidivism for Project imPACT Fellows	
Objectives (A., B., C...)		A. Enroll 375 Fellows and place 182 Fellows in permanent employment B. Increase housing stability for at least 37 Fellows	
Project activities that support the identified goal and objectives		Responsible staff/ partners	Timeline
			Start Date End Date
1. Plan and conduct outreach for Project imPACT Cohort III 2. Schedule/Conduct Regional Reentry Connect Days with “know your rights” workshops for Fellows		Mayor’s Office/Local and Regional Partners/All Partners	12/1/22 3/1/26

Attachment J: List of Partner Agencies/Organizations

Lead Public Agency: City of Los Angeles Mayor’s Office of Economic Opportunity

Other Public Agency Partners

	Name of Agency	2-3 Sentence Description of Services to be Provided
1		
2		

Non-Governmental, Community-Based Partners (if known)

	Name of Organization	2-3 Sentence Description of Services to be Provided
1	Armed Minorities Against Addiction and Disease Institute (AMAAD)	AMAAD conducts risk/needs assessments and clients individualized therapy.
2	Homeless Healthcare Los Angeles (HHCLA)	HHCLA conducts risk/needs assessments and clients individualized therapy.
3	Legal Aid Foundation Los Angeles (LAFLA)	LAFLA attorneys provide legal services to correct, remove, seal, or expunge criminal records and to apply for Proposition 47 reclassification.
4	Neighborhood Legal Services Los Angeles (NLSLA)	NLALA attorneys provide legal services to correct, remove, seal, or expunge criminal records and to apply for Proposition 47 reclassification.
5	Anti-Recidivism Coalition (ARC)	ARC utilizes a transformative mentor model, young adults have access to mental health services, substance abuse treatment, case management, job skills training, and legal aid
6	Center for Employment Opportunities (CEO)	CEO provides employment training and placement services in Downtown LA
7	El Proyecto Del Barrio	El Proyecto provides employment training and placement services in SF Valley
8	Friends Outside Los Angeles (FOLA)	FOLA provides employment training and placement services in South LA
9	Watts Labor Community Action Labor Committee (WLCAC)	WLCAC provides employment training and placement services in Watts

Add additional rows as needed.

APPENDIX A: PROPOSITION 47 EXECUTIVE STEERING COMMITTEE ROSTER

Proposition 47 Executive Steering Committee

	Name	Title / Organization
1	Gaard, Janet	Retired Judge, BSCC Board Member, Chair
2	Barnes-Lopez, Naomi	Mental Health CSU, Orange County, Team Lead/Clinician II
3	Brooks, D'Andre	The Children's Initiative, San Diego, Juvenile Justice Associate
4	Brown-Taylor, Christine	San Diego County Sheriff's Department, Retired
5	Cabrera, Michelle	Behavioral Health Directors Association of CA, Sacramento, Executive Director
6	Dzubay, Jeremy	Monterey County Public Defender's Office, Assistance Public Defender
7	Hanna, Sylvia	Tulare County Superior Court, Judge
8	Jenkins, Mack	Council on Criminal Justice & Behavioral Health, Retired Probation Chief
9	Kuhns, Richard	County of Trinity, County Administrative Office (CAO)
10	McClain, Kevin	Community Housing Partnership, Sacramento, Exec Administrative Manager
11	Miramontes, Amber	Tulare County Public Defender's office, Supervising Attorney
12	Villamil, Denise	Southern California Crossroads, Executive Director
13	White, Dorothea	Valley State Prison, CDCR, SSMI, Employee Relations officer

Appendix B: Grantee Assurance for Non-Governmental Organizations

(Page 1 of 2)

The Proposition 47 Request for Proposals (RFP) includes requirements that apply to non-governmental, community-based organizations providing services with grant funds¹⁹. Grantees are responsible for ensuring that all contracted third parties continually meet these requirements as a condition of receiving any Proposition 47 funds. The RFP describes these requirements as follows:

Any non-governmental organization that receives Proposition 47 grant funds (as either a direct grantee, subgrantee, or subcontractor) must:

- Have been duly organized, in existence, and in good standing for at least three (3) years prior to the effective date of its fiscal agreement with the BSCC or with the Proposition 47 grantee;
 - Non-governmental entities that have recently reorganized or have merged with other qualified non-governmental entities that were in existence prior to the three (3) year date are also eligible, provided all necessary agreements have been executed and filed with the California Secretary of State prior to the start date of the grant agreement with the BSCC or the start date of the grantee subcontractor fiscal agreement;
- Be registered with the California Secretary of State's Office, if applicable;
- Have a valid Employer Identification Number (EIN) or Taxpayer ID (if sole proprietorship);
- Have a valid business license, if applicable;
- Have any other state or local licenses or certifications necessary to provide the services requested (e.g., facility licensing by the Department of Health Care Services), if applicable; and
- Have a physical address within California. (An agent for service of process with a California address is insufficient.)

In addition to the administrative criteria listed above, any non-governmental, community-based organization that receives Proposition 47 grant funds must have a proven track record working with the target population and the capacity to support data collection and evaluation efforts.

In the table below, provide the name of the Lead Public Agency (the Grantee) and list all contracted parties (if known).

¹⁹ Non-Governmental Organizations (NGOs) include community-based organizations, faith-based organizations, non-profit organizations/501(c)(3)s, for profit service providers, evaluators (except government institutions such as universities), grant management companies and any other non-governmental agency or individual.

NOTE: These criteria do not apply to government organizations (e.g., counties, cities, school districts, etc.).


Lead Public Agency: City of Los Angeles Mayor's Office of Economic Opportunity

Name of Contracted Party	Address	Email / Phone	Meets All Requirements
Arming Minorities Against Addition ad Disease (AMAAD)	10221 S. Compton Ave., Ste. 217, Los Angeles, CA 90002	carl@amaad.org /323-569-1610	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Homeless Healthcare Los Angeles (HHCLA)	2330 Beverly Blvd., Ste. 650, Los Angeles, CA 90057	mcasanova@hhcla.org /213-744-0724	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Legal Aid Foundation of Los Angeles (LAFLA)	1550 W. 8 th St., Los Angeles, CA 90017	ymariajimenez@nlsla.org /818-834-7531	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Neighborhood Legal Services of Los Angeles (NLSLA)	1102 E. Chevy Chase Drive, Glendale, CA 91205	ndudovitz@nlsla.org /818-291-1792	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Anti-Recidivism Coalition (ARC)	1320 East 7 th St., Ste 260, Los Angeles, CA 90021	slewis@antirecidivism.org /213-955-5885	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Center for Employment Opportunities (CEO)	1320 East 7 th St., Ste 260, Los Angeles, CA 90021	sglen@ceoworks.org /323-357-6505	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
El Proyecto Del Barrio	8902 Woodman Ave., Arleta, CA 91331	corinnesa@aol.com /818-830-7133	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Friends Outside in Los Angeles County (FOLA)	261 E. Colorado Bl., Ste 217, Pasadena, CA 91101	mweaver@friendsoutside.org /626-795-7607	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Watts Labor Community Action Committee (WLCAC)	10950 S. Central Ave., Los Angeles, CA 90059	eblake@wlcac.org /323-563-4730	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Grantees are required to update this list and submit it to BSCC any time a new third-party contract is executed after the initial assurance date. Grantees shall retain (on-site) applicable source documentation for each contracted party that verifies compliance with the requirements listed in the RFP. These records will be subject to the records and retention language found in the Standard Agreement.

The BSCC will not reimburse for costs incurred by any third party that does not meet the requirements listed above and for which the BSCC does not have a signed grantee assurance on file.

A signature below is an assurance that all requirements listed above have been met.

AUTHORIZED SIGNATURE (This document must be signed by the person who is authorized to sign the Grant Agreement.)			
NAME OF AUTHORIZED OFFICER	TITLE	TELEPHONE NUMBER	EMAIL ADDRESS
Eric Garcetti	Mayor	213-978-0600	eric.garcetti@lacity.org
STREET ADDRESS	CITY	STATE	ZIP CODE
200 N. Spring Street, Room 303	Los Angeles	CA	90012
APPLICANT'S SIGNATURE (Blue Ink Only)			DATE
X 			29 APR 2022

RESOLUTION OF THE LOS ANGELES CITY COUNCIL

WHEREAS the City of Los Angeles desires to receive and utilize state grant funds available through the 2022 Proposition 47 Grant Program administered by the Board of State and Community Corrections (hereafter referred to as the BSCC) to establish Project Impact Cohort 3, a program that will provide formerly incarcerated individuals with employment services, in tandem with peer support, legal services, and behavioral health services.

NOW, THEREFORE, BE IT RESOLVED that the Mayor’s Office of Economic Opportunity and Office of Reentry are authorized on behalf of the Los Angeles City Council to submit the Proposition 47 Grant Application and sign the Grant Agreements with the BSCC, including any amendments thereof.

BE IT FURTHER RESOLVED that the City of Los Angeles agrees to abide by the statutes and regulations governing the Proposition 47 Grant Program as well as the terms and conditions of the Grant Agreement as set forth by the BSCC.

BE IT FURTHER RESOLVED that grant funds received hereunder shall not be used to supplant expenditures controlled by this body.

Passed, approved, and adopted by the City Council of Los Angeles in a meeting thereof held on _____ by the following:

Ayes:

Notes:

Absent:

Signature: _____ Date: _____

Typed Name and Title: _____

ATTEST: Signature: _____ Date: _____

Typed Name and Title: _____

Unit of local government’s official seal or notary stamp is required below.

Proposition 47 Grant Program

Total Available Funding: \$143,436,700
 Total Funds Requested: \$133,783,194
 Funding Recommendation: \$124,907,667

Large Scope Category - Applications for more than \$1 million and up to \$6 million.

Rank	Applicant	Amount Requested	Amount Recommended
1	Alameda County Health Care Services Agency	\$6,000,000	\$6,000,000
2	San Francisco Department of Public Health	\$6,000,000	\$6,000,000
3	Los Angeles City Attorney's Office	\$6,000,000	\$6,000,000
4	Los Angeles County Department of Health Services	\$20,000,000*	\$20,000,000
5	Yolo County Health & Human Services Agency	\$6,000,000	\$6,000,000
6	Kern County Behavioral Health & Recovery Services	\$6,000,000	\$6,000,000
7	Tehama County Department of Education	\$6,000,000	\$6,000,000
7	City of Pasadena Public Health Department	\$1,143,951	\$1,143,951
8	Contra Costa County Office of the Public Defender	\$5,999,999	\$5,999,999
9	Santa Clara County Behavioral Health Services Department	\$5,999,289	\$5,999,289
10	Monterey County, Health Department, Behavioral Health Bureau	\$6,000,000	\$6,000,000
11	San Diego County	\$6,000,000	\$6,000,000
12	City of Los Angeles, Mayor's Office of Economic Opportunity	\$6,000,000	\$6,000,000
13	Solano County Health & Social Services	\$6,000,000	\$6,000,000
14	Santa Barbara County Department of Behavioral Wellness	\$6,000,000	\$6,000,000
15	Placer County Health & Human Services	\$6,000,000	\$6,000,000
16	Merced County Probation Department	\$6,000,000	\$6,000,000
17	Siskiyou County HHSA Behavioral Health Division	\$2,148,353	\$2,148,353
18	Corona-Norco Unified School District	\$1,634,390	\$1,634,390
19	Santa Cruz County Probation Department	\$5,982,074	\$5,982,074
-	Riverside University Health System, Behavioral Health	\$6,000,000	
-	Yuba County Office of Education	\$3,077,327	
-	San Bernardino County Department of Public Health	\$6,000,000	
Recommended Funding:			\$120,908,056

*The County of Los Angeles was permitted to submit a single application for up to \$20,000,000 for the entire grant period

Attachment C

Small Scope Category - Applications for up to \$1 million.

Rank	Applicant	Amount Requested	Amount Recommended
1	Yolo County District Attorney's Office	\$1,000,000	\$1,000,000
2	Sonoma County Health Department, Behavioral Health Division	\$1,000,000	\$1,000,000
3	City of Vallejo Police Department	\$999,611	\$999,611
4	Marin County Department of Health & Human Services	\$1,000,000	\$1,000,000
-	Plumas County District Attorney's Office, Alternative Sentencing Program	\$1,000,000	
-	Shasta County Probation Department	\$1,000,000	
Recommended Funding:			\$3,999,611

Proposition 47 Proposal Cover Sheet

Submitted by:
City of Los Angeles
Mayor's Office of Economic Opportunity

Grant Dollars Requested:
\$6,000,000

Date Submitted:
May 2, 2022

Proposition 47 Proposal Checklist

A complete proposal package for funding must contain the following items:

Required Items:		X
1	Completed Cover Sheet (previous page)	<input checked="" type="checkbox"/>
2	Proposition 47 RFP Proposal Checklist (this page) <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory or E-signature (no stamped signatures) 	<input checked="" type="checkbox"/>
3	Applicant Information Form <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory or E-Signature (no stamped signatures) 	<input checked="" type="checkbox"/>
4	Proposal Narrative <ul style="list-style-type: none"> 15 pages or fewer 	<input checked="" type="checkbox"/>
5	Budget Attachment (includes Budget Tables and Narrative) <ul style="list-style-type: none"> 6 pages or fewer 	<input checked="" type="checkbox"/>
Required Attachments for <u>All Applicants</u>:		
6	Local Advisory Committee Roster (Attachment D)	<input checked="" type="checkbox"/>
7	Local Advisory Committee Letter(s) of Agreement (Attachment E)	<input checked="" type="checkbox"/>
8	Letter(s) of Agreement for Impacted Local Government Agencies (Attachment F)	<input checked="" type="checkbox"/>
9	Project Work Plan (Attachment I)	<input checked="" type="checkbox"/>
10	List of Partner Agencies/Organizations (Attachment J)	<input checked="" type="checkbox"/>
11	Criteria for Non-Governmental Organizations Receiving BSCC Grant Funds (Appendix B) <ul style="list-style-type: none"> Originally signed in blue ink or e-signed by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
12	Certification of Compliance with BSCC Policies on Debarment, Fraud, Theft and Embezzlement (Appendix C) <ul style="list-style-type: none"> Originally signed in blue ink or e-signed by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
Optional:		
13	Governing Board Resolution (Attachment H) Note: The Governing Board Resolution or other documentation of signing authority is due prior to Grant Award Agreement, <u>not</u> at time of proposal submission.	<input type="checkbox"/>

I have reviewed this checklist and verified that all required items are included in this proposal packet. *Originally signed in blue ink or e-signed by the authorized signatory (no stamped signatures)*

X




Applicant Authorized Signature (see Applicant Information Form, item N, next page)

*** Attachments other than those listed above will be removed from the proposal and not considered during the proposal evaluation process.**

Section I. Applicant Information Form

A. PUBLIC AGENCY APPLICANT		B. TAX IDENTIFICATION NUMBER	
NAME OF PUBLIC AGENCY City of Los Angeles, Mayor's Office of Economic Opportunity		TAX IDENTIFICATION #: 95-6000735	
STREET ADDRESS 200 N. Spring Street, Room 303	CITY Los Angeles	STATE CA	ZIP CODE 90012
MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE
IF A JOINT PROPOSAL, LIST OTHER (NON-LEAD) PUBLIC AGENCIES:			
C. PROJECT TITLE			
Project imPACT			
D. REQUIRED SERVICES (Check all that apply)		E. ADDITIONAL SERVICES (Check all that apply)	
<input type="checkbox"/> MENTAL HEALTH SERVICES <input type="checkbox"/> SUBSTANCE USE DISORDER TREATMENT <input type="checkbox"/> DIVERSION PROGRAMS		<input type="checkbox"/> HOUSING-RELATED SERVICES <input type="checkbox"/> OTHER COMMUNITY-BASED SUPPORTIVE SERVICES	
F. PROJECT SUMMARY (Provide a clear and concise summary of the proposed project)			
Project imPACT serves justice-impacted adults who have been arrested, charged with, or convicted of a crime, have a history of mental health issues or substance use disorders. The program provides behavioral health and legal services to increase employment placement, retention, and housing stability, thereby reducing recidivism.			
G. GRANT FUNDS REQUESTED	H. Amount of Funds Sub-Contracted to Community-based Organizations		I. Total Amount of Other Funds to be Leveraged
\$6,000,000	\$4,785,000 79% percent		\$ 1,231,743
J. PROJECT DIRECTOR			
NAME Zita Davis	TITLE Executive Officer	TELEPHONE NUMBER (Direct Line) 213-978-6763	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS Zita.davis@lacity.org
K. FINANCIAL OFFICER			
NAME Gabriela Jasso	TITLE Director of Grants and Finance	TELEPHONE NUMBER (Direct Line) 213-978-0756	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS gabriela.jasso@lacity.org
PAYMENT MAILING ADDRESS (if different)		CITY	STATE ZIP CODE
L. DAY-TO-DAY PROGRAMMATIC CONTACT			
NAME Edith Vega	TITLE Program Manager	TELEPHONE NUMBER (Direct Line) 213-978-0732	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS edith.vega@lacity.org

M. DAY-TO-DAY FISCAL CONTACT			
NAME Sally Liang	TITLE Accountant	TELEPHONE NUMBER (Direct Line) 213-978-3121	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS Sally.liang@lacity.org
N. AUTHORIZED SIGNATURE			
By signing this application, I hereby certify that I am vested by the Public Agency Applicant with the authority to enter into contract with the BSCC, and that the grantee and any subcontractors will abide by the laws, policies and procedures governing this funding.			
NAME OF AUTHORIZED OFFICER Eric Garcetti	TITLE Mayor	TELEPHONE NUMBER (Direct Line) 213-978-0600	
STREET ADDRESS 200 N. Spring Street, Room 303		FAX NUMBER N/A	
CITY Los Angeles	STATE CA	ZIP CODE 90012	EMAIL ADDRESS eric.garcetti@lacity.org
APPLICANT'S SIGNATURE (Blue Ink Only) X 			DATE 29 APR 2021

CONFIDENTIALITY NOTICE: All documents submitted as a part of the Proposition 47 proposal are considered to be public documents and may be subject to a request via the California Public Records Act. The BSCC, as a state agency, may have to disclose these documents to the public. The BSCC cannot ensure the confidentiality of any information submitted in or with this proposal. (Gov. Code, §§ 6250 et seq.)

Proposition 47 Proposal Narrative

A. Project Need (Percent of Total Value: 25%)

The City of Los Angeles Mayor's Office, is a current recipient of the Proposition 47 Cohort II Grant. Nearly 300 justice-affected individuals have been provided with Project imPACT services since the program launched in May 2020. This proposal for the Cohort III grant will extend Project imPACT for four additional years and provide 375 eligible individuals with behavioral health and legal services to increase employment placement, retention, and housing stability, thereby reducing recidivism. Project imPACT will address the challenges reentering Angelenos face that contribute to recidivism: mental illness, substance use disorder, housing insecurity, and unemployment. Project imPACT offers behavioral health, legal, employment, and housing support services to individuals who have been arrested, charged with, or convicted of a crime and have a history of mental health issues or substance use disorders. The target population will be individuals who have been convicted of nonviolent, less serious crimes and have substance abuse and mental health issues. Project imPACT Cohort III will allocate 79% of its grant funding to CBOs: one youth- focused reentry provider and CBOs located in the four high-need communities of Watts, South L.A., Downtown L.A., and North San Fernando Valley. The four regional areas were selected due to the number of justice-affected persons released in Los Angeles, the need for culturally competent wraparound services, unemployment, poverty rates, housing needs, and the recidivism rate. Project imPACT Cohort III, will work with adults with a medium or high risk of recidivating and who will engage in behavioral health and legal supports that will help address barriers to employment and housing stability. Project imPACT's program design is supported by research and will address the challenges reentering Angelenos face by offering

behavioral health, legal, employment, and housing support services to eligible individuals in L.A.

Recidivism in California. During the last 15 years, the California justice system has shifted its response to crime to a focus on reform and rehabilitation. Prior to the reform of the three strikes law in 2012, the prison population was near its peak in 2006 with approximately 173,000 incarcerated individuals. During this same time period, there was no significant reduction in recidivism rates. Since then, through a series of legal reforms, including, but not limited to, the 2014 voter approved passage of Proposition 47, resulted in a reduced prison population. As of November 2020, the California prison population reached its lowest level in 30 years, with an approximate population of 98,000. (Hayes, 2021)

Despite the decreasing rates of incarceration, recidivism continues to be an issue in California. During 2020, more than 27,000 people were released from California prisons and most of them were placed in a post-release or court mandated supervisory program. In 2020-2021, approximately 46% of released inmates in California were reconvicted within three years of release. Individuals returning from incarceration have a greater level of unmet needs relative to the general public and experience collateral consequences that extend far beyond the period of sentence. Employment, housing, behavioral health, which includes substance abuse and mental health treatment, and pro-social relationships, are critical needs of reentering Angelenos. Successful reentry has the potential to prevent crimes that harm victims and communities. Furthermore, reducing recidivism also reduces the financial cost to the state and its taxpayers. Due to needs of reentering individuals, a multi-faceted, multidisciplinary approach is imperative to facilitate successful reentry and reduce to recidivism. Below, we review core reentry needs addressed by Project imPACT. (Ludwig, 2014; Pettis, 2021)

Behavioral Health Concerns. Nearly 98% of incarcerated men and women reported having experienced at least one traumatic event. Experiences of trauma are often compounded by negative social determinants of health, including poverty, discrimination, and social exclusion. Many incarcerated individuals disproportionately come from poor communities, which lack resources and opportunities. Compounded individual, family, and community trauma translates into stress reactions and other forms of psychological distress. More than half of state and federal inmates are diagnosed with a mental health disorder. The rate for incarcerated women is 73%, compared to the 55% for incarcerated men, creating a need for gender-responsive reentry programming. Services for behavioral health are critical for reentry programming. Nearly three-quarters of incarcerated men and women are diagnosed with substance use disorders. A Substance Abuse and Mental Health Services Administration report states that comorbid disorders are also common, with 24–34 percent of female and 12–15 percent of male jail inmates being diagnosed with co-occurring serious mental health and substance use disorders. In turn, untreated behavioral health conditions increases the likelihood that an individual comes into contact with the justice system again. (NIMH, 2019)

Housing Needs. In California, there are 22 affordable units for every 100 low-income renter households. The housing shortage in Los Angeles affects segments of the population differently, particularly the most vulnerable individuals. A report from the Southern California Association of Non-Profit Housing indicates that the fastest growing segment of individuals at risk of becoming unhoused or homeless are those defined as Extremely Low Income (ELI), which are households with incomes that fall below the poverty line or below 30% Area Median Income (AMI). For the Los Angeles Metro area, this is \$29,050 or a wage of about \$14 per hour. While most extremely low-income

individuals who are employed work more than 20 hours per week, this low-wage employment does not provide adequate income to afford housing. Formerly incarcerated adults experience homelessness at a rate nearly seven times higher than the general public. People who have been to prison just once experience homelessness at a rate nearly seven times higher than the general public. But people who have been incarcerated more than once have rates 13 times higher than the general public. In other words, people who have been incarcerated multiple times are twice as likely to be homeless as those who are returning from their first prison term. There exists a need for more housing for extremely-low and low-income individuals, especially those who are returning from incarceration. While there exist some housing options specifically available for formerly incarcerated persons, finding stable, independent housing is often highlighted as a significant barrier for this segment of the population. Housing provides a form of residential stability and a foundation for successful reentry and reintegration for justice affected individuals. (McKernan, 2017)

Employment needs. Some incarcerated men and women have low educational attainment and limited employment histories. One-third of incarcerated adults do not have a high school diploma or a General Equivalency Diploma at the time of their admission to prison and rates of full-time employment in the months prior to incarceration are estimated at approximately 50 percent. For some, educational attainment and employment intersect with community-level opportunities, as individuals from urban or rural communities with limited infrastructure are often overrepresented in prisons and jails. Lack of employment and underemployment persist as two of the most significant hurdles that justice-affected community faces. The Bureau of Justice Statistics (BJS) and the U.S. Census Bureau conducted a study on the post-prison employment of 51,500 persons released from federal prison. The BJS December 2021

report found that one-third of persons in the study population did not find employment at any point during the four-year period after their release from prison from 2010. The report found that of the persons in the study, 9,900 (19%) were imprisoned at least once during the period from their release in 2010 to December 31, 2014. (Looney, 2018)

Wraparound Service Models. At their inception, reentry-service approaches emphasized the importance of continuity of care. To address formerly incarcerated individuals' needs and to reduce recidivism, a multifunctional-service approach should begin soon after release. Both scholars and practitioners agree that reentry services should include programming in the following areas: coping skills, life skills, cognitive-behavioral therapy, job readiness training, education assistance, employment assistance, and referrals to other services like substance use disorder treatment or community mental health centers. (Lopez-Aguado, 2016)

B. Community Engagement (Percent of Total Value: 15%)

Joint Local Advisory Committee (JLAC). For the Proposition 47 Cohort III Grant, the Mayor's Office will partner with the County of Los Angeles' Office of Diversion and Reentry (County ODR), and the L.A. City Attorney's Office (City Attorney) to chair JLAC. Partnership with County ODR and the City Attorney was imperative to ensure alignment of our respective projects, further collaboration, and prevent duplicative services.

Regarding the membership of the JLAC, all 15 JLAC members are representatives of government departments, advocacy groups, service providers, and community advocates. The government stakeholders invited to join the JLAC have a history of commitment to informing and shaping reentry goals and services in the L.A. region. The City's major reentry advocacy groups and justice-affected individuals will also participate on the JLAC to ensure that the membership reflects the makeup and culture

of the community and identified need. All members are experienced with program and service implementation and will ensure the grant funding reduces recidivism by using effective, evidence-based strategies.

Community Input. The Mayor's Office prepared for the release of the Proposition 47 Cohort III funding by facilitating 10 meetings during a 16-week period with community-based organizations to solicit input regarding potential gaps in existing reentry services. In addition, the Mayor's Office and the County ODR requested feedback from community members and individuals with lived experience during the February 2022 JLAC meeting. Recommendations from these discussions included (1) addressing mental health needs, (2) housing support, particularly for women returning from incarceration, (3) legal services to remove barriers to housing and employment, and (4) ensuring cultural competence and relevance in providing care, including employing persons with lived experience, and (5) offer a more seamless system of service provision across city and county service providers.

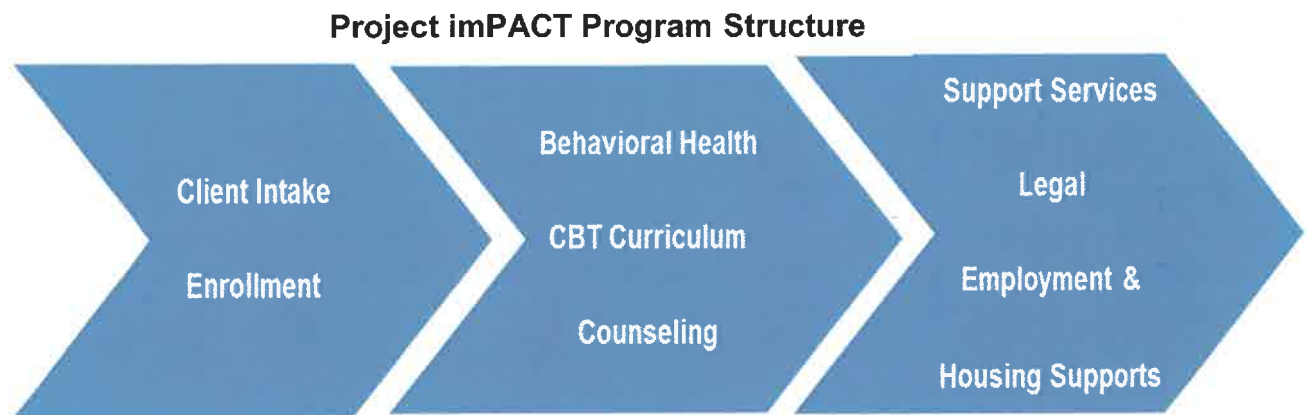
Project imPACT addresses many of these recommendations with its program design. The program offers behavioral health and legal services to program participants, called "Fellows", and each regional team is required to employ at least one full-time Peer Navigator with lived experience. The Mayor's Office strengthened relationships with the County's Reentry Intensive Case Management Services and the non-profit A New Way of Life to seamlessly increase housing referral options available to Project imPACT's women Fellows, who represent 20% of Project imPACT enrollment. Lastly, the Mayor's Office engaged culturally competent non-profit organizations such as the L.A. Regional Reentry Partnership (LARRP) to create several regional "reentry connect days" to engage and inform reentering Angelenos about reentry efforts in the Los Angeles region. The LARRP is the only countywide network of reentry focused non-

profit organizations, public agencies, and advocates that works to ensure the reentry system meets the needs of L.A. communities and the people served.

C. Project Description (Percent of Total Value: 30%)

Project imPACT is a 12-month intervention program with six months of client aftercare services. The Program will enroll 375 justice-impacted adults who have been arrested, charged with, or convicted of a criminal offense and have a history of mental health issues or substance use disorders. The target population will be individuals who have been convicted of nonviolent, less serious crimes and have substance abuse and mental health issues that are committed to engaging in behavioral health and legal supports to address barriers to employment and housing stability. Program Fellows will receive employment training options, job leads, interviews, and placement services through one of the four regional employment providers. Project imPACT expands the capacity and capability of four regional community-based service provider teams and one youth-focused (ages 18+) reentry provider to comprehensively serve justice affected clients located in traditionally underserved communities with residents who are overrepresented in the criminal justice system. The four communities, South L.A., Downtown L.A., North San Fernando Valley, and Watts have a median income that ranges 25% to 43% below that of the City of L.A. and poverty rates that are nearly double the majority of L.A. households. Project imPACT services will help individuals adjust back into the community and will reduce recidivism rates. Aftercare services will include remaining in contact with Fellows who have completed 12 months of services to track and analyze the impact of program services as well as their housing and employment stability. Using leveraged staffing resources available through the South Bay Workforce Investment Board, the CBOs will employ four Program Assistants with

lived experience whose duties will be to contact with Fellows during the six-month aftercare services period at one-month, three-month, and six-month intervals to confirm the Fellow's housing and employment status, and if needed, offer to reconnect Fellows with ongoing Project imPACT services.



In addition to working with a licensed therapist, attorney, and Peer Navigator, a Housing Navigator will be in place to assist Fellows with housing related support across all regions. (U.S. Census, 2020) Project imPACT incorporates a “no wrong door” approach, which means that service providers are client-focused and use trauma-informed care techniques to respond to clients. Access to Project imPACT is simple and seamless from the Fellow’s perspective. The four regional community-based teams and one reentry youth-focused service team are co-located in high needs communities that are located near public transportation for in-person services. Since the coronavirus pandemic, most services are also available virtually or telephonically. Each of these service providers have employed staff who reflect the diversity of their communities and were selected based on their cultural competence, demonstrated ability to work with vulnerable populations, and strong reentry referral network comprising faith-based organizations and smaller CBOs. Project imPACT will outreach and provide intake opportunities at Los Angeles’ reentry resource and employment fairs on a semi-annual basis. In addition, the Mayor’s Office will utilize preexisting relationships with law

enforcement, such as the Los Angeles Police Department and Los Angeles County Probation, to strengthen the justice involved referral pipeline as needed.

Behavioral Health. Project imPACT begins with an initial intake conducted by a Peer Navigator and Counselor. The intake will include facilitation of a one-on-one Risk/Needs Assessment (“Assessment”) that will utilize the Level of Service/Case Management Inventory Risk Assessment (LS/CMI), a comprehensive tool to identify risk level and the criminogenic factors that cause an individual to recidivate. By identifying these factors, Project imPACT will be able to provide tailored services for each individual with the goal of more effectively reducing the likelihood of recidivating. Project imPACT will require the assessment to be conducted by Peer Navigators and Counselors in a client-centered trauma-informed way. Training will be provided to Project imPACT’s Behavioral Health Counselors on how to administer and reliably score the LS/CMI. Upon completion of the assessment, if the referred individual meets program criteria, s/he will be enrolled into Project imPACT as a Fellow.

Cognitive-Behavioral Therapy (CBT) Curriculum. After the assessment, Fellows will enroll in group-based CBT. Peer Navigators will facilitate CBT sessions, using curriculum facilitation to build rapport and trust, discuss the benefits of ongoing therapy, and establish client expectations for the program. To most effectively facilitate CBT, Project imPACT’s Peer Navigators will be trained to facilitate the curriculum according to the principles of trauma-informed care. Peer Navigators will also incorporate multidisciplinary rehabilitative arts services and workshops into their peer-led group sessions. At the conclusion of the structured CBT curriculum, the Peer Navigator will facilitate a warm hand-off to the Counselor. The Peer Navigator will explain the role and importance of ongoing behavioral therapy in order to de-stigmatize the concept of mental health treatment.

Counseling. The justice affected population is significantly more likely to have lived through adverse childhood experiences, experienced individualized and systemic racism, experienced barriers to employment, housing, social services, and other basic needs, are often low-income or under-employed, and chronically have less access to healthcare – all of which cause trauma. Additionally, because the experience of incarceration alone causes further trauma, ongoing therapy will be an important resource for all Project imPACT Fellows. Project imPACT Counselors will be licensed therapists responsible for providing individualized therapy to Fellows on a weekly basis, with a focus on continuing CBT specific to Fellows' pre-identified criminogenic factors. In addition, Fellows will have access to individualized and monthly group therapy sessions. Project imPACT will provide warm referrals for Fellows in need of treatment for substance use to sober living or residential treatment programs through the Amity Foundation. Amity Foundation is licensed by the California State Department of Health Care Services (DHCS) to provide community-based placement for specialized treatment. The Mayor's office will leverage funds from the Amity Foundation, provided through the California Department of Corrections and Rehabilitation, to provide services for up to 105 Fellows with an average treatment period of three months. Fellows will continue Project imPACT services while receiving outpatient treatment or upon completion of a residential treatment program. (Epperson, 2014)

Legal Aid Services. The Harvard University Institute of Politics released a report in 2019 that identified lack of stable employment and housing as two of the most critical risk factors for re-offending. To address the employment and housing barriers that flow from a criminal record, Fellows will have access to free legal aid services, a critical intervention needed to disrupt poverty and increase economic stability of the formerly-incarcerated population. On top of legal barriers that exist because of a record, the

problem is further exacerbated by lack of access to legal support for individuals living in poverty. According to the State Bar of California, more than one in two Californians (55%) live in a household that experienced a legal issue in the previous 12 months. However, only 27% of low-income Californians received legal assistance. Project imPACT Attorneys will help correct, remove, seal, or expunge criminal records; educate Fellows on Fair Chance employment and housing issues; apply for Proposition 47 reclassification and other reductions; obtain occupational licenses; assist with family reunification; prevent eviction; identify and navigate outstanding fines and fees; reinstate driver's licenses; and provide assistance with referrals as needed.

Employment Services: Project imPACT works with Fellows to reduce recidivism through long-term, stable employment. Project imPACT employment agencies provide a range of services, including career readiness assessments and workshops, job coaching, job development, vocational training, placement and retention services, and transitional jobs. Fellows returning from incarceration work closely with their PAC Team to develop a plan for employment, skills training, and career support.

Project imPACT employment agencies will offer a robust set of vocational support services. In addition, the Mayor's Office will leverage its relationship with a local non-profit organization that offers 90-day transitional paid work for individuals on probation or parole on litter-abatement crews. Fellows will receive job coaching to find permanent employment. Once Fellows find permanent positions, the PAC Team will continue working with them for at least six months through aftercare services to ensure support is available. The employment service providers provide assistance to develop critical soft skills and occupational training and they have existing relationships with employers. Each employment service provider has demonstrated a strong track record of producing "work-ready" job candidates and strong job placement and retention rates.

Program Managers, working closely with the Peer Navigators, will be responsible for ensuring that all Fellows develop an individual employment plan and are given direct job leads/interviews with employer partners.

Housing Supports. As an alternative solution to eliminating barriers formerly incarcerated single men and women experience in obtaining housing, Project imPACT will offer Fellows a collaborative housing option by providing Fellows independent housing at below-market rent. Collaborative housing places up to two clients together in one bedroom of a residential home with multiple bedrooms and it is a good option for individuals, such as returning Angelenos, with low-wage employment or other limited income. The Mayor's Office, working closely with Project imPACT community-based organizations, has a lease agreement to house up to 37 Fellows in residential homes located near public transit thoroughfares. The collaborative housing option ensures that Fellows will not be rent-burdened or spend more than 30% of their income on rent. The cost of rent for a double bedroom is \$750 per month per resident. The monthly earnings estimated for Fellows who secure full-time employment at minimum wage (\$16.04/hour) is \$2,780. Assuming Fellows may spend up to 30% (\$834) of their income on housing, the cost of a shared or double bedroom shall never exceed the recommended 30% allotment. Project imPACT will work with individuals to develop important personal budgeting skills. The program will use the following sliding rent scale: Months one to three, Fellow assumes 25% of rental cost; months four to seven, Fellow assumes 50% of rental cost; months eight to ten, Fellow assumes 75% of rental cost; and months eleven and twelve, Fellow assumes 100% of rental cost. Project imPACT's collaborative housing rent payment schedule is designed to support Fellows in assuming their unit's full rental payment.

Program Outcomes. This project will identify 375 eligible participants with referrals from community-based organizations or other local agencies that serve justice-involved individuals; secure permanent employment for 185 Fellows, provide rent subsidized collaborative housing for 37 Fellows. Individuals are eligible for Project imPACT if they meet the following criteria: (1) criminal justice involvement, broadly defined as having been arrested or convicted of a crime, or currently on court-ordered supervision, such as on probation or parole; (2) history of mental health issues and/or substance use disorders; individuals will be 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; (3) target population includes individuals who have been convicted of nonviolent, less serious crimes and have substance abuse and mental health problems.

D. Data Collection and Evaluation (Percent of Total Value: 15%)

Project Evaluation Plan. Program Monitoring and Evaluation: Project imPACT will enroll Fellows at different times throughout the program. The project will measure outcomes at different points throughout the process. Program success will be measured by (1) stabilizing behavioral health, (2) reducing legal barriers that interfere with economic stability, (3) reducing recidivism rates, (4) improving employment obtainment and retention, and (5) improving housing stability. Program impact will be determined by measuring the outcomes Fellows are able to achieve. We will enlist a data and evaluation team to manage data collection, facilitate data sharing across CBOs, create evaluation reports, analyze program data, and provide technical assistance and

program monitoring across all Project imPACT regions. To ensure fidelity and equity of service provision, Program Managers in each region will use a single data platform and the data evaluation team to determine set standards for all program staff in order to provide consistent service across all service providers' program staff members. All staff members will be trained and monitored on individual responsibilities, data collection, program goals, and consistent service provision.

The data evaluation partner will use a mixed method process and outcome evaluation for Project imPACT Cohort III individuals served during the grant performance period. The process evaluation will focus on the implementation of Project imPACT, including characteristics of Fellows served, types of services provided, whether the program adhered to the guiding principles outlined above, and implementation-related challenges and solutions. The process will include quantitative data submitted quarterly by the service providers and qualitative data collected from focus group and interviews with Fellows.

Required Reporting. All participating CBOs will be given program process and outcome measures, which they will be required to report on each quarter. Process measurements will include: number/percentage of program staff hired, number/percentage staff trained to provide CBT, number/percentage clients assessed and served, hours of service delivery (including behavioral health, legal, employment, and housing services), consistency of service across service regional teams, client feedback on service delivery, cultural competency, increased CBO staff capacity to serve this population, and hours of staff training. Outcome measurements will include: improved mental health outcomes, legal barriers to employment addressed, employment obtainment rate, employment retention rate, housing stability, and recidivism rate. Required reporting will also include risk/needs and criminogenic factor

assessment results and baseline participant information (e.g., demographic characteristics, employment and housing status). The multi-faceted nature of Project imPACT will allow the data evaluators to analyze factors that contribute to positive outcomes for Fellows. Each Region's Program Manager will be responsible for submitting regular data reports and be the point of contact for program evaluators. The evaluation team will be responsible for working with each Region and creating and submitting all required Evaluation Reports and providing hands-on technical assistance throughout the duration of the project. In addition, the Data Evaluation Team will lead the preparation and timely completion of the Local Evaluation Plan, the Preliminary Evaluation Report, and the Final Local Evaluation Report.

E. Project Budget (Percent of Total Value: 15%)

Please see the required Excel budget attachment.

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2022 Proposition 47 Grant Program- Project Budget and Budget Narrative

Name of Applicant: City of Los Angeles Mayor's Office

Contract Term: September 1, 2022 - June 1, 2026

Note: The top table will auto-populate based on the information entered in the sections below:

Budget Line Item	Grant Funds	Leveraged Funds	Total
1. Salaries and Benefits	\$594,070	\$309,058	\$903,128
2. Services and Supplies	\$56,905	\$0	\$56,905
3. Professional Services or Public Agency Subcontracts	\$0	\$0	\$0
4. Non-Governmental Organization (NGO) Subcontracts (minimum 50% of grant funds)	\$4,785,000	\$922,585	\$5,707,585
5. Data Collection and Evaluation (minimum of 5% (or \$25,000, whichever is greater) but not more than 10% of total requested funds)	\$515,000	\$0	\$515,000
6. Equipment/Fixed Assets	\$0	\$0	\$0
7. Financial Audit (must not exceed \$25,000)	\$0	\$0	\$0
8. Other (Travel, Training, etc.)	\$49,025	\$0	\$49,025
9. Indirect Cost	\$0	\$100	\$100
TOTAL	\$6,000,000	\$1,231,743	\$7,231,743

1a. Salaries and Benefits

Name and Title	(Show as either % FTE or Hourly Rate) & Benefits	Grant Funds	Leveraged Funds	Total
Edith Vega, Program Manager	Year 1: \$36.97/hour; Year 2: \$36.87/hour; Year 3: \$37.79/hour; Year 4 (9 months): \$38.74/hour; Benefits rate/year: (40.65%)	\$327,696	\$0	\$327,696
Sally Liang, Accountant	Year 1: \$90.56/hour; Year 2: \$91.32/hour; Year 3: \$92.11/hour; Year 4 (9 months): \$92.91/hour; Benefits rate/year: (40.65%)	\$266,374	\$0	\$266,374
Zita Davis, Program Director	Year 1: \$82.34/hour; Year 2: \$84.40/hour; Year 3: \$86.51/hour; Year 4 (9 months): \$88.67/hour; Benefits rate/year: (40.65%)	\$0	\$300,089	\$300,089
Procurement Analyst	Year 1: \$43.43/hour; Year 2: \$44.52/hour; Year 3: \$45.63/hour; Year 4 (9 months): \$46.67/hour; Benefits rate/year: (40.65%)	\$0	\$8,969	\$8,969
		\$0	\$0	\$0
TOTAL		\$594,070	\$309,058	\$903,128

1b. Salaries and Benefits Narrative:

Two staff positions in the City of L.A. Mayor's Office will be funded by the grant, and salaries for two staff positions will be leveraged. The grant will fund one full-time Project IMPACT Program Manager beginning at month one at \$36.97/hour at .5FTE with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3 at 1FTE, Year 4 at .5 FTE during the final 9 months; the Project IMPACT Program Manager will be responsible for monitoring all Prop 47 grant activities and partner agencies. The grant will fund one full-time Accountant beginning at month one at \$90.56/hour at .5FTE with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3 at 1FTE, Year 4 at .5 FTE during the final 9 months; the Project IMPACT Accountant will be responsible for all accounting activities related to the Prop 47 grant. For leveraged funds, beginning at month one, 30% of the Project Director's salary of \$82.34/hour with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3, Year 4; beginning at month one, 2% of the Procurement Analyst salary of \$43.43/hour with 40.65% benefits rate, and a 2.5% cost of living increase in Year 2, Year 3, Year 4. The Procurement Analyst is responsible for preparation of all Prop 47 grant related procurement and contracting documents. The Project Director oversees the Prop 47 grant and supervises the Program Manager, Accountant, and Procurement Analyst.

2a. Services and Supplies

Description of Services or Supplies	Calculation for Expenditure	Grant Funds	Leveraged Funds	Total
LS/CMI Risk Assessment	LS/CMI Risk Assessment licensing cost \$2,800 x 3 years = \$8,400	\$8,400	\$0	\$8,400
CBT Curriculum	CBT Curriculum licensing cost \$9,600 x 3 years = \$28,800	\$28,800	\$0	\$28,800
Regional Reentry Resource Connections Events	Event costs \$6,068.33 x 3 = \$18,205	\$18,205	\$0	\$18,205
Project IMPACT Office Supplies	Program certificates, paper, pens, ink costs \$500 per year (\$500 x 3 = \$1,500)	\$1,500	\$0	\$1,500
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$56,905	\$0	\$56,905

2b. Services and Supplies Narrative:

The services and supplies budgeted for include licensing for the Level of Service/Case Management Inventory (LS/CMI) Risk/Needs Assessments, licensing CBT curriculum. The Project IMPACT program budgets an annual cost of \$2,800 for LS/CMI Risk/Needs Assessment for up to 200 assessments per year for Years, 2, 3, and 4; annual cost of \$9,600 for CBT curriculum licensing for Years 2, and 3; \$14,068 for costs related three regional reentry training/resource connections events for canopies/tables/chairs (\$2,670), audio/visual, signage (\$1,174), name tags, markers/pens, tape, clipboards (\$200), and light refreshments for program participants(\$1,955.33).

3a. Professional Services or Public Agency Subcontracts

Description of Professional Service(s)	Calculation for Expenditure	Grant Funds	Leveraged Funds	Total
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$0	\$0	\$0

3b. Professional Services or Public Agency Subcontracts Narrative:

Enter narrative here. You may expand cell height if needed.

4a. Non-Governmental Organization (NGO) Subcontracts

Description of Subcontracts	Calculation for Expenditure	Grant Funds	Leveraged Funds	Total
Behavioral Health Services: Watts, South LA Regions, DTLA & SF Valley Regions (AMAAAD & HHCLA)	The Behavioral Health CBOs Personnel costs (\$703,000); operating costs (\$55,500); participant related costs (\$206,000) and indirect costs (\$45,500) = \$1,010,000; Leveraged funds for 15 Fellows/Licensed Residential Treatment program (15 x \$137.50/day x 90 days = \$185,625); 30 Fellows/Reentry Recovery Housing sober living (30 x \$66/day x 90 days = \$178,200); 20 Fellows/Reentry Recovery Housing 288 (child)/280 (adult) sex offenders treatment (20 x \$88/day x 90 days = \$158,400) (\$185,625 + \$178,200 + \$158,400 = \$522,225)	\$1,010,000	\$522,225	\$1,532,225
Civil Legal Services: Watts, South LA, DTLA, SF Valley Regions (LAFLA & NLSLA)	The Civil Legal Services CBO Personnel costs (\$1,242,000); operating costs (\$41,400); and indirect costs (\$96,600) = \$1,380,000	\$1,380,000	\$0	\$1,380,000
Youth Focused Services (ARC)	The Youth-Focused CBO Personnel costs (\$208,600); operating costs (\$15,000); participant related costs (\$105,400); and indirect costs (\$21,000) = \$350,000	\$350,000	\$0	\$350,000
DTLA Regions Employment Services (CEO)	The DTLA Employment CBO Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300); and indirect costs (\$22,750) = \$515,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$515,000	\$100,090	\$615,090
SF Valley Region Employment Services (El Proyecto)	The SF Valley Employer CBO contractor Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300) and indirect costs (\$88,300) = \$500,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$500,000	\$100,090	\$600,090
South LA Region Employment Services (FOLA)	The South L.A. Employment CBO Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300); and indirect costs (\$22,750) = \$515,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$515,000	\$100,090	\$615,090
Watts Region Employment Services (WLCAC)	The Watts Employer CBO Personnel costs (\$350,200); operating costs (\$27,450); participant related costs (\$113,300); and indirect costs (\$22,750) = \$515,000; leveraged funds for one Program Assistant wages \$16.04/hour x 2080 hours = \$33,363/year x 3 years = \$100,090	\$515,000	\$100,090	\$615,090
		\$0	\$0	\$0
TOTAL (minimum of 50% of grant funds to subcontracts with non-governmental, community-based organizations)		\$4,785,000	\$922,585	\$5,707,585

4b. Non-Governmental Organization (NGO) Subcontracts Narrative:

The Project IMPACT program will allocate 70% of its grant funding to CBOs located in four regions with marginalized communities: Watts, South L.A., Downtown L.A., and the San Fernando Valley. The program will fund one youthful offender reentry service provider and four regional teams comprised of two behavioral health agencies, two civil legal services agencies, and four employment agencies. The budget anticipates a three month ramp-up period and that all staff members will be in place within four months from the start of the grant program.

Subtotal CBO Behavioral Health Services: \$1,010,000
 Armed Minorities Against Addiction and Disease Institute (AMAAAD, \$505,000) and Homeless Healthcare L.A. (HHCLA, \$505,000) will fund anticipated Personnel costs in four regional areas for four licensed therapists who will supervise program counseling services, one Housing Navigator, and partial FTEs for accounting/admin support to perform grant related activities (\$703,000); operating costs (\$55,500); participant related program events and incentives, and participant support for employment placement and skill building costs (\$206,000); and indirect costs (\$45,500).

Subtotal CBO Civil Legal Services: \$1,380,000
 Legal Aid Foundation of L.A. (LAFLA, \$345,000) and Neighborhood Legal Services L.A. (NLSLA, \$345,000) will fund anticipated Personnel costs in four regional areas for four Attorneys Program Manager and partial FTEs for accounting, paralegal/admin intake support to perform grant related activities (\$1,242,000); for operating expenses (\$41,400); and indirect costs (\$96,600).

Subtotal CBO Youth Focused Services: \$350,000
 Anti-Recidivism Coalition (ARC) budget of \$350,000 will fund anticipated Personnel costs of \$208,600 for one Life Coach/Peer Mentor and .5FTE of a TAY focused Mental Health Therapist; and partial FTEs for two Counselors and one account to support the Prop 47 grant; program supplies (\$5,600); program events (\$5,000); participant incentives (\$16,500) and participant support for employment placement and skill building (\$78,300); operating expenses (\$15,000); indirect costs (\$21,000).

Subtotal CBO Employment Services: \$2,045,000
 Watts Labor Community Action Center (WLCAC, \$515,000), Center for Employment Opportunities (CEO, \$515,000), Friends Outside LA, (FOLA, \$515,000), El Proyecto del Barrio (\$500,000) will fund anticipated Personnel costs in four regional areas for four Program Managers and four Peer Navigator and partial FTEs for accounting/admin support to perform grant related activities (\$1,406,000); for operating expenses (\$106,800); participant related program events and incentives, and participant support for employment placement and skill building (\$438,200); indirect costs (\$91,000).
 Leverage funds: Employment service provider CBOs will employ four Program Assistant's with Southbay WIB funding (4 x \$16.04/hour for 2080 hours x 3 years = \$400,358)

5a. Data Collection and Evaluation

Description of Data Collection and Evaluation	Grant Funds	Leveraged Funds	Total
The Data Evaluation contractor Personnel costs (\$360,500); operating costs (\$41,200); and indirect costs (\$113,300) = \$515,000	\$515,000	\$0	\$515,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
TOTAL (minimum 5% of requested grant funds or \$25,000, whichever is greater)	\$515,000	\$0	\$515,000

5b. Data Collection and Evaluation Narrative:

Data Evaluation: \$515,000
 The Data Evaluation contractor provide program data collection and reporting, technical support and assistance to CBO partners; anticipated Personnel costs for one Program Evaluation Manager, who will oversee program data requirements and program fidelity, and costs for partial FTEs for Behavioral Social Science Associates and Researchers (\$360,500); operating costs which include regular site visits to monitor data collection, qualitative focus groups with CBO staff and program participants (\$41,200); and indirect costs (\$113,300).

6a. Equipment/Fixed Assets

Description of Equipment/Fixed Assets	Calculation for Expense	Grant Funds	Leveraged Funds	Total
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$0	\$0	\$0

6b. Equipment/Fixed Assets Narrative:

Enter narrative here. You may expand cell height if needed.

7a. Financial Audit

Description of Financial Audit	Calculation for Expense	Grant Funds	Leveraged Funds	Total
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL (must not exceed \$25,000 in Grant Funds)		\$0	\$0	\$0

7b. Financial Audit Narrative:

Enter narrative here. You may expand cell height if needed.

8a. Other (Travel, Training, etc.)

Description of Other (Travel, Training, etc.)	Calculation for Expense	Grant Funds	Leveraged Funds	Total
BSCC Grantee Travel	5 travelers (3 Mayor's Office staff, 2 service providers) x (Airfare \$250+Ground Transport \$60+Lodging \$200+Meals \$60=\$570)=\$2,850	\$2,850	\$0	\$2,850
CBT Facilitation Training	Two training sessions x \$8,000 = \$16,000	\$16,000	\$0	\$16,000
Trauma Informed Care Training	Training session at \$14,575	\$14,575	\$0	\$14,575
Rehabilitative Arts Training for Fellows	Two training sessions, art materials and supplies, \$7,800 each	\$15,600	\$0	\$15,600
		\$0	\$0	\$0
		\$0	\$0	\$0
TOTAL		\$49,025	\$0	\$49,025

8b. Other (Travel, Training, etc.) Narrative:

Grant funds of budgeted for one day-long trip for five people to Sacramento; is budgeted at \$2,850, which includes round-trip airfare (\$250), ground transportation (\$60), lodging (\$200), and meals (\$60) per traveler. Additionally throughout the grant duration, grant funds are budgeted for two CBT trainings for up to nine staff members (\$8,000 each); one Trauma-Informed Care training for all program staff and service providers (\$14,575); Rehabilitative Arts sessions for Fellows, 2 Art & Healing sessions (\$7,800 each).

9a. Indirect Costs

For this grant program, indirect costs may be charged using only <u>one</u> of the two options below:		Grant Funds	Leveraged Funds	Total
1) Indirect costs not to exceed 10 percent (10%) of the total grant award. Applicable if the organization does not have a federally approved indirect cost rate.		\$0	\$0	\$0
	<i>If using Option 1) grant funds allocated to Indirect Costs may not exceed:</i>	\$600,000		
2) Indirect costs not to exceed 20 percent (20%) of the total grant award. Applicable if the organization has a federally approved indirect cost rate. Amount claimed may not exceed the organization's federally approved indirect cost rate.		\$0	\$100	\$100
	<i>If using Option 2) grant funds allocated to Indirect Costs may not exceed:</i>	\$1,200,000		
<i>Please see instructions tab for additional information regarding Indirect Costs. If the amount exceeds the maximum allowed and/or turns red, please adjust it to not exceed the line-item noted.</i>		TOTAL	\$0	\$100

9b. Indirect Costs Narrative:

Enter narrative here. You may expand cell height if needed. *If using a federally approved indirect cost rate, please include the rate in the narrative.*

Attachment D: Proposition 47 Local Advisory Committee Membership Roster

Lead Public Agency:

Individual Name	Job Title	Agency/Organization
Vanessa Martin	Director of Reentry	Los Angeles County Office of Diversion and Reentry
Zita Davis	Executive Officer	Los Angeles City Mayor's Office of Economic Opportunity
Mike Feuer	City Attorney	Los Angeles City Attorney's Office
George Gascón	Los Angeles County District Attorney	Los Angeles County District Attorney's Office
Troy Vaughn	Executive Director	Los Angeles Regional Reentry Partnership (LARRP)
Reba Stevens	Previously System Involved	Community Member
Dr. Adolfo Gonzales	Chief Probation Officer	Los Angeles County Department of Probation
Kelly LoBianco	Executive Director	Los Angeles County Department of Economic Opportunity
Dr. Gary Tsai	Director	Los Angeles County Department of Public Health, Substance Abuse Prevention and Control
Chidinma Ume	Interim Director of Policy	Center for Court Innovation
Reverend Zach Hoover	Executive Director	LA Voice
Karen Bernstein	Director of Care Transitions	Los Angeles County Department of Health Services, Correctional Health Services
Andrea L Welsing	Director of the Office of Violence Prevention	Los Angeles County Department of Public Health
Thomas Moore	Assistant Public Defender	Los Angeles County Public Defender's Office
Traute Winters	Executive Director	National Alliance on Mental Illness (NAMI), Greater Los Angeles County
Joyce Burrell Garcia	Project Manager	Los Angeles County Metropolitan Transportation Authority
Freddie Gomez	Director of Client Engagement Navigation Services	Homeless Healthcare Los Angeles
Reena Hajat Carrol	Executive Director	California Conference for Equality and Justice

Attachment E: Proposition 47 Local Advisory Committee Letter of Agreement

Note: This letter is to be signed by Lead Agency and all members of the Proposition 47 Local Advisory Committee. Photocopies of signatures are acceptable. Include additional signature lines as necessary.

May 2, 2022

This is a letter of agreement between **the Los Angeles Office of Diversion and Reentry, Los Angeles Mayor's Office of Economic Opportunity, the Los Angeles City Attorney's Office**, and all organizations listed herein for the purposes of applying for the Proposition 47 Grant. All organizations listed herein agree to participate on the joint local **Proposition 47 Joint Local Advisory Committee (JLAC)** led by **the Los Angeles Office of Diversion and Reentry, Los Angeles Mayor's Office of Economic Opportunity, and the Los Angeles City Attorney's Office** using a collaborative approach. This advisory body will, at a minimum, advise the Lead Agency on:

- How to identify and prioritize the most pressing needs to be addressed (to include target population, target area, etc.);
- How to identify the strategies, programs and/or services to be undertaken to address those needs;
- The development of the grant project; and
- Ongoing implementation of the grant project.

JLAC members are expected to review summary reports sent out ahead of public convenings and to attend 3-4 publicly convened meetings a year to provide feedback and advise on program implementation. JLAC members may also be asked to provide ad-hoc feedback on program implementation outside of public meetings and to support increasing awareness of and referral into Prop 47 funded programs as appropriate.

Signed in mutual agreement,

LEAD PUBLIC AGENCY SIGNATURE

X *Vanessa Martin*

Signature

Vanessa Martin, Director of Reentry

Los Angeles Office of Diversion and Reentry, Reentry Division

222 S. Hill Street, Los Angeles, CA 90012


X *Zita S. Davis*

Signature

Zita Davis, Executive Officer

Los Angeles Mayor's Office of Economic Opportunity


200 N. Spring Street, Los Angeles, CA 90012


X 
Signature

Mike Feuer, Los Angeles City Attorney
Los Angeles City Attorney's Office
200 N. Main Street, Suite 800, Los Angeles, CA 90012


PROPOSITION 47 LOCAL ADVISORY COMMITTEE MEMBER SIGNATURES

X 
Signature
Troy Vaughn, Executive Director and Co-Founder Los Angeles Regional Reentry Partnership
724 n La Brea Blvd, Inglewood, CA 90302

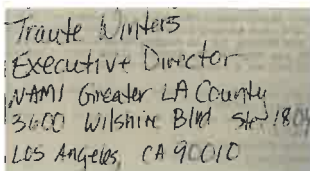
X 
Signature
Adolfo Gonzales, Chief Probation Officer
Los Angeles County Department of Probation
9150 E, Imperial Hwy, Downey, CA 90242

X 
Signature
Chidinma Ume, Interim Director of Policy
Center for Court Innovation
520 8th Ave., 18th Floor, New York, NY 10018

X 
Zachary Hoover, Executive Director LA Voice
3660 Wilshire Blvd #602, Los Angeles, CA 90010

X 
Signature
Andrea Welsing, Director
Los Angeles County Office of Violence Prevention
1400 W. Wilshire Blvd, Alhambra CA 91803

X 
Signature
Joyce Burrell Garcia, Project Manager
LA County Metropolitan Transportation Authority
1 Gateway Plaza, Los Angeles, CA 90012



Traute Winters
Executive Director
NAMI Greater LA County
3600 Wilshire Blvd Ste 1804
Los Angeles, CA 90010

PROPOSITION 47 LO
X 
Signature
George Gascón, District Attorney
Los Angeles County District Attorney's Office
211 West Temple Street, Suite 1200
Los Angeles, CA 9001


X 
Signature
Thomas Moore, Assistant Public Defender
Public Defender's Office
320 West Temple Street, Suite 590
Los Angeles, CA 90012


X 
Signature
Freddie Gomez, Director of Client Engagement Navigation Services
Homeless Healthcare Los Angeles
2330 Beverly Blvd., Los Angeles, CA 90057

X 
Signature
Karen Bernstein, Director, Care Transitions
LA County DHS Correctional Health Services
450 Bauchet Street, Los Angeles, CA 90012

X 
Signature
Reba Stevens, Previous Justice Involved
Community Member
1701 West 71 Street, Los Angeles, CA 90047

X 
Signature
Kelly LoBianco, Executive Director
LA County Department of Economic Opportunity
510 South Vermont Ave
Los Angeles, CA 90020

X 
Signature
Gary Tsai, M.D., Director
Substance Abuse Prevention and Control
County of Los Angeles, Department of Public Health
1000 S. Fremont Ave., Bldg. A-9 East, 3rd Floor - #34
Alhambra, CA 91803

X 
Signature
Reena Hajat Carroll, Executive Director
California Conference for Equality and Justice
3605 Long Beach Blvd., Suite 100
Long Beach, CA 90807

Attachment F: Local Government Impact Letters



ERIC GARCETTI
MAYOR

May 2, 2022

To Whom This May Concern:

This is a letter regarding the ramifications of Project imPACT on the operations of other local entities. We do not anticipate Project imPACT to negatively impact public agencies in a way that would prevent Project imPACT from operating as intended. Project imPACT is a community-based program that will not receive referrals from public agencies. Participants will be referred directly on-site at the community service providers with which Project imPACT partners.

The Community-based organizations were selected through a Request for Proposal process and have demonstrated their previous and ongoing work with the reentry population and their need for multi-disciplinary, behavioral health focused support in serving this population. As such, Project imPACT will expand the capacity of community based organizations and not interact with local government agencies in a way that impedes service delivery.

Sincerely,

A handwritten signature in black ink, appearing to read 'Zita Davs', written over a faint circular stamp or watermark.

Zita Davs
Executive Officer
Office of Economic Opportunity

Attachment I: Proposition 47 Project Work Plan

Each applicant must develop a Project Work Plan. The Project Work Plan identifies measurable goals and objectives, activities and services, the responsible parties, and a timeline (see template below).

Completed Project Work Plans should (1) identify the project’s top goals and objectives; (2) identify how the top goals will be achieved in terms of the activities, responsible staff/partners, and start and end dates; and (3) provide goals and objectives with a clear relationship to the need and intent of the grant. Applicants must use the provided Project Work Plan template.

This Project Work Plan cannot exceed one (1) page and does not count toward the numbered page limit for the Proposal Narrative. There is no margin, spacing, or font restrictions for the Project Work Plan.

(1) Goal:		Prioritize client-focused/client-centered holistic programs and approaches	
Objectives (A., B., C...)		A. Ensure Peer Navigators are trained to facilitate CBT sessions and Counselors are trained to administer and score the LS/CMI assessment B. Provide training that includes healing strategies and trauma-informed care	
Project activities that support the identified goal and objectives		Responsible staff/ partners	Timeline
			Start Date End Date
1. Schedule/Conduct Peer Navigator Facilitation Training 2. Schedule/Conduct LS/CMI Training for Counselors 3. Schedule/Conduct training for Fellows and Staff with healing strategies and trauma informed care		Mayor’s Office/All partners	12/1/22 3/1/26
(2) Goal:		Expand access to culturally congruent quality mental health, substance use disorder services	
Objectives (A., B., C...)		A. Increase capacity for behavioral health partners B. Increase options and variety of behavioral health services C. Increase support for behavioral health service providers through specialized training	
Project activities that support the identified goal and objectives		Responsible staff/ partners	Timeline
			Start Date End Date
1. Secure social work interns for behavioral health providers 2. Secure additional sober living/residential treatment partner 3. Plan/schedule specialized training for Behavioral Health Counselors			12/1/22 3/1/26
(3) Goal:		Reduce Recidivism for Project imPACT Fellows	
Objectives (A., B., C...)		A. Enroll 375 Fellows and place 182 Fellows in permanent employment B. Increase housing stability for at least 37 Fellows	
Project activities that support the identified goal and objectives		Responsible staff/ partners	Timeline
			Start Date End Date
1. Plan and conduct outreach for Project imPACT Cohort III 2. Schedule/Conduct Regional Reentry Connect Days with “know your rights” workshops for Fellows		Mayor’s Office/Local and Regional Partners/All Partners	12/1/22 3/1/26

Attachment J: List of Partner Agencies/Organizations

Lead Public Agency: City of Los Angeles Mayor’s Office of Economic Opportunity

Other Public Agency Partners

	Name of Agency	2-3 Sentence Description of Services to be Provided
1		
2		

Non-Governmental, Community-Based Partners (if known)

	Name of Organization	2-3 Sentence Description of Services to be Provided
1	Armed Minorities Against Addiction and Disease Institute (AMAAD)	AMAAD conducts risk/needs assessments and clients individualized therapy.
2	Homeless Healthcare Los Angeles (HHCLA)	HHCLA conducts risk/needs assessments and clients individualized therapy.
3	Legal Aid Foundation Los Angeles (LAFLA)	LAFLA attorneys provide legal services to correct, remove, seal, or expunge criminal records and to apply for Proposition 47 reclassification.
4	Neighborhood Legal Services Los Angeles (NLSLA)	NLALA attorneys provide legal services to correct, remove, seal, or expunge criminal records and to apply for Proposition 47 reclassification.
5	Anti-Recidivism Coalition (ARC)	ARC utilizes a transformative mentor model, young adults have access to mental health services, substance abuse treatment, case management, job skills training, and legal aid
6	Center for Employment Opportunities (CEO)	CEO provides employment training and placement services in Downtown LA
7	El Proyecto Del Barrio	El Proyecto provides employment training and placement services in SF Valley
8	Friends Outside Los Angeles (FOLA)	FOLA provides employment training and placement services in South LA
9	Watts Labor Community Action Labor Committee (WLCAC)	WLCAC provides employment training and placement services in Watts

Add additional rows as needed.

Appendix B: Grantee Assurance for Non-Governmental Organizations

(Page 1 of 2)

The Proposition 47 Request for Proposals (RFP) includes requirements that apply to non-governmental, community-based organizations providing services with grant funds¹⁹. Grantees are responsible for ensuring that all contracted third parties continually meet these requirements as a condition of receiving any Proposition 47 funds. The RFP describes these requirements as follows:

Any non-governmental organization that receives Proposition 47 grant funds (as either a direct grantee, subgrantee, or subcontractor) must:

- Have been duly organized, in existence, and in good standing for at least three (3) years prior to the effective date of its fiscal agreement with the BSCC or with the Proposition 47 grantee;
 - Non-governmental entities that have recently reorganized or have merged with other qualified non-governmental entities that were in existence prior to the three (3) year date are also eligible, provided all necessary agreements have been executed and filed with the California Secretary of State prior to the start date of the grant agreement with the BSCC or the start date of the grantee subcontractor fiscal agreement;
- Be registered with the California Secretary of State's Office, if applicable;
- Have a valid Employer Identification Number (EIN) or Taxpayer ID (if sole proprietorship);
- Have a valid business license, if applicable;
- Have any other state or local licenses or certifications necessary to provide the services requested (e.g., facility licensing by the Department of Health Care Services), if applicable; and
- Have a physical address within California. (An agent for service of process with a California address is insufficient.)

In addition to the administrative criteria listed above, any non-governmental, community-based organization that receives Proposition 47 grant funds must have a proven track record working with the target population and the capacity to support data collection and evaluation efforts.

In the table below, provide the name of the Lead Public Agency (the Grantee) and list all contracted parties (if known).

¹⁹ Non-Governmental Organizations (NGOs) include community-based organizations, faith-based organizations, non-profit organizations/501(c)(3)s, for profit service providers, evaluators (except government institutions such as universities), grant management companies and any other non-governmental agency or individual.

NOTE: These criteria do not apply to government organizations (e.g., counties, cities, school districts, etc.).


Lead Public Agency: City of Los Angeles Mayor's Office of Economic Opportunity

Name of Contracted Party	Address	Email / Phone	Meets All Requirements
Arming Minorities Against Addition ad Disease (AMAAD)	10221 S. Compton Ave., Ste. 217, Los Angeles, CA 90002	carl@amaad.org /323-569-1610	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Homeless Healthcare Los Angeles (HHCLA)	2330 Beverly Blvd., Ste. 650, Los Angeles, CA 90057	mcasanova@hhcla.org /213-744-0724	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Legal Aid Foundation of Los Angeles (LAFLA)	1550 W. 8 th St., Los Angeles, CA 90017	ymariajimenez@nlsla.org /818-834-7531	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Neighborhood Legal Services of Los Angeles (NLSLA)	1102 E. Chevy Chase Drive, Glendale, CA 91205	ndudovitz@nlsla.org /818-291-1792	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Anti-Recidivism Coalition (ARC)	1320 East 7 th St., Ste 260, Los Angeles, CA 90021	slewis@antirecidivism.org /213-955-5885	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Center for Employment Opportunities (CEO)	1320 East 7 th St., Ste 260, Los Angeles, CA 90021	sglen@ceoworks.org /323-357-6505	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
El Proyecto Del Barrio	8902 Woodman Ave., Arleta, CA 91331	corinnesa@aol.com /818-830-7133	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Friends Outside in Los Angeles County (FOLA)	261 E. Colorado Bl., Ste 217, Pasadena, CA 91101	mweaver@friendsoutside.org /626-795-7607	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Watts Labor Community Action Committee (WLCAC)	10950 S. Central Ave., Los Angeles, CA 90059	eblake@wlcac.org /323-563-4730	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Grantees are required to update this list and submit it to BSCC any time a new third-party contract is executed after the initial assurance date. Grantees shall retain (on-site) applicable source documentation for each contracted party that verifies compliance with the requirements listed in the RFP. These records will be subject to the records and retention language found in the Standard Agreement.

The BSCC will not reimburse for costs incurred by any third party that does not meet the requirements listed above and for which the BSCC does not have a signed grantee assurance on file.

A signature below is an assurance that all requirements listed above have been met.

AUTHORIZED SIGNATURE (This document must be signed by the person who is authorized to sign the Grant Agreement.)			
NAME OF AUTHORIZED OFFICER	TITLE	TELEPHONE NUMBER	EMAIL ADDRESS
Eric Garcetti	Mayor	213-978-0600	eric.garcetti@lacity.org
STREET ADDRESS	CITY	STATE	ZIP CODE
200 N. Spring Street, Room 303	Los Angeles	CA	90012
APPLICANT'S SIGNATURE (Blue Ink Only)			DATE
X 			29 APR 2022

Appendix C: Certification of Compliance with BSCC Policies Regarding Debarment, Fraud, Theft, and Embezzlement

It is the policy of the BSCC to protect grant funds from unreasonable risks of fraudulent, criminal, or other improper use. As such, the Board will not enter into contracts or provide reimbursement to applicants that have been:

1. debarred by any federal, state, or local government entities during the period of debarment; or
2. convicted of fraud, theft, or embezzlement of federal, state, or local government grant funds for a period of three years following conviction.

Furthermore, the BSCC requires grant recipients to provide an assurance that there has been no applicable debarment, disqualification, suspension, or removal from a federal, state or local grant program on the part of the grantee at the time of application and that the grantee will immediately notify the BSCC should such debarment or conviction occur during the term of the Grant contract.

BSCC also requires that all grant recipients include, as a condition of award to a subgrantee or subcontractor, a requirement that the subgrantee or subcontractor will provide the same assurances to the grant recipient. If a grant recipient wishes to consider a subgrantee or subcontractor that has been debarred or convicted, the grant recipient must submit a written request for exception to the BSCC along with supporting documentation.


By checking the following boxes and signing below, applicant affirms that:

I/We are not currently debarred by any federal, state, or local entity from applying for or receiving federal, state, or local grant funds.

I/We have not been convicted of any crime involving theft, fraud, or embezzlement of federal, state, or local grant funds within the last three years. We will notify the BSCC should such debarment or conviction occur during the term of the Grant contract.

I/We will hold subgrantees and subcontractors to these same requirements.

A grantee may make a request in writing to the Executive Director of the BSCC for an exception to the debarment policy. Any determination made by the Executive Director shall be made in writing.

AUTHORIZED SIGNATURE			
(This document must be signed by the person who is authorized to sign the Grant Agreement.)			
NAME OF AUTHORIZED OFFICER	TITLE	TELEPHONE NUMBER	EMAIL ADDRESS
Eric Garcetti	Mayor	213-978-0600	eric.garcetti@lacity.org
STREET ADDRESS	CITY	STATE	ZIP CODE
200 N. Spring Street, Room 303	Los Angeles	CA	90012
APPLICANT'S SIGNATURE (Blue Ink Only)			DATE
X 			29 APR 2022

Implementation and Outcome Evaluation of Project imPACT: A Proposition 47-Funded Program in Los Angeles

Cohort 2 Final Evaluation Report DRAFT

Stephanie Brooks Holliday, Katya Migacheva, Amy Goldman, Veronica Awan, Nicole Bracy, and Sarah B. Hunter

RAND Social and Economic Well-Being

RR-A1382-3

May, 2023

Prepared for Los Angeles Mayor's Office of Reentry



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. The goal of these funds is to invest in programs designed to reduce risk of recidivism among individuals with substance use and mental health problems who have been involved in the criminal justice system (Taylor, 2015). In June 2017, the Los Angeles Mayor’s Office of Reentry was awarded an initial round of Proposition 47 grant funding from the BSCC to implement Project imPACT, referred to as Cohort 1. In 2019, the program was awarded a second round of funding., referred to as Cohort 2. Project imPACT is a voluntary program designed to serve individuals who were arrested or convicted of a crime in the past year or who are currently on community-based supervision who also have a history of mental health and/or substance use concerns. Cohort 2 of this program is similar to the program supported through Cohort 1 funds, in that it provides employment, behavioral health, and legal services in an effort to help participants obtain and retain employment and reduce criminal recidivism. Housing services were added as an additional component to support program participants in Cohort 2. Proposition 47 grantees are required to collect data and evaluate their programs, and the Los Angeles Mayor’s Office of Reentry selected RAND Corporation and Harder+Company as their evaluator. This report documents the findings of a process and outcome evaluation of the program, covering services provided from June 1, 2020 through September 30, 2022. The present report builds on a previous preliminary evaluation report, submitted to BSCC in August 2021. Interested stakeholders of this report include the Los Angeles Mayor’s Office; BSCC; the City of Los Angeles; as well as other municipalities or entities that provide supportive services to criminal justice populations or may be interested in implementing a similar program, both in and outside of Los Angeles County.

The research reported here was conducted in the RAND Justice Policy Program, which is part of the RAND Social and Economic Well-Being division. RAND Social and Economic Well-Being is a division of the RAND Corporation that seeks to actively improve the health and social and economic well-being of populations and communities throughout the world. The program focuses on such topics as access to justice, policing, corrections, drug policy, and court system reform, as well as other policy concerns pertaining to public safety and criminal and civil justice.

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.

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Executive Summary

Project imPACT is a program designed by the Los Angeles City Mayor’s Office and funded by the California Board of State and Community Corrections. Project imPACT was among the original cohort of grantees (Cohort 1) who received funding and was awarded additional funds under Proposition 47 Cohort 2 to continue and expand the program. Originally offered in four regions of Los Angeles, Project imPACT provided employment, behavioral health, and legal services, with the goal of improving employment outcomes as a way to reduce future criminal justice system involvement. Cohort 2 funds allowed the program to continue serving Fellows for two and a half more years, as well as expand its programmatic offerings. More specifically, Cohort 2 funds allowed the Mayor’s Office to establish a housing service component, which includes (a) the availability of housing navigation services (e.g., assistance finding housing and addressing concerns related to existing living arrangements, such as landlord issues) to any enrolled Fellow who has received services from the employment, behavioral health, and legal services providers, and (b) the establishment of a subsidized, shared transitional living house specifically for Project imPACT, for which Fellows are eligible once they have obtained employment. The program also established a pilot focused on transition-aged youth (age 18 to 26) leaving a state youth correctional facility in Ventura County, CA and other local juvenile correctional facilities.

Project imPACT was designed to achieve five goals:

- 1) To create a program experience perceived to be positive and valuable by Fellows;
- 2) Improved ability among project partners to serve justice-involved individuals;
- 3) Adherence to the program’s guiding principles, which include (a) community partnerships and collaboration; (b) trauma-informed care; (c) cultural competence; and (d) focus on the Fellow;
- 4) Improved employment outcomes; and
- 5) Reduced recidivism.

RAND Corporation and Harder+Company (the evaluation team) conducted a mixed methods process and outcome evaluation of Cohort 2 of Project imPACT. This report presents findings related to individual served between June 2020, when Cohort 2 began enrolling Fellows, through September 2022.¹ The process evaluation focused on the implementation of Project imPACT, including characteristics of Fellows served, types of services provided, implementation-related

¹ Though funds were awarded in 2019, services did not begin until 2020 to accommodate the contracting process with providers and to allow time to develop a plan related to winding down Cohort 1 services while ramping up Cohort 2 services. In addition, services for Cohort 2 continue through February 15, 2023; however, the present report focuses on findings through September 30, 2022 to provide sufficient time for analysis prior to the report due date of May 31, 2023.

barriers and facilitators, as well as whether the program adhered to the guiding principles outlined above. Process evaluation data included quantitative data submitted quarterly by providers in each region, a site visit with three of the program regions, analysis of quarterly narratives submitted by providers about challenges and accomplishments, and interviews with 35 program Fellows.

The outcome evaluation examined whether Project imPACT achieved expected short-term and intermediate outcomes. These include the following:

- Program addressed cognitive and behavioral factors contributing to involvement in the criminal justice system, as measured by the Decision-Making scale of the TCU Psychological Functioning Assessment (Institute of Behavioral Research, 2007) and interviews with Fellows.
- Improved housing situation of Fellows, based on a report of housing status at enrollment and throughout participation in Project imPACT.
- Addressed barriers to employment, based on the professional judgment of service providers.
- Increased rates of employment and retention of employment (Goal #4), with retention assessed at 3, 6, 9, and 12 months.
- Reduced recidivism (Goal #5), with recidivism defined as any new conviction for an arrest that occurred after enrolling in Project imPACT.

The first four outcomes were assessed through the collection of quantitative data from service providers. Recidivism was assessed using publicly accessible administrative data from the Los Angeles County Superior Court.

As noted, two of these outcomes (those related to employment and recidivism) overlap with the overarching project goals established by the Mayor's Office. The other outcomes (improved decision-making, improved housing outcomes, and addressing barriers to employment) are based on the theoretical foundation of the program.

Summary of Process Evaluation Findings

Project imPACT enrolled 384 individuals between June 2020 and September 2022. Fellows were largely male; African American/Black or Hispanic, Latino, or Spanish; and determined to be medium or high risk of recidivism based on a structured risk-needs assessment. Most Fellows were unemployed upon enrolling in the program, and nearly half were staying with family or friends. About 86 percent of Fellows received employment services, with career readiness assessments and job coaching being the most common services. About three-quarters of Fellows participated in behavioral health services, especially individual counseling sessions, and legal services, with counsel and advice the most common legal service. Housing services had been provided to about 15 percent of Fellows, with 13 being housed in the Project imPACT shared housing at some point during this period. Because Cohort 2 officially ends on February 15, 2023,

41 percent of Fellows were still receiving services at the time of this report, though 40 percent had successfully completed the program and 19 percent had exited the program without fulfilling all program requirements.

Regarding implementation, there were a number of facilitators identified by providers during interviews and submission of quarterly narratives. This included the providers' ability to draw on their experience implementing Cohort 1; the teamwork, commitment, and professionalism of Project imPACT staff members; their ability to draw on the strengths of the lead employment agency in each region; the wraparound nature of the services; and having staff members with lived experience. There were also several barriers experienced during, including the impact of COVID-19 (e.g., reduced availability of jobs, need to provide remote services early in Cohort 2 and associated communication challenges between Fellows and staff members); staff turnover; and limited availability of training for staff members. Though housing had been added to Cohort 2, providers also described limits to the available shared housing setting, including the lack of housing available for women and Fellows with family. Despite these barriers, providers described the ways in which the program was being implemented in a manner consistent with the guiding principles of community partnerships and collaborations, trauma-informed care, cultural competence, and a focus on the Fellow. In addition, during interviews, Fellows reported that they were largely satisfied with the program and highlighted the dedication of the Project imPACT staff in supporting them as they worked toward their goals.

Summary of Outcome Evaluation Findings

We found that Fellows participating in Project imPACT were able to achieve several of the program goals. Through their work with the employment, behavioral health, and legal providers, Fellows successfully worked on barriers to employment. Some of the most commonly addressed barriers included the need for a resume and interview preparedness, learning to manage stress and interpersonal relationships, and receiving assistance in addressing ban the box violations or other hiring-related legal issues.

In addition, across regions, 198 Fellows obtained employment – about 52 percent of the Fellows who enrolled in Project imPACT. Fellows who successfully completed Project imPACT were more likely to have obtained employment, though we also observed that, on average, it took Fellows only 1.63 months to obtain employment. Moreover, employment retention rates suggested promising outcomes: at six months, 69 percent of Fellows were still employed, and at one year, 53 percent were still employed, a rate that is comparable to that found in studies of other reentry-focused employment programs (Center for Employment Opportunities, 2019). In addition, though only a modest proportion of Fellows received formal housing services, we found that many Fellows experienced an improvement in the stability of their housing from enrollment to exit from Project imPACT. Of the 87 individuals who were in unstable housing settings upon entry, 64 percent had moved into a more stable setting by the time they exited.

Finally, we found very low rates of recidivism, defined as being convicted for a new arrest that occurred after enrollment in Project impACT. Data were available for 281 Fellows; among these, only 22 had been convicted of a new charge, based on data from the Los Angeles County Superior Court.

Has Project impACT Achieved its Goals?

We assessed progress toward each of the five overarching Project impACT goals. Progress is summarized in Table S.1.

Table S.1 Progress Toward Project impACT Goals

Project impACT Goal	Progress Toward Goal
Improvement of project partners' ability to serve justice-involved individuals.	<ul style="list-style-type: none"> • Providers have a track record of serving justice-involved individuals and established new relationships and partnerships during this cohort. • Providers enrolled nearly double the enrollment target set by the Mayor's Office, with 384 individuals enrolling between June 2020 and September 2022. • Turnover created some loss of institutional knowledge and limited provision of certain services when there was a vacant position.
To create a program experience perceived to be positive and valuable by Fellows.	<ul style="list-style-type: none"> • Fellows have been largely satisfied with the services they have received. • Fellows identified some opportunities for improvement, such as adding components to the service model (e.g., substance use disorder treatment) and creating more flexible housing options.
Adherence to the program's guiding principles, which include (a) community partnerships and collaboration; (b) trauma-informed care; (c) cultural competence; and (d) focus on the Fellow.	<ul style="list-style-type: none"> • Partnerships with community-based organizations are important sources of referrals to Project impACT, and providers also refer Fellows to ancillary community services. • Providers recognize the importance of trauma-informed care, though they have acknowledged a need for additional training in this area. • Fellows reported that providers appear to be sensitive to the needs of diverse populations. • Providers are dedicated to creating a positive experience for Fellows and addressing their individual needs.
Improved employment outcomes.	<ul style="list-style-type: none"> • As of September 30, 2022, 198 Fellows (52 percent) had obtained employment, and rates of retention were found to be comparable to other reentry programs. • Project impACT has the opportunity to support Fellows after they obtain their first job to ensure that they retain that employment or can use it as a stepping stone to additional opportunities.
Reduced recidivism.	<ul style="list-style-type: none"> • As of January 17, 2023, just 22 Fellows had been convicted of a new crime that they were arrested for after entering the program. On average, there were 289 days from the date of enrollment to the index arrest.

Limitations

There are limitations to this final evaluation report. First, Cohort 2 doesn't end until February 15, 2023, but we were only able to include services provided through September 30, 2022 to allow enough time for analysis and publication of this report by the BSCC deadline. There are also limitations to the employment data, as providers were not always able to reach a Fellow at the follow-up data collection periods. Recidivism was measured using Los Angeles County Superior Court data, which means we were only able to report on recidivism occurring in Los Angeles County; we were also unable to locate 26 percent of Fellows within the database. In addition, we partnered with providers to recruit Fellows to participate in interviews, and it is possible that the group of Fellows who agreed to participate are different from those who opted out of participation. Finally, we were unable to identify a suitable comparison group for the purposes of this evaluation, which precludes us from drawing causal inferences about the influence of the program on observed outcomes.

Recommendations

Based on these findings, we identified four recommendations:

Recommendation #1: Identify ways to address turnover and its impact on program implementation and Fellow outcomes.

Some ways to reduce turnover might include additional training, effective leadership, flexibility, and mental health supports can help to reduce turnover (Adams et al., 2019; Substance Abuse and Mental Health Services Administration, 2022). Offering a competitive salary is also key (Coviello et al., 2022; Ruffini, 2022). That said, even with additional supports, there is likely to be some level of turnover among Project imPACT staff. To mitigate the impact of turnover, the program should consider developing an implementation guide that documents the program's core elements and workflow. At the regional level, this could include detailed guidance as to the program workflow (e.g., how do Fellows enroll, when are assessments administered, how often and how does communication occur?)

Recommendation #2: Expand the housing supports available to Fellows.

Project imPACT could consider making housing services available to Fellows regardless of employment status, as all Fellows would likely benefit from housing navigation services. Making the transitional housing available to Fellows regardless of housing status would also be consistent with the housing first model, an approach that has shown some promise in justice-involved populations (Lawrence et al., 2016). Fellows living in the Project imPACT house would also benefit from additional support in the transition to long-term housing, and having a more flexible pool of housing funds available might help the program to cover move-in costs not

typically covered by housing vouchers or programs (e.g., security deposit, first and last month rent).

Recommendation #3: Address barriers to program participation.

Fellows have benefitted from providers' willingness to provide remote services, whether via telephone or videoconference. To ensure that remote services are maximally effective, Project imPACT should ensure Fellows have access to needed technology and sufficient training on how to use that technology. Some providers have even found ways to make their services more convenient to Fellows, such as offering services on-campus at a vocational training college commonly attended by Fellows. In addition, the Mayor's Office has recently taken a more active role in helping Fellows meet other basic needs by organizing community outreach events, bringing together agencies and community-based organizations that provide other supportive services (e.g., medical care, transportation) that can complement Project imPACT's core services.

Recommendation #4: Assess the experiences of Fellows who are employed and provide additional supports as needed.

Though a large number of Fellows were able to obtain employment, Fellows expressed a desire to use their initial employment as a stepping stone to more advanced opportunities. Because many Fellows continue to receive services after obtaining their initial job, Project imPACT could provide support to Fellows seeking new opportunities. Project imPACT should also aim to monitor Fellows' experiences in their jobs to ensure that they are being treated fairly and not taken advantage of due to their history of justice system involvement.

Conclusion

This report demonstrated that Project imPACT was able to successfully enroll its target population and provide services consistent with the program model, despite the fact that it is operated in five different regions across Los Angeles. Moreover, during their time in the program, Fellows were able to address key barriers to employment; obtain and retain employment; move to more stable housing settings; and avoid being reconvicted. Project imPACT has already planned some key improvements for its third cohort, including increasing the availability of ancillary services (e.g., through community outreach and a new substance use referral pipeline) and alternative housing options. As it prepares to implement Cohort 3, the program will be able to build on the solid foundation built through Cohorts 1 and 2.

Acknowledgments

We would like to acknowledge our sponsor, the Los Angeles Mayor’s Office of Reentry. We would also like to acknowledge the staff at each of the community-based provider organizations involved with Project imPACT for their roles in data collection for this evaluation, including Center for Employment Opportunities, Friends Outside in Los Angeles, Watts Labor Community Action Committee, El Proyecto WorkSource Center, AMAAD Institute, Homeless Health Care Los Angeles, Legal Aid Foundation of Los Angeles, Neighborhood Legal Services of Los Angeles County, and the Anti-Recidivism Coalition. We would also like to thank Fellows enrolled in Project imPACT for their willingness to contribute to this evaluation. Finally, we thank our quality assurance reviewers for their thoughtful feedback on this report.

1. Project Description

Project imPACT is a program that was developed by the Los Angeles County Mayor's Office of Reentry to improve employment outcomes among individuals who have recently been involved in the criminal justice system. Project imPACT was first developed and funded through funds available from the California Board of State and Community Corrections through Proposition 47, the Safe Neighborhoods and Schools Act (California Courts, 2019). Proposition 47 reclassified of certain property and drug possession felony offenses as misdemeanors, and the savings created at the state level were required to be invested into local jurisdictions in the form of funding for certain community-based services (Judicial Council Criminal Justice Services, 2016). This included a substantial proportion of funds to be invested in programs designed to reduce risk of recidivism among individuals with substance use and mental health problems who have been involved in the criminal justice system (Taylor, 2015).

An initial round of funds ("Cohort 1" of Proposition 47-funded programs) was disbursed to jurisdictions through a competitive grant process in 2017. In 2019, the second round of funding from Proposition 47 (known as "Cohort 2") was awarded. Eligible communities included grantees who received funding under Cohort 1 and were expanding services, as well as jurisdictions proposing new programs. Of the 43 agencies that responded to the that opportunity, 23 were selected for funding.

Project imPACT was among the original grantees who received additional funding under Cohort 2. As noted, Project imPACT focuses on improving employment outcomes as a way to reduce future criminal justice system involvement among participants, who are known as Fellows. During Cohort 1, the program included three core services: employment services, behavioral health services, and legal services. In addition, Fellows participated in an evidence-informed cognitive behavioral therapy (CBT) curriculum focused on addressing criminogenic thinking patterns, and received Peer Navigation support from an individual with lived criminal justice system experience. It was hypothesized that these wraparound supports would more holistically support Fellows in addressing barriers to employment, and in turn, obtaining and retaining employment. Cohort 1 of Project imPACT services were provided in four areas of Los Angeles: Watts, South Los Angeles, Downtown, and San Fernando Valley.

The Cohort 2 program model retains these core service components. In addition, Cohort 2 funds allowed Project imPACT to expand in two key ways. First, a housing component was formally added to the Project imPACT model, including housing navigation services (e.g., assistance finding housing or addressing housing-related issues, such as concerns with landlords) and the availability of subsidized transitional housing in a group home. Initially added late in Cohort 1, Cohort 2 allowed the program to expand the housing component to a larger group of

Fellows. Second, the Mayor's Office collaborated with a local community-based organization, the Anti-Recidivism Coalition (ARC), to develop a specialized track for young adults aged 18-26 transitioning back to the community from the Ventura Youth Correctional Facility, one of the California Department of Juvenile Justice facilities (for purposes of this report, we refer to this program as the Transition-Age Youth Pilot Program, and refer to the site using the name of its service provider, ARC). In the next section, we provide an overview of program services.

Program Description

Employment-related factors have long been recognized as a criminogenic need (Bonta & Andrews, 2017). This means that individuals who are not employed or have patterns of instability in their work performance, commitment, or relationships may be at increased risk of recidivism. However, criminogenic needs are dynamic; that is, they can be addressed through planned interventions, such as employment-focused programming. In this way, employment-focused programs for justice-involved individuals have the potential to reduce future risk of recidivism.

To date, research on employment-focused programs has been mixed, with some studies finding improved employment outcomes after participation in job training, job coaching, or subsidized employment, and others finding no significant effect (CEO, 2019; Farabee, Zhang, & Wright, 2014; Formon, Schmidt, & Henderson, 2018; Redcross et al., 2012). Similarly, there is equivocal evidence that such programs impact recidivism (Visher et al., 2005). Some research has focused on wraparound program models like Project imPACT, which often pair employment services with other supports (e.g., behavioral health services, case management, cognitive behavioral therapy). However, these studies also yielded mixed results related to employment and recidivism outcomes (Doleac, 2019).

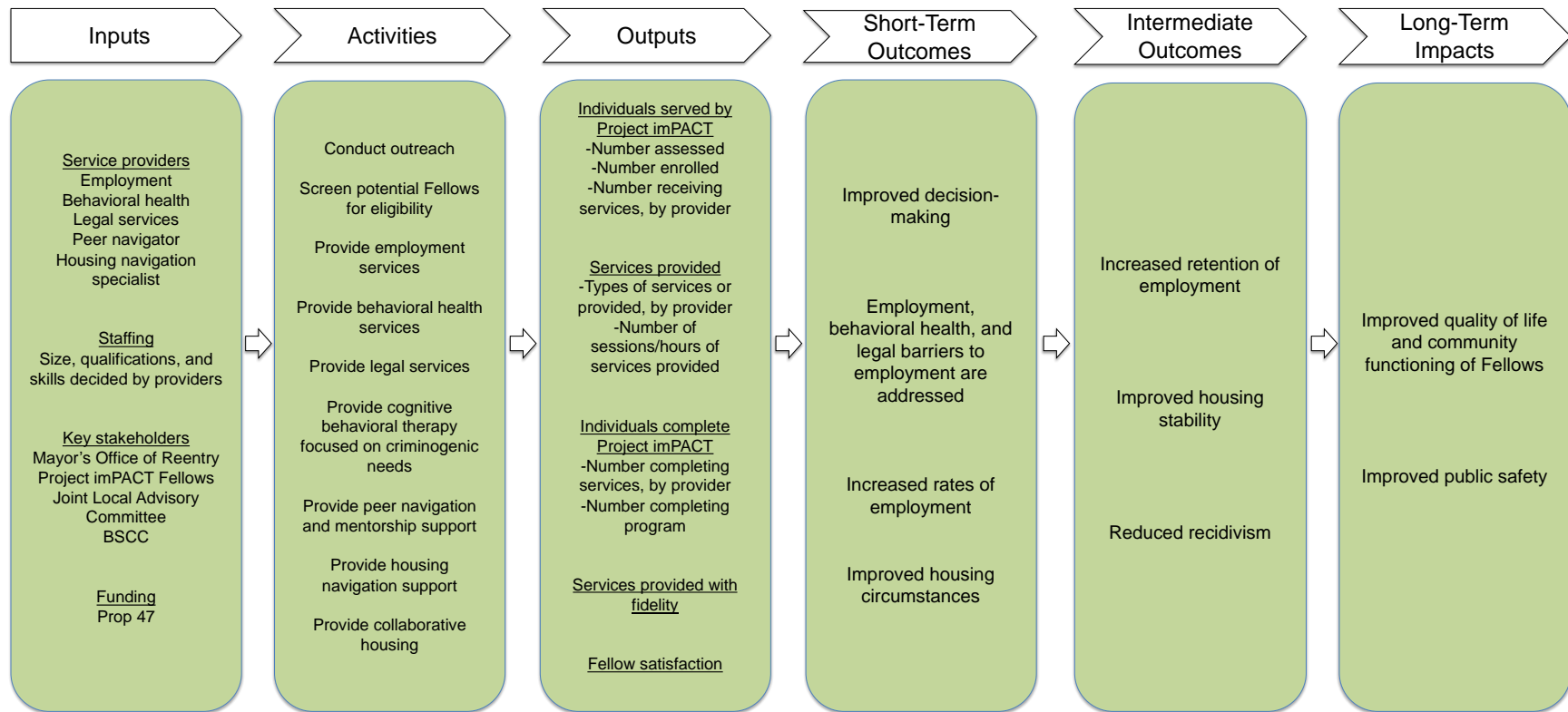
As described, Project imPACT provides employment-focused services alongside behavioral health, legal, and housing services. Behavioral health and legal providers help Fellows to address barriers to employment (e.g., mental health-related barriers, violations of Ban the Box policies), in addition to addressing Fellows' other psychosocial and legal needs. Housing services were added as a result of feedback from Fellows and providers, who noted that lack of stable housing can be a significant obstacle to obtaining or retaining employment. Our evaluation of Cohort 1 of Project imPACT found that the program helps Fellows address a range of barriers to employment, and found promising outcomes related to employment attainment and retention (Brooks Holliday et al., 2021). However, there were a number of key limitations to our first evaluation, including a large number of Fellows who were lost to follow-up and a lack of recidivism data. Therefore, there remains a need to understand the outcomes of Project imPACT, as well as to continue to examine the mechanisms of action of the program (e.g., how does dosage of services relate to program outcomes?).

Project imPACT was designed to achieve five overarching goals:

- 1) To create a program experience perceived to be positive and valuable by Fellows;
- 2) Improved ability among project partners to serve justice-involved individuals;
- 3) Adherence to the program's guiding principles, which include (a) community partnerships and collaboration; (b) trauma-informed care; (c) cultural competence; and (d) focus on the Fellow;
- 4) Improved employment outcomes; and
- 5) Reduced recidivism.

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 1.1 Project imPACT Logic Model



Purpose of the Study

The Mayor's Office selected the RAND Corporation and Harder+Company (referred to as the evaluation team for purposes of this document) to conduct a process and outcome evaluation of Project imPACT. Our process evaluation focused on understanding initial patterns of service utilization, identifying implementation barriers and facilitators, assessing fidelity to the program's guiding principles, and describing Fellow experiences in the program. Our outcome evaluation focused on whether Fellows addressed barriers to employment, obtained and retained housing, improved the stability of their housing situation, and avoided future convictions. Cutting across the process and outcome evaluation, we aimed to describe progress toward the five program goals described above. This report focuses on services provided from June 2020, when regions began recruiting participants for Cohort 2, through September 2022.

In this final report, we describe our evaluation methodology (Chapter 2); provide an in-depth description of the Project imPACT model (Chapter 3); describe the characteristics of enrolled Fellows and service utilization (Chapter 4); examine provider perspectives on implementation, including barriers and facilitators to implementation and fidelity to the program's guiding principles (Chapter 5); present findings of the outcome evaluation (Chapter 6); and discuss the findings from interviews with Fellows (Chapter 7). We conclude with key findings and recommendations (Chapter 8).

2. Research Design

To assess the implementation and effectiveness of Project imPACT, the evaluation team conducted a process and outcome evaluation. Our evaluation methods build on our prior evaluation of Cohort 1 of Project imPACT. In this section, we provide an overview of our evaluation methods. Services under Cohort 2 are being provided through February 15, 2023. However, to allow sufficient time for the analysis of data for inclusion of this report, we have focused on project implementation through September 30, 2022. This date was selected because it aligns with the end of a quarterly reporting period for Project imPACT providers, as described in more detail below.

Process Evaluation

Our process evaluation questions for Cohort 2 mirror those that guided our evaluation of Cohort 1 (Brooks Holliday et al., 2021):

- How many Fellows were served by Project imPACT?
- What types of services did participants receive? How many sessions or hours of services were received?
- What implementation challenges and successes were observed?
- Were services provided with fidelity, and consistent with the guiding principles (community partnerships and collaboration, trauma-informed care, culturally competent care, focus on the Fellow)?
- Were Fellows satisfied with their experience in Project imPACT?

Methods

The process evaluation assessed the activities and outputs of Project imPACT, as outlined on the logic model in Figure 1.1. Our evaluation relies on three main sources of data.

Quantitative Data from Service Providers

Service providers submit quarterly data related to services provided. This includes sociodemographic characteristics; risk assessment data; and specific types of services received from each provider, including number of sessions and/or hours of services.

Our method of collecting quantitative data changed from Cohort 1 to Cohort 2. During Cohort 1, providers were reporting data in an Excel spreadsheet, and extensive data cleaning steps were required each month to ensure data were accurate (e.g., due to providers carrying forward data from a previous quarter or failing to update key fields on the spreadsheet). In preparation for Cohort 2 and with funding from the Mayor's Office, we collaborated with providers to develop a new case management system, Apricot, that can be used for real-time

tracking of clients as well as analysis of evaluation data. Some providers (specifically the legal providers) continued to track their clients in their own case management system but were able to upload key data elements into Apricot (e.g., service utilization, barriers addressed). From this system, we extracted data regarding Fellow characteristics and quarterly service utilization.

Observations, Site Visits, and Discussions with Providers

The evaluation team remained in close contact with service providers throughout implementation of Cohort 2. We attended monthly All Partner meetings, which include representatives from each provider, the evaluation team, and the Mayor's Office of Reentry. During these meetings, providers shared their progress implementing the program, discussed any challenges they have encountered and solutions they have developed, shared best practices and lessons learned, and discussed evaluation-related questions.

We also collected quarterly narratives from each region. These narratives were used to fulfill reporting requirements to BSCC, but also provided the evaluation team with information about program accomplishments and challenges during each quarter.

Finally, we conducted site visits with programs. With four of the five regions, we conducted site visits twice in the course of Cohort 2 (2020 and 2022); one region only had a single site visit due to ongoing turnover in the early stages of the program. We also conducted an independent site visit with the housing providers in December 2022. We conducted most of the site visits remotely, utilizing audio and video software to facilitate conversations with the providers. The site visit interviews followed a semi-structured protocol that included questions about the facilitators and barriers to the implementation of the program and how providers incorporated the guiding principles in their work.

To analyze data from these sources, we reviewed data from across sources and thematically organized them within a structured grid. We then identified the common trends and unique themes that emerged across all the categories, within and across regions, and determined whether the barriers that emerged served as hinderance to implementation, uptake, or both.

Interviews with Fellows

Gathering client feedback and experiences with Project imPACT was an important component of this evaluation. This feedback was solicited through one-on-one individual telephone interviews with currently enrolled and recently exited Fellows. To recruit these individuals, we partnered with the service providers in each region, who shared information about the interviews with Fellows. When Fellows expressed interest in participating, their contact information was shared with the research team with the Fellows' permission.

Two rounds of interviews were conducted. A first round of interviews was conducted with a total of 12 current Fellows in March and April of 2021. During this round, Fellows were asked how they learned about Project imPACT; what drew them to participate in Project imPACT;

their satisfaction with services, including aspects of each type of service they found helpful; experiences with the multi-disciplinary team; and suggestions for improvement.

A second round of interviews was conducted with a total of 23 Fellows at the end of Cohort 2, between April 2022 and January 2023. These interviews focused on the four service areas individually (i.e., employment, behavioral health, legal, and housing). Four Fellows who had received housing services participated in an interview specifically about their experiences with housing services, unmet needs, and recommendations for program improvement. Fourteen Fellows participated in a one-on-one interview about the employment services they received through Project imPACT, their experiences working with their peer navigator, challenges they faced in searching for a job, and for those who had been able to secure a job, reflections on how the job was going and how imPACT helped them prepare to be successful. An additional two Fellows participated in an interview about the types and quality of legal services they received, and three Fellows participated in an interview about behavioral health services, types of therapy they participated in, their relationship with their behavioral health provider and perceptions of the CBT component of Project imPACT. Further, three Fellows that were interviewed about other service areas also shared their experiences with behavioral health services and their feedback is included as well.

To facilitate the analysis process, interviews were recorded and professionally transcribed (with the permission of participants). Transcripts were analyzed by the evaluation team using the qualitative software program Atlas.ti and a grounded theory approach (Glaser & Strauss, 1967). Given the relatively small number of interviews and focus groups, codes were generated by the primary coder and confirmed and grouped into themes by a second coder. Themes were confirmed and summarized by the first coder.

Process Evaluation Methods Summary

Table 2.1 summarizes the specific process measures being used to evaluate the implementation of Project imPACT. We provide a definition for each measure (i.e., how it is being operationalized); data source(s) being used to assess each measure; and the timeline for collection of the data. Note that this table includes data collection that has taken place for this interim report, as well as future planned data collection.

Table 2.1 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 Number of individuals assessed, by service provider Number of individuals receiving services, by service provider	Quantitative data from service providers	Quarterly from July 2020 to September 2022

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 from July 2020 to September 2022
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 from July 2020 to September 2022
Services provided with fidelity to guiding principles of Project imPACT	Services (a) leverage community partnerships and collaboration; (b) incorporate principles of trauma-informed care; (c) are culturally competent; and (d) focus on the Fellow	Site visits	2020, 2021
		Provider narratives	Quarterly from July 2020 to September 2022
		Attendance at All Partner Meetings	Monthly from July 2020 to January 2023
Fellows are satisfied with service delivery	Fellows perceive Project imPACT as meeting their needs and providing relevant services	Focus groups/ interviews with Fellows	March/April 2020; expected ongoing during program
		Focus groups/ interviews with Fellows	March/April 2020; expected ongoing during program

Source: RAND/Harder+Company

Outcome Evaluation

We are conducting an evaluation to determine if Project imPACT is achieving its intended outcomes, as summarized in the logic model.

Project imPACT aims to achieve the following outcomes:

- Addressed cognitive and behavioral factors contributing to involvement in the criminal justice system (short-term, from enrollment to exit);
- Improved housing situation of Fellows (short-term, from enrollment to exit);
- Addressed barriers to employment, including behavioral and legal barriers (short-term, from enrollment to exit);
- Increased rates of employment, including full-time, part-time, and temporary/seasonal employment (short-term, from enrollment to exit);
- Increased retention of employment (intermediate, assessed at 3, 6, 9, and 12 months following attainment of employment); and
- Reduced recidivism (intermediate, assessed annually following program enrollment).

Two of these outcomes (those related to employment and recidivism) overlap with the overarching project goals established by the Mayor's Office.

Methods

We are using an observational outcome evaluation design. Data for the outcome evaluation are largely reported by service providers as part of their quantitative reporting requirements, though we also obtain recidivism data from the Los Angeles County Superior Court. Table 2.2 summarizes the measures we used to evaluate the implementation of Project imPACT, the definition of each measure (i.e., how it was operationalized), and considerations for measurement. Each is then described in more detail below, along with the timeline for data collection for each outcome.

Table 2.2 Outcome Evaluation Measures

Measure	Definition	Notes for Measurement/ Timeline
Addressed cognitive and behavioral factors contributing to involvement in the criminal justice system	Assessed with the Decision-Making subscale of the TCU Psychological Functioning Assessment, part of the Client Evaluation of Self and Treatment (Institute of Behavioral Research, 2007).	Measured at baseline, completion of the CBT core curriculum, and completion of program
	Also assessed via qualitative data collection with providers and Fellows.	Measured periodically during evaluation
Addressed barriers to employment	Each type of provider (employment, behavioral health, legal) identified specific barriers to employment, and will report on barriers addressed for each individual	Submitted by providers quarterly from July 2020 to September 2022
Increased rates of employment	Percentage of Fellows employed, by full-time, part-time, and temporary/seasonal employment	Submitted by providers quarterly from July 2020 to September 2022
Increased housing stability	Fellow housing status upon exit from Project imPACT compared to housing status upon enrollment	Submitted by providers quarterly from July 2020 to September 2022
Increased retention of employment	Percentage of Fellows retaining employment at 6, 9, and 12 months after placement, by full-time, part-time, and temporary/seasonal employment	Submitted by providers quarterly from July 2020 to September 2022
Reduced recidivism	Percentage of Fellows convicted of a new crime following enrollment in the program, based on data from the Los Angeles County Superior Court	Collected January 17, 2023, reflecting reconvictions from the beginning of program through that date

Source: RAND/Harder+Company

Addressed cognitive and behavioral factors contributing to involvement in the criminal justice system. We measured this outcome in two ways. First, we recommended that Fellows complete the Decision-Making scale of the TCU Psychological Functioning Assessment, part of the Client Evaluation of Self and Treatment (Institute of Behavioral Research, 2007) at three time points: upon enrollment to Project imPACT; upon completion of the core CBT curriculum modules, since this is the component of program services that is expected to have the most direct

effect on decision-making; and again at program completion, enabling us to explore whether continued participation in Project imPACT services had any further effect on decision-making skills. However, during Cohort 1, we observed a potential ceiling effect on the measure (i.e., most Fellows were already scoring near the 75th percentile based on the normative data), and there was little change from time point to time point – though this also have reflected the relatively small number of individuals who completed the measure at each time point, which was in part due to limited evaluation capacity on the part of providers. Therefore, to supplement these data, we collected qualitative data on Fellow perspectives on CBT and its impact.

Addressed barriers to employment. We collaborated with providers in each category of services (employment, behavioral health, legal) to identify the barriers to employment they expected to target. Examples of these barriers include:

- **Employment:** childcare; clothing (interview and work); credential/certificate attainment; driver’s license; housing; interview prepared; lack of current resume; lack of computer skills; lack of motivation; lack of work tools; medical concerns; scheduling conflict; transportation; workplace behavior; visible tattoos.
- **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; difficulty with transition/adjustment to life in the community; safety concerns or risky behavior concerns.
- **Legal:** correct/remove/seal/expunge criminal records; Proposition 47 reclassification; occupational licenses; family reunification; eviction prevention; fines and fees; DMV license reinstatement; Ban the Box violations or hiring-related legal issues; public assistance; other reclassifications.

On a quarterly basis, providers submit data about which barriers were being addressed for each Fellow currently enrolled. For employment and legal services, providers could indicate whether each potential barrier was (a) not a barrier for that Fellow; (b) a barrier, but not currently being addressed through services; (c) in progress; or (d) fully addressed with the Fellow. For behavioral health services, the latter option was not available given feedback from providers that the behavioral health barriers were unlikely to be areas that were “fully addressed” during the program. Of note, the determination as to whether a barrier is being addressed was based on provider judgment. Therefore, data reported on barriers addressed reflects the professional judgment of providers and were not corroborated by the evaluation team.

We analyzed these data in two ways. First, we calculated the percentage of Fellows who worked on each barrier during their time in the program (i.e., reported to be in progress or addressed during at least one quarter). This allowed us to identify the five most common barriers addressed by providers.

However, this measure does not take into account how many Fellows may have had an unmet need. Therefore, we also calculated an indicator of the percentage of Fellows whose needs were met. For employment and legal services, we calculated the number of Fellows who had a given

barrier *addressed*, divided by the total number of Fellows who reported experiencing that barrier. For behavioral health, we calculated the number of Fellows who had a barrier *in progress*, divided by the total number of Fellows who experienced that barrier. For example, for the barrier of childcare, we started by summing the total number of Fellows who reported that they (a) had the barrier but it was not being addressed; (b) had a barrier in progress; or (c) had the barrier fully addressed. This represented the total number of Fellows experiencing the childcare barrier. Then we computed the percentage of those individuals who had the need fully addressed.

Increased rates of employment. Project imPACT is designed first and foremost as an employment program. Fellows who enrolled in the program were generally unemployed or underemployed (i.e., working fewer hours than they want or need) or need assistance finding a new job for some other reason. Providers report successful achievement of employment by Fellows on a quarterly basis, including full-time, part-time, and temporary/seasonal employment.

Increased rates of housing stability. Fellows who receive housing services are expected to have increased rates of stable housing. The housing providers for this program take a person-centered approach to housing services, understanding that for some people, a preferred stable housing setting might be with family or friends, whereas for others it may be subsidized or unsubsidized independent living. In addition, individuals who obtain employment during the program may be able to afford better housing options. Therefore, we examined changes in housing status from program entry to exit, with a focus on tracking movement in and out of stable housing settings.

Increased retention of employment. Project imPACT aims not only to help individuals obtain employment, but to help them retain employment. After initial employment placement, employment providers will report on whether Fellows were still employed 3 months, 6 months, 9 months, and 12 months later.

Reduced recidivism. Project imPACT addresses criminogenic needs, including criminogenic thinking and education/employment. Therefore, it is expected that Project imPACT will ultimately result in reduced recidivism. We collected recidivism data from the Los Angeles County Superior Court using the court's public data kiosks. Using these kiosks, we are able to access records of client charges and the disposition of those charges. Our focus was on identifying convictions for a new arrest that occurred after enrollment in Project imPACT. We collected recidivism data on an annual basis, with the final data pull occurring on January 17, 2023. We extracted the date of the incident/arrest and nature of the charges for any conviction. Note that our decision to focus on convictions reflects the state definition of recidivism (Office of the Attorney General, 2019), and also that other measures of recidivism (e.g., rearrest) tend to be more subject to bias. We recorded any recidivism occurring through the date of the data extraction.

Assessing Progress Toward Project imPACT Goals

As with Cohort 1, our process and outcome evaluation methods allowed us to measure progress toward each of the five Project imPACT goals described above. Table 2.3 summarizes each goal, how it is being operationalized for the purposes of the evaluation, and whether it is addressed by the process or outcome evaluation.

Table 2.3 Assessing Progress Toward Project imPACT Goals

Goal	Proposed Method of Measurement	Evaluation Component
1) Program experience perceived to be positive and valuable by Fellows	Assessment of Fellow satisfaction and perceptions of needs being met	Process evaluation
2) Improvement of project partners' ability to serve justice-involved individuals	Staff interviews during site visits; attendance at regular meetings of Project imPACT providers	Process evaluation
3) Adherence to the program's guiding principles	Staff interviews during site visits; descriptions of training provided to staff at provider organizations; attendance at regular meetings of Project imPACT providers; observation of case conferences	Process evaluation
4) Improved employment attainment and retention	Assessment of percentage of Fellows achieving and retaining full-time and part-time employment; to be compared to goal set by employment providers (55%) and similar programs described in relevant literature	Outcome evaluation
5) Recidivism reduction	Assessment of new convictions following entry into Project imPACT	Outcome evaluation

Source: Brooks Holliday et al., 2021

3. Program Description

In this chapter, we describe the Project imPACT model and services in more depth. Services are offered somewhat differently for Fellows receiving services from the original four Project imPACT regions and the Transition-Age Youth Pilot Program. Therefore, in this chapter, we provide separate descriptions of the “Project imPACT Regional Services” and “Transition-Age Youth Pilot Program.” Portions of this description are adapted from the Cohort 1 final report (Brooks Holliday et al., 2021) but have been updated to reflect the operations of Cohort 2.

Program Referral and Eligibility

Project imPACT Regional Services

Project imPACT providers receive referrals from a range of local agencies and community-based organizations, including Probation, Parole, and other community-based organizations serving justice-involved individuals (e.g., transitional housing programs, behavioral health providers). In addition, the employment agencies may receive walk-in clients who are eligible for Project imPACT services. Eligibility criteria for the program include:

- **Recent criminal justice involvement.** This is defined as having been arrested or convicted of a crime in the past year, or currently on community supervision (i.e., probation or parole). Individuals released from incarceration in the past year are eligible for the program.
- **History of mental health issues and/or substance use disorders.** 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).
- **Willing to obtain employment.** Because this is an employment-focused program, the program seeks to enroll individuals who are willing to obtain employment.
- **Determined to have a medium to high risk of reoffending.** Risk level is determined with the Level of Service/Case Management Inventory (LS/CMI) (Andrews, Bonta, & Wormith, 2004), a well-validated risk/needs assessment. The program also enrolls a small number of individuals who were low risk but had significant psychosocial needs that could be addressed by the program, but approval has to be granted by the Mayor’s Office for these cases.

Upon referral to the program, potential Fellows complete an interest form that assesses the first three eligibility criteria. Those who meet these criteria are then assessed with the LS/CMI. Those who meet all eligibility criteria are then offered the opportunity to enroll, though participation is voluntary. Upon enrollment, Fellows participate in more comprehensive intake

assessments with each of the providers to identify their needs. For Cohort 2, the Mayor's Office established a goal of serving about 200 Fellows.

Transition-Age Youth Pilot Program

Evidence has demonstrated that younger individuals are at increased risk for recidivism (e.g., Caudy, Durso, & Taxman, 2013; Piquero, Jennings, Diamond, & Reingle, 2016). Youth who are aging out of the juvenile justice system encounter a range of barriers to reentry, which can include some considerations unique to their age group, such as higher prevalence of issues related to peers or acquaintances (Spruit, van Der Put, Gubbels, & Bindels, 2017) and especially limited educational and employment prospects (Farrington, Loeber, & Howell, 2012). Moreover, rates of behavioral health concerns can be high in this population (Ajmani & Webster, 2016; OJJDP, 2017). It is for these reasons that the Mayor's Office of Reentry established a pilot program focused on youth aging out of the juvenile justice system for Cohort 2.

As described above, the pilot program was originally designed such that youth are recruited from the Ventura Youth Correctional Facility. In practice, they are also considering youth who are released from local juvenile halls, juvenile camps, and other California Youth Division of Justice facilities, as long as they are within the target age range (i.e., 18 to 26 years old) and in the Los Angeles area. Consistent with broader Project imPACT eligibility criteria, youth have been convicted of a criminal offense and have a history of mental health or substance use concerns. Potential participants are also assessed with the LS/CMI prior to enrollment. The Mayor's Office established a goal of serving about 40 to 50 individuals through this pilot.

Project imPACT Regional Services

In this section, we provide a broad overview of the services provided by Project imPACT.² For four program sites (South LA, Downtown, Watts, and San Fernando Valley), employment, behavioral health, and legal services are provided by three separate agencies. For the newest program site, which focuses on transition-age youth (age 18 to 26), all three services are provided by the same organization. In this section, we provide details regarding the core program model, including variations by region. Note that portions of this section have been previously published in the Cohort 1 final report (Brooks Holliday et al., 2021).

Employment Services

Similar to Cohort 1, employment providers served as the lead agency for Project imPACT services in each region, with each region led by a separate employment agency. This means that employment providers generally spearhead recruitment for the program and manage the referral pipeline. When services were provided in-person, the offices of the employment agencies also

² For more details on these services, see Brooks Holliday et al., 2021.

served as the hub for Project imPACT services, with other program staff (behavioral health, legal) co-located on-site several days a week. Employment services include career readiness assessments, career readiness workshops, job coaching, job development, vocational training, placement and retention services, and transitional jobs.

As reported on the Cohort 1 final report, each of the employment agencies uses a somewhat distinct model to provide services. In **Downtown LA**, the employment agency is the Center for Employment Opportunities (CEO). Transitional jobs, which are subsidized employment opportunities, are a key element of the CEO program model and were unique to the Downtown region of Project imPACT. Fellows could be employed in transitional jobs for up to 75 days and get paid for their work. Transitional jobs included positions at the California Department of Transportation (CalTrans), park clean-up, and post-fire restoration crews. While placed on transitional work crews, Fellows worked 3-4 days per week, and also started working with a job coach to assist with their interview, resume, and behavioral skills; once they were deemed “job-ready,” based on an internal assessment, a job developer assisted them with identifying employment opportunities.

In **San Fernando Valley** and **Watts**, the lead agency is a WorkSource center. WorkSource centers are funded by the Los Angeles Economic and Workforce Development Department and operated by community-based organizations. They offer services to certain target populations (i.e., dislocated workers, veterans, individuals experiencing homelessness, and individuals re-entering the community from incarceration) (City of Los Angeles, 2021). Though WorkSource centers have certain commonalities in their services, such as offering job training and resume building, providing skills workshops, making referrals to employment, and providing career placement assistance, there may also be some distinctions in services based on the agency that operates the center. For example, in Watts, there is an emphasis on vocational training, as the WorkSource center has relationships with several vocational training sites (e.g., plumbing, electrical, welding, truck driving). In **South Los Angeles**, the employment agency is a nonprofit that operates in partnership with a WorkSource center; many of these Fellows enter directly into employment positions.

Behavioral Health Services

Behavioral health services for Project imPACT were provided by staff members from two community-based organizations. One organization provided staff for the Downtown and San Fernando Valley regions, and the other provided staff for the South LA and Watts regions. Each region began with a single, full-time staff member who served as the regional therapist; however, Downtown and San Fernando Valley shifted to a model in which they shared two therapists who saw clients in both regions. Behavioral health services included crisis services, individual counseling, group counseling, engagement with key influencers (e.g., family members or close friends), and maintenance services. Behavioral health services focus on a wide range of concerns, including anxiety and depression, trauma, substance use, and family relationships.

Because Cohort 2 began during the early stages of the COVID-19 pandemic, virtual services (offered by telephone or videoconference) were common, and behavioral health providers continued to offer these remote services even once they could serve Fellows in person, as they found that it often increased engagement in services. The therapist in at least one region also described efforts to meet Fellows in places that are more convenient for them; for example, they had several Fellows attending school at UEI College, is a secondary vocational trade school, and arranged with counselors on campus to use a room on-site to see Project imPACT Fellows. Providers draw on evidence-based practices, including cognitive behavioral therapy, motivational interviewing, and trauma-focused treatments, and often described the work as strengths-based.

Legal Services

Fellows have access to civil legal services through Project imPACT. Legal services were provided by attorneys and legal staff from two legal aid organizations. One organization provided legal services in South LA, Watts, and Downtown, and the other organization served the San Fernando Valley. Similar to the model for behavioral health, each region had a dedicated attorney. The San Fernando Valley has also had a dedicated paralegal who works with Fellows since Cohort 1, and the other regions received paralegal support partway through Cohort 2. Legal services offered include counsel/advice, self-help, limited representation, and full representation. Attorneys assisted Fellows with a range of concerns, including correcting, removing, sealing, or expunging criminal records; driver's license reinstatement; and Ban the Box or Fair Chance Hiring-related issues, such as helping Fellows respond to denials to employment.

Peer Navigation

Each Project imPACT region had a dedicated peer navigator, who is an individual with lived criminal justice experience who supports Fellows during their participation in Project imPACT. Their role included helping Fellows obtain other needed supports (e.g., getting an ID, scheduling appointments), as well as providing motivation and social support. Peer navigators are generally employed by the employment provider in each region, and they serve as liaisons between Fellows and the multidisciplinary team. Often, they had regular check-ins with Fellows, typically on a weekly or biweekly basis. Peer navigators also typically led or co-led the group CBT sessions in each of the regions.

Cognitive Behavioral Therapy

As part of the program, Fellows are supposed to complete a group CBT curriculum, which is separate from the other core services. The providers selected 13 modules from the University of Cincinnati Cognitive-Behavioral Interventions – Core Curriculum (CBI-CC), which was designed to address criminogenic needs through a cognitive behavioral approach (see Box 1.1). CBT is typically provided as a one- to two-week course at the beginning of Fellows' enrollment

in the program. The CBT course is generally offered by some combination of program staff members, including behavioral health, peer navigators, and employment providers, depending on the preferences of a given region.

Box 1.1

Project imPACT CBT Core Curriculum Modules

- 1) Values Clarification
- 2) Cost-Benefit Analysis
- 3) Setting a Goal
- 4) Understanding Life History, Lifestyle Factors, and Personality Characteristics
- 5) Recording Thoughts and Exploring Core Beliefs
- 6) Identifying and Changing Risky Thinking
- 7) Cognitive Strategies: Thought Stopping
- 8) Introduction to Emotional Regulation
- 9) Recognizing Your Feelings
- 10) Coping by Thinking – Managing Feelings Through Managing Thoughts
- 11) Coping By Doing – More Strategies for Managing Feelings
- 12) Thinking Before You Act – Managing Impulsivity
- 13) Managing Risk Seeking and Pleasure Seeking Behaviors

Housing Services

Housing services were overseen by staff from one of the behavioral health organizations providing services through Project imPACT. Services included housing navigation services (i.e., assistance finding housing or addressing housing-related issues) and a subsidized, shared transitional living home open to Project imPACT Fellows, located between South Los Angeles and Watts. To be eligible for housing services, Project imPACT Fellows had to be employed. The transitional housing component is designed such that Fellows were responsible for covering an increasing proportion of the monthly rent, allowing them to move from dependence on Project imPACT to independently covering

rent. Fellows who live in the house can choose to live in a single or shared room; however, those who select a single room are responsible for paying higher rent.

If Fellows lost their employment while living at the house, there were some resources that can be used to cover their rent while they seek new employment. The housing was designed to be available for up to 12 months to a given Fellow, though was some flexibility depending on the needs of the Fellow and current demand for housing. The goal was for the shared housing to serve as a stepping stone to a more permanent housing setting for Fellows.

Transition-Age Youth Pilot Program Services

ARC's TAY programming is targeted to individuals aged 18 and over transitioning out of California Division of Juvenile Justice (DJJ) facilities. ARC has an in-reach component to their services, sending staff members into DJJ facilities to provide information about ARC's services.

Once youth are released, they can enroll in Project imPACT while also accessing other ARC resources. ARC provides most Project imPACT services in-house, including employment, behavioral health, housing, and CBT services. One unique aspect of ARC's employment services is the availability of internships via relationships with media organizations and construction companies; they are also preparing to begin a coding program for people interested in computer programming. Project imPACT Fellows are guided by a TAY life coach, a role that is somewhat akin to the peer navigator position in other regions. ARC also has a dedicated therapist, who provides mental health services. Legal services are not provided directly by ARC, but ARC has a partnership with an external organization to provide those services. ARC joined Project imPACT after providers received training on the CBI-CC CBT curriculum, but was already administering Thinking For a Change (National Institute of Corrections, n.d.) – another evidence-based cognitive behavioral curriculum – and received approval to continue using that curriculum with its Fellows.

Most ARC Fellows live in a shared house, operated by ARC, while participating in the program. Services are often offered on-site at the shared housing site. Though not all Project imPACT Fellows enroll by ARC live in the house, providers noted that the house creates a centralized point of contact for the TAY life coach and therapist to meet regularly with clients.

Summary

This chapter provided a detailed description of the Project imPACT model, including the core service model and regional variations in service delivery. In the next chapter, we present findings regarding the implementation of services based on program data submitted by providers.

4. Project imPACT Service Utilization

In this chapter, we describe the numbers of Fellows served by Project imPACT, as well as the patterns of service utilization (e.g., dosage of services received) and rates of program completion. We also explored differences in service use among those who successfully completed the program compared to those who did not.

Service Utilization

Characteristics of Enrolled Fellows

Between June 2020 and September 2022, 384 individuals enrolled in Project imPACT (see Table 4.1). The Mayor's Office originally set a goal of enrolling at least 200 Fellows, and providers surpassed that target. ARC enrolled fewer Fellows, but this was partly by design – they were a new addition to Project imPACT for Cohort 2 and serve a specific subpopulation of transition age youth. ARC also had a lapse in staffing in the middle of Cohort 2, which likely also affected their enrollment numbers.

Table 4.1 presents the demographic characteristics of enrolled Fellows. There were significant regional differences with respect to age, gender, and racial/ethnic background of Fellows. On average, Fellows were in their late-30's, though the population served by ARC tended to be younger given their focus on transition-age youth. About 81 percent of enrolled Fellows were men, though there were some significant differences by region, with South LA and ARC serving particularly large proportions of men compared to women. South LA and Watts served largely Black/African American populations; Downtown LA and ARC served a mix of Black/African American and Hispanic, Latino, or Spanish Fellows; and San Fernando Valley served a mostly Hispanic, Latino, or Spanish population. This is reflective of the broader demographic characteristics of these specific areas of Los Angeles.

More than half of Fellows had their high school diploma or GED (62 percent), and about 13% had attended at least some college. Most Fellows (86 percent) were unemployed at the time of enrollment, which is not surprising given the focus on employment services in Project imPACT. Relatively few Fellows were living independently (7 percent) – instead, Fellows most commonly were staying with family members or friends (45 percent) or living in transitional housing settings (31 percent). Almost 8 percent were experiencing homelessness.

Table 4.1 Demographic Characteristics of Fellows Enrolled in Project imPACT June 2020 to September 2022

Fellow Characteristic	ARC (n = 31)	Downtown LA (n = 65)	San Fernando Valley (n = 74)	South LA (n = 94)	Watts (n = 120)	TOTAL (n = 384)
Age (M, SD)*	21.62 (1.95)	38.67 (10.9)	37.00 (8.83)	42.31 (11.77)	38.44 (11.91)	37.87 (11.78)
Gender^a (% , n)						
Male	90.3% (28)	73.8% (48)	70.3% (52)	93.6% (88)	78.3% (94)	80.7% (310)
Female	9.7% (3)	26.2% (17)	29.7% (22)	6.4% (6)	21.7% (26)	19.3% (74)
Race/ethnicity (% , n)						
Black or African American	32.3% (10)	47.7% (31)	9.5% (7)	61.7% (58)	74.2% (89)	50.8% (195)
Hispanic, Latino, or Spanish	41.9% (13)	38.5% (25)	77.0% (57)	17.0% (16)	20.0% (24)	35.2% (135)
White	6.5% (2)	9.2% (6)	8.1% (6)	13.8% (13)	0.0% (0)	7.0% (27)
Another racial or ethnic group (includes Native Hawaiian, Asian, and American Indian or Alaska Native)	3.2% (1)	1.5% (1)	2.7% (2)	7.4% (7)	5.0% (6)	4.4% (17)
Multi-racial or ethnic origin	9.7% (3)	3.1% (2)	1.4% (1)	0.0% (0)	0.8% (1)	1.8% (7)
Declined to state	6.5% (2)	0.0% (0)	1.4% (1)	0.0% (0)	0.0% (0)	0.8% (3)
Level of education (% , n)						
Less than high school	3.2% (1)	32.3% (21)	23.0% (17)	25.5% (24)	24.2% (29)	24.0% (92)
High school diploma or GED	67.7% (21)	41.5% (27)	62.2% (46)	66.0% (62)	67.5% (81)	61.7% (237)
Some college or higher	29.0% (9)	26.2% (17)	14.9% (11)	6.4% (6)	7.5% (9)	13.5% (52)
Other	0.0% (0)	0.0% (0)	0.0% (0)	2.1% (2)	0.8% (1)	0.8% (3)
Employment status (% , n)						
Employed full time	16.1% (5)	3.1% (2)	8.1% (6)	0.0% (0)	11.7% (14)	7.0% (27)
Employed part time	22.6% (7)	7.7% (5)	5.4% (4)	0.0% (0)	7.5% (9)	6.5% (25)
Unemployed	61.3% (19)	89.2% (58)	86.5% (64)	97.9% (92)	80.0% (96)	85.7% (329)
Other	0.0% (0)	0.0% (0)	0.0% (0)	2.1% (0)	0.8% (0)	0.8% (0)
Housing status (% , n)						
Independent living	3.2% (1)	9.2% (6)	6.8% (5)	1.1% (1)	10.0% (12)	6.5% (25)
Transitional housing setting	67.7% (21)	38.5% (25)	18.9% (14)	35.1% (33)	20.8% (25)	30.7% (118)
Sober living home	0.0% (0)	3.1% (2)	4.1% (3)	20.2% (19)	0.0% (0)	6.3% (24)
Family or friend's house	29.0% (9)	27.7% (18)	67.6% (50)	34.0% (32)	52.5% (63)	44.8% (172)

Homeless – sheltered ^a	0.0% (0)	9.2% (6)	1.4% (1)	6.4% (6)	10.0% (12)	6.5% (25)
Homeless – unsheltered ^b	0.0% (0)	3.1% (2)	1.4% (1)	2.1% (2)	1.7% (2)	1.8% (7)
Other	0.0% (0)	9.2% (6)	0.0% (0)	1.1% (1)	5.0% (6)	3.4% (13)

^a This category includes couch surfing or living at a hotel or motel; ^b This category includes living on the street or another place not meant for habitation

* $p < .05$. Source: Data submitted by regional providers. Note that the racial/ethnic categories were specified by the BSCC.

Table 4.2 presents the criminal justice background of enrolled Fellows. Most Fellows had prior arrests and/or convictions, and about 91 percent were on probation, parole, or post-release community supervision (PRCS) when they enrolled in the program. Fellows were assessed with the LS/CMI prior to enrollment. Most enrolled Fellows were high risk or very high risk (67.5 percent combined). Fellows enrolled by ARC were more likely to be medium risk, but this is likely the result of ARC serving transition-aged youth, who may have a less extensive history of criminal justice involvement.

Table 4.2 Criminal Justice Background and Risk Level of Enrolled Fellows

Fellow Background	ARC (n = 31)	Downtown LA (n = 65)	San Fernando Valley (n = 74)	South LA (n = 94)	Watts (n = 120)	TOTAL (n = 384)
Criminal justice involvement, % (n)						
Prior arrests	67.7% (21)	89.2% (58)	100.0% (74)	73.4% (69)	90.0% (108)	85.9% (330)
Prior convictions	51.6% (16)	96.9% (63)	70.3% (52)	75.5% (71)	89.2% (107)	80.5% (309)
Current probation, parole, or PRCS	93.5% (29)	93.8% (61)	82.4% (61)	92.6% (87)	92.5% (111)	90.9% (349)
Risk level (LS/CMI) ^a , % n						
Medium	66.7% (10)	45.9% (28)	44.6% (33)	23.4% (22)	19.5% (22)	32.2% (115)
High	26.7% (4)	54.1% (33)	50.0% (37)	61.7% (58)	62.8% (71)	56.9% (203)
Very high	0.0% (0)	0.0% (0)	5.4% (0)	14.9% (14)	17.7% (20)	10.6% (38)

^a Data were missing for 28 participants.

Services Received

Among the 384 Fellows who enrolled in Project impACT before September 30, 2022, about 86 percent received employment services, and about three-quarters received behavioral health and legal services (see Table 4.3). Housing services were less common (15% of Fellows), but this might also reflect the more limited eligibility criteria for these services, which were only

available to Fellows who had obtained employment.³ There were some variations across regions. Most notably, ARC Fellows did not receive legal services through Project imPACT, but rather through referrals to an external agency that partners with ARC. Fellows in South LA were less likely to have received behavioral health services; however, this region did not have a dedicated therapist for most of 2022, which likely explains the gap in services.

Table 4.3 Percentage of Fellows Receiving Services Across Regions

Service Category	ARC (n = 31)	Downtown LA (n = 65)	San Fernando Valley (n = 74)	South LA (n = 94)	Watts (n = 120)	TOTAL (n = 384)
Employment	51.6% (16)	96.9% (63)	91.9% (68)	83.0% (78)	86.7% (104)	85.7% (329)
Behavioral health	58.1% (18)	95.4% (62)	79.7% (59)	46.8% (44)	92.5% (111)	76.6% (294)
Legal	0.0% (0)	86.2% (56)	91.9% (68)	81.9% (77)	75.8% (91)	76.0% (292)
Housing	16.1% (5)	52.3% (34)	4.1% (3)	6.4% (6)	9.2% (11)	15.4% (59)

Source: Data submitted by regional providers.

Employment Services

There are seven categories of employment services offered by Project imPACT employment providers. These include career readiness assessments, career readiness workshops, job coaching, job development, vocational training, placement and retention services and transitional jobs.

Of the 329 Fellows who participated in employment services, the most common service types were job coaching (62 percent of Fellows) and career readiness assessments (56 percent) (see Table 4.4). There was variation across the regions, reflecting the differences in their program models. For example, in Watts, most Fellows received career readiness assessments and 21 percent attended vocational training. By contrast, South LA relied more heavily on career readiness workshops and job coaching, while Downtown LA focused on job coaching and transitional jobs.

As of September 30, 2022, 57 percent of Fellows who received employment services had exited from the services (see Table 4.5). We noted that Downtown Los Angeles appeared to have a lower rate of exits from employment services, though it is unclear why they had lower rates of exits at the time of this report. We computed the mean number of sessions of each type of service among those who had exited. Career readiness assessments and workshops were less intensive services, lasting about one to two sessions (see Table 4.6). Job coaching, job development, and placement and retention services typically lasted three to four sessions. The most intensive service option was transitional jobs, with participants participating in about 13 sessions. Only

³ Note that ARC's housing for transition-aged youth was not counted as a Project imPACT housing service, as this was a service available through ARC's broader programming.

one ARC Fellow had exited services at the time of this report, and therefore they were excluded from Table 4.6 to protect their confidentiality.

Table 4.4 Percentage Receiving Employment Services Among Enrolled Fellows, Overall and Regional

	ARC (n = 16)	Downtown LA (n = 63)	San Fernando Valley (n = 68)	South LA (n = 78)	Watts (n = 104)	TOTAL (n = 329)
Career readiness assessments	93.8% (15)	60.3% (38)	38.2% (26)	2.6% (2)	99.0% (103)	55.9% (184)
Career readiness workshops	93.8% (15)	36.5% (23)	23.5% (16)	76.9% (60)	1.9% (2)	35.3% (116)
Job coaching	100.0% (16)	82.5% (52)	92.6% (63)	74.4% (58)	13.5% (14)	61.7% (203)
Job development	87.5% (14)	74.6% (47)	76.5% (52)	5.1% (4)	5.8% (6)	37.4% (123)
Vocational training	31.3% (5)	7.9% (5)	10.3% (7)	1.3% (1)	21.2% (22)	12.2% (40)
Placement and retention	100.0% (16)	54.0% (34)	1.5% (1)	0.0% (0)	0.0% (0)	15.5% (51)
Transitional jobs	68.8% (11)	84.1% (53)	1.5% (1)	0.0% (0)	0.0% (0)	19.8% (65)

Source: Data submitted by regional providers

Table 4.5. Number of Fellows Exiting Core Employment Services, Overall and Regional

	ARC (n = 16)	Downtown LA (n = 63)	San Fernando Valley (n = 68)	South LA (n = 78)	Watts (n = 104)	TOTAL (n = 329)
Exited employment services	6.3% (1)	9.5% (6)	75.0% (51)	61.5% (48)	78.8% (82)	57.1% (188)

Source: Data submitted by regional providers

Table 4.6 Number and Percent Receiving Services and Mean Number of Sessions of Employment Services Among Exited Fellows, Overall and Regional

	Downtown LA (n = 6)		San Fernando Valley (n = 51)		South LA (n = 48)		Watts (n = 82)		TOTAL (n = 188)	
	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)
Career readiness assessments	50.0% (3)	2.00 (1.00)	41.2% (21)	1.19 (0.40)	2.1% (1)	1.00 (N/A)	98.8% (81)	1.05 (0.22)	56.9% (107)	1.10 (0.33)
Career readiness workshops	33.3% (2)	2.00 (1.41)	31.4% (16)	1.00 (0.00)	81.3% (39)	2.03 (1.14)	2.4% (2)	1.00 (0.00)	31.9% (60)	1.70 (1.05)
Job coaching	83.3% (5)	8.60 (7.02)	90.2% (46)	3.09 (2.43)	81.3% (39)	6.74 (6.28)	9.8% (8)	1.00 (0.00)	52.7% (99)	4.69 (4.99)
Job development	66.7% (4)	8.33 (9.24)	74.5% (38)	3.42 (3.05)	8.3% (4)	7.75 (4.50)	4.9% (4)	1.25 (0.50)	26.6% (50)	3.90 (3.90)
Vocational training	0.0% (0)	NA	13.7% (7)	1.00 (0.00)	2.1% (1)	1.00 (N/A)	24.4% (20)	1.30 (0.47)	14.9% (28)	1.21 (0.42)
Placement and retention	33.3% (2)	4.50 (2.12)	2.0% (1)	NR	0.0% (0)	NA	0.0% (0)	NA	2.1% (4)	3.75 (2.22)
Transitional jobs	83.3% (5)	15.00 (15.25)	2.0% (1)	NR	0.0% (0)	NA	0.0% (0)	NA	3.2% (6)	12.67 (14.79)

Source: Data submitted by regional providers

Note: NA = Not applicable; NR = Not Reported; When a single person received a service, we did not include their mean number of sessions to preserve confidentiality.

Behavioral Health Services

In total, 294 Fellows received behavioral health services while enrolled in Project imPACT. Project imPACT behavioral health services include individual regular sessions, individual crisis sessions, group sessions, key influencer sessions, and maintenance sessions. Individual regular sessions were one-on-one sessions with a counselor. Individual crisis sessions were immediate, short-term services due to experiencing an event that produces critical emotional, mental, physical, and behavioral distress or problems. Group sessions were group treatment sessions (i.e., sessions with two or more Fellows) with a counselor. Key influencer sessions were sessions that are provided to an important, positive person from the Fellow's life, such as a family member, spouse or significant other, or friend, with or without the Fellow present. Maintenance sessions are one-on-one sessions that are conducted on an as-needed basis. Sometimes, providers offered these after a Fellow completed their key behavioral health goals (e.g., as "booster" sessions or a method of tapering down the frequency of therapy), and others used them to begin to engage Fellows who were hesitant to fully enroll in behavioral health services. Of note, regions were not required to offer all types of services; the specific nature of services provided was at the discretion of the therapist in each region.

Individual therapy sessions were the most common service, with 96.3 percent of Fellows participating in at least one session, followed by maintenance sessions (24.8 percent) (see Table 4.7). About 20 percent of Fellows had an individual crisis-focused session while enrolled. There were also some differences across regions; for example, Fellows in Watts were more likely to receive group therapy sessions and to have key influencers (e.g., a family member or close friend) engage in therapy with them, reflecting the services offered specifically by the therapist in that region.

As of September 30, 2022, 51 percent of Fellows who received behavioral health services had completed those services (see Table 4.8). As with employment services, Downtown LA had lower rate of exits from behavioral health services. Though it is unclear why this may be the case, it could be that Downtown LA is allowing Fellows to remain in the program through the end of Cohort 2, or perhaps had a slower rate of enrollment earlier in the program, meaning that people are still in the middle of their year of services. No ARC Fellows had exited behavioral health services at the time of this report, but this is likely due to the fact that staff turnover in the ARC region meant that most Fellows enrolled in early 2022 and were still within their first year of services at the time of this report.

Table 4.9 presents the mean number of sessions across service types for exited Fellows. Because no ARC Fellows had exited, and therefore their data were not included in this analysis. On average, Fellows who received individual therapy participated in 11 sessions, though this ranged from an average of four sessions in Downtown LA to 21 sessions in San Fernando Valley. We also computed the average number of individual therapy sessions per month to get a sense of the frequency of these sessions, finding Fellows attended an average of 1.31 sessions

per month ($SD = 1.00$). We did not compute the monthly average for the other service given that they were relatively infrequent. Note that no ARC Fellows had exited behavioral health services at the time of the report, and therefore we exclude that region from Table 4.9.

Table 4.7 Percentage Receiving Behavioral Health Services Among Enrolled Fellows, Overall and Regional (% , N)

	ARC (n = 18)	Downtown LA (n = 62)	San Fernando Valley (n = 59)	South LA (n = 44)	Watts (n = 111)	TOTAL (n =294)
Individual crisis	11.1% (2)	32.3% (20)	23.7% (14)	9.1% (4)	18.0% (20)	20.4% (60)
Individual regular	94.4% (17)	85.5% (53)	100.0% (59)	97.7% (43)	100.0% (111)	96.3% (283)
Group	16.7% (3)	3.2% (2)	13.6% (8)	0.0% (0)	20.7% (23)	12.2% (36)
Key influencer	11.1% (2)	3.2% (3)	0.0% (0)	0.0% (0)	12.6% (14)	6.1% (18)
Maintenance	50.0% (9)	79.0% 4(9)	22.0% (13)	2.3% (1)	0.9% (1)	24.8% (73)

Table 4.8 Total Fellows who Exited Behavioral Health Services, Overall and Regional

	ARC (n = 18)	Downtown LA (n = 62)	San Fernando Valley (n = 59)	South LA (n = 44)	Watts (n = 111)	TOTAL (n =294)
Exited behavioral health services	0.0% (0)	11.3% (7)	76.3% (45)	27.3% (12)	76.6% (85)	50.7% (149)

Source: Data submitted by regional providers

Table 4.9 Number and Percent Receiving Services and Mean Number of Sessions of Behavioral Health Services Among Exited Fellows, Overall and Regional (M, SD)

	Downtown LA (n = 7)		San Fernando Valley (n = 45)		South LA (n = 12)		Watts (n = 85)		TOTAL (n = 149)	
	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)
Career readiness assessments	14.3% (1)	NR	28.9% (13)	1.38 (0.77)	8.3% (1)	NR	20.0% (17)	1.47 (0.62)	21.5% (32)	1.53 (0.76)
Career readiness workshops	57.1% (4)	4.25 (3.20)	100.0% (45)	20.56 (14.56)	100.0% (12)	8.50 (3.32)	100.0% (85)	6.06 (4.41)	98.0% (146)	10.68 (10.90)
Job coaching	0.0% (0)	NA	17.8% (8)	8.13 (2.42)	0.0% (0)	NA	25.9% (22)	2.45 (2.22)	20.1% (30)	3.97 (3.39)
Job development	14.3% (1)	2	0.0% (0)	NA	0.0% (0)	NA	16.5% (14)	1.14 (0.36)	10.1% (15)	1.20 (0.41)
Transitional jobs	85.7% (6)	3.00 (1.41)	28.9% (13)	1.38 (0.87)	0.0% (0)	NA	1.2% (1)	NR	13.4% (20)	1.90 (1.25)

Note: NA = Not applicable; NR = Not Reported; When a single person received a service, we did not include their mean number of sessions to preserve confidentiality.

Legal Services

Project imPACT Fellows may receive four types of legal services: counsel/advice, self-help, limited representation (i.e., representation from an attorney that helps them to limit the scope of the attorney's involvement in a lawsuit or other legal action), and full representation (i.e., an attorney represents all of their interests in court). Among the 292 Fellows who received legal services, the most common service was counsel/advice (91 percent), followed by limited representation (40 percent) (see Table 4.10). There were some variations by region. For example, Fellows in Downtown LA were somewhat more likely to receive full representation, and those in Downtown LA and Watts were somewhat more likely to receive limited representation. As previously noted, ARC Fellows did not receive legal services directly through Project imPACT providers, but rather through referrals; therefore, those services were not reported.

In total, 65 percent of Fellows receiving legal services had exited those services as of September 30, 2022 (see Table 4.11). Table 4.12 reports the number of *exited* Fellows who received legal services, and the mean number of sessions they completed. Limited and full representation were somewhat more intensive services, with Fellows participating in these services receiving on average 11 hours of each.

Table 4.10 Percentage Receiving Legal Services Among Enrolled Fellows, Overall and Regional (% , N)

	Downtown (n=56)	San Fernando Valley (n=68)	South Los Angeles (n=77)	Watts (n=91)	TOTAL (n=292)
Counsel/Advice	100.0% (56)	77.9% (53)	94.8% (73)	91.2% (83)	90.8% (265)
Self-help	0.0% (0)	2.9% (2)	2.6% (2)	2.2% (2)	2.1% (6)
Limited Representation	50.0% (28)	29.4% (20)	26.0% (20)	54.9% (50)	40.4% (118)
Full Representation	35.7% (20)	22.1% (15)	10.4% (8)	19.8% (18)	20.9% (61)

Source: Data submitted by regional providers

Table 4.11 Total Fellows who Exited Legal Services, Overall and Regional

	Downtown (n=56)	San Fernando Valley (n=68)	South Los Angeles (n=77)	Watts (n=91)	TOTAL (n=292)
Exited legal services	67.9% (38)	55.9% (38)	53.2% (41)	80.2% (73)	65.1% (190)

Table 4.12 Number and Percent Receiving Services and Mean Number of Hours of Legal Services Among Exited Fellows, Overall and Regional

	Downtown (n=38)		San Fernando Valley (n=38)		South Los Angeles (n=41)		Watts (n=73)		TOTAL (n=190)	
	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)
Counsel/Advice	100.0% (38)	9.21 (4.04)	76.3% (29)	6.62 (3.99)	97.6% (40)	7.68 (12.63)	97.3% (71)	5.70 (3.27)	93.7% (178)	7.04 (6.87)
Self-help	0.0% (0)	NA	5.3% (2)	1.00 (0.00)	2.4% (1)	NR	2.7% (2)	1.50 (0.71)	2.6% (5)	2.20 (2.17)
Limited Representation	50.0% (9)	8.58 (5.71)	31.6% (12)	14.25 (11.03)	31.7% (13)	23.92 (22.93)	53.4% (39)	7.41 (4.70)	43.7% (83)	11.25 (12.09)
Full Representation	31.6% (12)	12.17 (7.76)	26.3% (10)	11.90 (7.40)	9.8% (4)	13.75 (15.41)	12.3% (9)	7.11 (6.21)	18.4% (35)	10.97 (8.34)

Note: NA = Not applicable; NR = Not Reported; When a single person received a service, we did not include their mean number of sessions to preserve confidentiality.

Cognitive Behavioral Therapy

Overall, 78 percent of Fellows participated in CBT (i.e., completed at least one session of CBT) (Table 4.13). Fellows in South LA had a somewhat lower rate of CBT participation, though it is unclear if this reflects a specific challenge enrolling participants in CBT, challenges with the reporting of CBT participation in the new case management system, or the absence of a behavioral health provider in that region for a large portion of 2022. There was variability in the number of hours of CBT that Fellows completed across regions, but on average, they participated in 12 hours of CBT groups.

Table 4.13 CBT Participation, Overall and Regional

	ARC	Downtown LA	San Fernando Valley	South LA	Watts	TOTAL
Percentage of Fellows participated in CBT (n)	100.0% (16)	93.7% (63)	83.8% (57)	42.3% (33)	86.5% (90)	77.5% (255)
Mean number of hours of CBT completed (M, SD)	4.70 (2.16)	10.40 (1.96)	12.40 (0.68)	19.42 (3.31)	11.64 (1.24)	12.09 (3.79)

Source: Data submitted by regional providers

Housing Services

Fellows who obtained employment during the program were eligible to receive housing services, a new feature in Cohort 2. One type of housing service was housing navigation, which included one-on-one linkage and navigation (e.g., assessment, case planning, follow up) and life skills sessions to build skills and competencies for sustainability (e.g., financial planning, landlord relations, best practices for shared living). The second housing service was the Project imPACT transitional housing, a subsidized housing option available to Fellows for up to one year. In total, 59 enrolled Fellows participated in housing navigation, with most of those individuals receiving one-on-one navigation (Table 4.14). It was more common for Fellows from Downtown LA to participate in housing navigation services. This was somewhat unexpected, as there was no indication that Fellows from Downtown LA were being referred to housing services at higher rates. It may be that Downtown LA also provided some housing services internally and inadvertently reported those in this category.

We also examined the mean number of sessions of housing navigation services attended among Fellows who exited Project imPACT (Table 4.15). Only one ARC Fellow had exited Project imPACT; therefore, we do not report that region in the table to protect the confidentiality of that Fellow.

Table 4.14 Total Fellows Receiving Services, Overall and Regional

ARC	Downtown	San	South LA	Watts	TOTAL
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Attachment E

	(n = 31)	LA (n = 65)	Fernando Valley (n = 74)	(n = 94)	(n = 120)	(n = 384)
Housing navigation, % (n)	16.1% (5)	52.3% (34)	4.1% (3)	6.4% (6)	9.2% (11)	15.4% (59)
One-on-one sessions	60.0% (3)	100.0% (34)	100.0% (3)	100.0% (6)	100.0% (11)	96.6% (57)
Life Skills	80.0% (4)	2.9% (1)	0.0% (0)	33.3% (2)	54.5% (6)	22.0% (13)
Project imPACT housing, % (n)	0.0% (0)	1.5% (1)	2.7% (2)	0.0% (0)	8.3% (10)	3.4% (13)

Table 4.15 Number and Percent Receiving Services and Mean Number of Housing Navigation Sessions, Overall and Regional Among Those Who Exited

	Downtown (n=27)		San Fernando Valley (n=3)		South Los Angeles (n=4)		Watts (n=9)		TOTAL (n=44)	
	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)	# /% Receiving Services	# of sessions M (SD)
Any housing navigation	61.4% (27)	5.44 (4.89)	6.0% (3)	4.00 (5.20)	10.3% (4)	1.75 (1.50)	11.0% (9)	7.44 (3.43)	19.6% (44)	5.61 (4.69)
One-on-one sessions	100.0% (27)	5.33 (4.65)	100.0% (3)	4.00 (5.20)	100.0% (4)	1.25 (0.50)	100.0% (2)	6.00 (2.50)	100.0% (44)	5.00 (4.14)
Life skills sessions	3.7% (1)	NR	0.0% (0)	NA	25.0% (1)	NR	55.6% (5)	2.60 (0.89)	18.2% (8)	3.28 (2.39)

Note: NA = Not applicable; NR = Not Reported; When a single person received a service, we did not include their mean number of sessions to preserve confidentiality.

Based on available data, there were 13 Fellows who lived in the Project imPACT house during Cohort 2 (through September 30, 2022). When asked about the reason that they decided to enter Project imPACT housing, most said that it was because they were not stably housed and/or were at risk for losing their current housing (see Table 4.16).

Table 4.16 Reasons for Entering Project imPACT Housing

Reason	% (n)
Not currently stably housed	76.9% (10)
At risk for losing current housing	23.1% (3)
Roommate-related problems (family or non-family)	7.7% (1)
Poor housing conditions (e.g., disrepair, pests)	7.7% (1)
Neighborhood-related issues (e.g., gang activity)	7.7% (1)
Other	15.4% (2)

Note: Categories were not mutually exclusive.

Nine of the 13 Fellows had moved out as of September 30, 2022; on average, they lived in the house for 6.11 months ($SD = 5.06$). The most common reason for moving out was because they found permanent housing, though one person said they lost the housing due to a violation of program rules and another left because they felt the housing requirements were too strict (see Table 4.17).

Table 4.17 Reasons for Moving Out of Project imPACT Housing

Reason	% (n)
Found permanent housing	55.6% (5)
Evicted/lost housing due to violation of program rules	11.1% (1)
Left due to issues with housing requirements (e.g., too restrictive)	11.1% (1)
To reside with significant other/spouse	11.1% (1)
Other	11.1% (1)

Note: Categories were not mutually exclusive, though each Fellow selected only a single reason.

Program Completion

As described in the sections above, all regions use a shared definition of “successful completion” for each service area, as well as for Project imPACT overall. A Fellow fully completed Project imPACT if they met the minimum threshold for completing services across two of the three service areas (Table 4.18). We assessed program completion status as of September 30, 2022. At that time, 41.4 percent of Fellows were still actively enrolled in Project imPACT, as they were eligible to continue services through February 15, 2023. ARC and South

LA were somewhat more likely to have Fellows who were still actively enrolled in the program at the time of analysis. Of the 225 Fellows who had exited from the program, 67.6 percent (n = 152) successfully completed the program.

Table 4.18 Completion of Project imPACT

Completion Status	ARC	Downtown LA	San Fernando Valley	South LA	Watts	TOTAL
Successfully completed Project imPACT	0.0% (0)	44.6% (29)	44.6% (33)	20.2% (19)	59.2% (71)	39.6% (152)
Exited unsuccessfully from Project imPACT	32.3% (10)	23.1% (15)	23.0% (17)	21.3% (20)	9.2% (11)	19.0% (73)
Still active in Project imPACT	67.7% (21)	32.3% (21)	32.4% (24)	58.5% (55)	31.7% (38)	41.4% (159)

Source: Data submitted by regional providers

We explored the Fellow characteristics associated with completion status, focusing on the subset of Fellows who had exited the program (n = 225) (see Table 4.18). Those who successfully completed the program were enrolled in the program for significantly longer (11.32 vs. 7.58 months). There was no significant difference based on the age of the Fellow. There were no differences in likelihood of successfully completing the program based on participant risk level or race.

Table 4.18 Project imPACT Completion Status by Months Enrolled in Project imPACT

Demographic Characteristics	Successfully completed Project imPACT (n=152)	Did not Successfully complete Project imPACT (n=73)
Total months enrolled in Project imPACT*, M (SD)	11.32 (3.57)	7.58 (3.90)
Age of Fellows, M (SD)	39.00 (11.53)	36.55 (11.02)
Risk level of Fellows, n (%)		
Medium	31.5% (45)	33.8% (22)
High	58.7% (84)	56.9% (37)
Very High	9.8% (14)	9.2% (6)
Race and ethnicity identity, n (%)		
Black or African American	48.7% (74)	43.8% (32)
Hispanic, Latino, or Spanish	37.5% (57)	45.2% (33)
White	5.9% (9)	6.8% (5)
Another racial/ethnic identity	5.9% (9)	4.1% (3)
Multi-racial or ethnic origin	1.3% (2)	0.0% (0)
Decline to state	0.7% (1)	0.0% (0)

* p < .05. Source: Data submitted by regional providers

We also examined whether there was an association between the number of sessions Fellows attended and their completion status. We found that individuals who successfully completed Project imPACT attended significantly more sessions of behavioral health services and received more hours of legal services (see Table 4.19). There was no significant difference in the number of employment sessions; however, this is likely partially a function of the substantial variability in the number of sessions completed across Fellows, as evidenced by the large standard deviations.

Table 4.19 Service Attendance by Project imPACT Completion Status

Sessions Attended	Successfully completed Project imPACT	Did not Successfully complete Project imPACT
Total number of employment sessions attended	17.34 (31.05)	13.14 (31.43)
Total number of behavioral health sessions attended*	14.80 (13.75)	8.80 (10.07)
Total number of behavioral health sessions attended per month	1.34 (1.01)	1.17 (1.78)
Total hours of legal sessions attended*	16.31 (15.48)	9.20 (6.87)

* p < .05.

Source: Data submitted by regional providers

Summary

In total, 384 Fellows enrolled in Project imPACT between June 2020 and September 2022. Most Fellows were rated as high to very high risk on the LS/CMI and entered with significant needs related to employment and housing. Most Fellows participated in each of the three core Project imPACT services, though there were some variations by region based on the specific services available (e.g., ARC does not directly offer legal services) and lapses in staffing (e.g., the absence of a behavioral health provider in South Los Angeles for a significant period).

Job coaching and career readiness assessments were the most common employment services, though each region had a unique model that was used to serve Fellows, with some relying more on transitional jobs (i.e., Downtown LA) and some relying more on vocational training (i.e., ARC and Watts). The most common behavioral health service was individual therapy, and the most common legal service was counsel and advice.

A smaller number of Fellows received housing services (16%), though this partially reflects the requirement that Fellows have obtained employment before they receive housing services. Most of those Fellows received housing navigation services. A small subset of Fellows lived in a collaborating housing setting funded by Project imPACT, most of whom were not currently stably housed or were at risk for losing their current housing.

In total, at the end of the reporting period covered by this report, 40% of enrolled Fellows had successfully completed Project imPACT program requirements and left the program, whereas 19% exited without completing program requirements. Many Fellows (41%) were still

enrolled in the program, from which they are eligible to receive services until the end of Cohort 2 on February 15, 2023.

5. Provider Perspectives on Program Implementation

Program providers continued to play an instrumental role in the shaping and implementation of Project imPACT during the Cohort 2 program period. To understand provider perspectives on program implementation, we drew upon interviews collected during the site visits in late 2020 and throughout 2022, narrative testimonials submitted by the regions on a quarterly basis, and our observations during the monthly meetings of all program providers. Through these different data collection efforts, we aimed to understand facilitators and barriers to the implementation of Project imPACT during the Cohort 2 period, what providers viewed as areas of improvement, and how they integrated the guiding principles into their work.

Implementation Facilitators

Experience Gained in Cohort 1

Cohort 2 began in June 2020, two years after the beginning of Cohort 1 (July 2018). By the end of Cohort 1 and in the beginning of Cohort 2, providers in the three out of four sites active at the time felt that Project imPACT reached the point of a “well-oiled machine” in their region. The structure of the program was stabilized, the areas for improvement – identified, and the path forward – clear. Although the implementation of Cohort 2 faced many challenges, building upon and orienting around the solid foundation of Cohort 1 was a clear asset.

Teamwork, Commitment, and Professionalism

Uniformly across all the participating regions, providers mentioned that their colleagues were deeply passionate about their shared mission, committed to the Fellows’ success, and eager to work as a team. Providers across all regions mentioned that they could rely on their Fellow teammates to support their work and that colleagues in other sites were friendly and helpful. Though some regions struggled somewhat with staff communication in a COVID-driven virtual environment, others reported that well-developed routines and procedures helped them transition relatively smoothly to the virtual form of service delivery during the COVID-related shutdowns. Providers at most of the sites also commented on the professionalism and camaraderie of the providers from other regions and appreciated an open exchange of information and resources. In some instances, the cross-site cooperation helped mitigate such challenges as staff turnover; for example, a therapist at one site supported Fellows at another site experiencing a vacancy in their therapist position. Further, providers spoke highly of the skilled coordination by the Mayor’s Office, their responsiveness to providers’ concerns, and help navigating challenges.

Ability to Leverage Existing Resources of Regional Employment Agencies

The regional providers emphasized that the placement of Project imPACT on the site of the long-standing WorkSource centers and other employment agencies embedded in different geographical communities had important benefits, such as the pre-existing employment networks and the established relationships with regional employers. The nature of the connections varied depending on the region. One site, for example, said they were most successful in establishing relationships with small businesses in their area: “We have built good rapport with local small businesses. That’s maybe where our niche is, identifying those small business opportunities for employing our populations.” Another capitalized on the regional connections with larger corporations, “By being part of [this agency], [Project imPACT Fellows] have access to everything. There’s a construction cohort, which is really good. We have a lot of internships with NBC, Universal. We have those networks. Whatever folks are into, there are a lot of avenues [to get them there].” Another provider boasted that the Fellows greatly benefitted from how their employment agency approached job training, which incorporated immediate placement into transitional jobs, daily payments and feedback, and a greater sense of meaning.

Additionally, the established infrastructure and the funds received through and coming from the WorkSource Centers and other employment agencies enabled some sites to mitigate the effects of Covid-related job disruptions, by continuing to pay their Fellows, even if at a reduced rate. The sites were also able to attract new opportunities from the employers that needed more labor force (e.g., Amazon). Finally, across all regions, Project imPACT Fellows were also able to take advantage of complementary resources present within their home site organizations, whether it is additional support for substance use challenges, transportation assistance, or parenting classes.

Wraparound Nature of Services

Providers agreed that the wraparound nature of Project imPACT is an important facilitating factor in the Fellows’ journey. Though employment has been the core program component across all regions since Cohort 1, providers recognize that there is great value in Fellows’ access to behavioral health, legal, peer advice, and some housing options. Providers across regions see the peer navigator as a crucial and central contributor to the Fellows’ success and emphasized that behavioral health and legal support are essential as well for Fellows to be able to gain and sustain employment. Important here is the close coordination between the providers of different services, as they work together to ensure that Fellows’ critical needs get addressed and amplify each other’s services in communication with the Fellows.

Staff with Lived Experience

Across all sites, providers mentioned that having staff with lived experience has been a critical facilitator of Project imPACT. Though compassion, professionalism, and empathy help

greatly to facilitate the Fellows' transition, lived experience fosters the sense of even greater acceptance and mutual understanding. One provider's quote illustrates the importance of this sentiment: "If you really understand someone's experience, they don't always have to explain it. It is the feeling of being seen without having to explain it."

Partner Organizations Behind the Behavioral Health and Legal Providers

Providers also noted that they were able to draw on the resources of the behavioral health and legal organizations that staff Project imPACT. For example, both behavioral health and legal providers benefitted from a variety of trainings regularly offered by their organizations, reported seeking professional advice from colleagues, and capitalized on other institutional resources and connections. The benefits of these linkages were described in the interviews across most sites and were mentioned by providers playing different roles within Project imPACT.

Implementation Barriers

Despite these program facilitators, we learned about several barriers that challenged either service delivery, completion and uptake, or both. Some of the barriers were specific to the regions, but many of them were raised across multiple sites. See Table 5.1 for the summary of the discussion that follows.

COVID-Related Barriers

The COVID-19-related shutdowns in Los Angeles began in mid-March 2020, and Cohort 2 began enrolling participants in June and July 2020. The nature of services and how they were implemented was shaped by the many restrictions imposed to curb the spread of the infectious disease. Though all regions worked hard to adjust to the new and dynamically changing context in a timely manner, the COVID-19-related challenges made the implementation of the program more difficult.

Reduced Availability of Jobs

COVID-19 significantly affected the availability of job opportunities for Project imPACT Fellows. Especially in the early months of Cohort 2, many work crews shut down, companies implemented hiring freezes, and jobs that required face-to-face interactions were put on hold. Though the construction jobs returned to fuller functioning earlier than many – which was a key opportunity for Fellows able to do construction – other jobs, particularly, office jobs, remained scarce. Many Fellows struggled due to weather delays or halts in employment, so some of the regional providers utilized their resources to continue paying their Fellows. Providers also advised Fellows on how to access and take advantage of COVID-related supports and policy adjustments (e.g., eviction moratorium and stimulus funds). Further, to help mitigate job disruptions, providers actively sought existing opportunities within the small businesses in their

communities and reached out to the employers that had to grow workforce during the pandemic, such as Amazon. Though the need for more job opportunities for Project imPACT Fellows remained consistent throughout the full course of Cohort 2, the COVID-related job scarcity in particular appeared to become less of a problem with time.

Remote Services

The move to providing remote services affected many aspects of the Project imPACT implementation. Below, we touch upon three areas of challenges mentioned by the providers: communication with the external services and programs that are essential for Fellows' progress, communication among the Project imPACT providers, and communication with the Fellows. We briefly discuss each of these challenges below.

Communication with Relevant External Services and Programs

Providers noted that the switch to remote or limited face-to-face work by courts and other government offices has been a notable barrier to the implementation. The changing rules and unclear schedules, limited open hours, and appointment-only policies greatly complicated Fellows' efforts to obtain needed documentation and paperwork. In addition, it became difficult to refer the Fellows for external supportive services to partner organizations, as most of them experienced significant drops in their capacity to serve individuals, eliminated walk-in appointments, and canceled some services altogether. Though these challenges were no longer as prominent by the end of Cohort 2, it is likely that the experiences of Fellows enrolled in the early months of the pandemic were shaped by these dynamics.

Communication Among Providers

The switch to working remotely, fully or partially, happened in all the regions, at least in the early weeks and months of Cohort 2. Though the extent to which each of the regions adapted to the new virtual environment varied, all the sites mentioned at least one or more COVID-related challenges related to communication among the providers. Two of the regions in particular recalled struggling to establish procedures and guidelines for remote communication among the providers, such as response times and the means and frequency of communication. Further, many providers lacked the technical know-how to effectively navigate the virtual work environment, and some had limited access to communication devices. For example, not all the providers had access to the work-issued and work-supported phones and may have been reluctant to use their personal devices for work-related and work-sanctioned communications. This, along with a steep learning curve for navigating technology, hindered the providers' ability to communicate efficiently and effectively, particularly in the first weeks and months of Cohort 2. Relatedly, many of the providers lamented the lost ability to "just walk down the hall to discuss a case" with their Project imPACT colleagues.

Remote communication between providers also made it more difficult to onboard the new staff to Project imPACT. Though some of the challenges had to do with limited institutionalization of the practices and records (described in more detail below), the limited face time in the virtual office further hindered the process of integration and building rapport and sense of community among the team members. However, we observed the providers overcome these challenges and build strong teams and collegial communities during the course of Cohort 2.

Communication with Fellows

Providers across all regions echoed the sentiment that the shift to remote communication with the Fellows was difficult. Though all regional sites immediately adjusted their services to accommodate public health guidelines and thought creatively about how to make these processes least disruptive, many suggested that it was hard to provide the same levels of services remotely. It became more difficult to build rapport and trust with the Fellows and to keep them engaged in the services. Some providers noted that, for the Fellows, seeing all the providers together, on-site, served both as a reminder of the wraparound supports and an opportunity to engage with each of them on the spot. “Now, it is ‘out of sight, out of mind,’” lamented a peer navigator at one of the sites, referring to Fellows’ more limited engagement with the services.

The task of keeping Fellows engaged with the program seems to have largely fallen on the plate of peer navigators. Each of peer navigators employed their own ways of keeping Fellows interested. For example, one of the peer navigators continued to meet with the Fellows in person – outdoors, and/or masked and distanced. “I started going to parks, mall fronts, parking lots, the welfare office, parole office, places they had to go already. That way I could enter people into Project imPACT. One Fellow I took to the imPACT housing, got him settled...” The peer navigator in another region boasted that his skills of a former telemarketer helped him entice Fellows in remote learning. “You have to be a little extra animated and dynamic,” he said, “to keep everyone interested and engaged.” All of the peer navigators checked in with Fellows frequently through any means they could – most often, phone calls.

Behavioral health providers, in particular, emphasized that the remote nature of services made it more difficult to build trust with the Fellows.⁴ Many of the Fellows never met Project imPACT behavioral health providers in real life prior to the engagement in services with them, which made it challenging to build rapport. Some of the Fellows could only speak with the behavioral health providers on the phone, missing out on the benefits of eye-contact and nonverbal communication, even if remote.

Other challenges were more logistical in nature. Legal providers often mentioned the difficulty in getting the signed paperwork back from the Fellows. Some of the Fellows were able

⁴ However, one of the behavioral health providers was in fact enthusiastic about the opportunity to serve clients remotely, as it opened up an opportunity to engage in therapy during available windows of times, without having to commute to the WorkSource Center.

to sign the needed documents and take their photo to share with the attorneys later; others lacked the technology or skills needed to do that. To overcome this challenge, some attorneys traveled to meet with the Fellows directly and receive their paperwork. In the regions where the employment agencies remained opened with limited staff, Fellows were able to drop off their paperwork at the Center, which attorneys would pick up later. Additionally, with fewer localities allowing face-to-face interactions, finding ways to conduct recruitment outreach became more difficult as well.

Lack of safe and private physical space, inadequate access to technology, and limited ability to use technology were also among the main barriers to effective remote communication with Project imPACT staff. Fellows living in group housing often lacked private space to be able to speak with the Project imPACT therapist or attorney. Limited access to the needed devices (i.e., computers, tablets, or smart phones) and inadequate technological skills limited Fellows' ability to take full advantage of the Project imPACT supports.

Other Implementation Barriers

Staff Turnover

All of the participating regions experienced staff turnover during Cohort 2. Each of the sites lost a behavioral health provider and two of the sites had to replace their therapist twice during Cohort 2. In addition, three of the regions also lost the long-serving program manager and a peer navigator during Cohort 2. Three regions lost attorneys that had worked with them since Cohort 1.

Though staff turnover is always difficult, Cohort 2 saw departures of several long-standing and deeply integrated providers, many of whom carried the Project's institutional memory away with them. Onboarding the new staff was difficult under such circumstances, as the new staff had a limited understanding and access to the information on the practices used by their predecessors and could not benefit from their insights on the Fellows' needs. In some cases, they also did not have access to the files kept by individuals who previously held the positions. It appears, however, that such challenges were largely avoided among the attorneys, where their home organization facilitated continuity and linkages between the exiting and entering staff. The home organizations for the behavioral health therapists also supported the new staff as they transitioned, but, likely, had more limitations to their ability to share the knowledge of the exiting therapists with them. The peer navigators often became the connective tissue and the buffer to help keep the different service aspects coherent for the Fellow. Still, the newly hired staff often reported feeling lost as they were navigating their new position.

In some cases, the turnover happened quickly and unexpectedly, leaving the remaining providers scramble to keep the services going and to make sense of who oversees what. For example, as one interviewee said, “[Program Manager] left with no notice and then there was a long time until the position was filled; there was then a long mix-up of who is in charge...”

Often, the remaining providers would work together to share the responsibilities of the exiting colleagues; however, sometimes such a temporary arrangement turned into a more permanent practice. Arguably, unclear roles and a heavy weight of varied responsibilities may have contributed to the turnover during Cohort 2.

The turnover also affected Fellows' desire to engage in services. For example, a new behavioral health provider in one of the regions shared that some of the Fellows refused to engage in behavioral health services with them, as they felt jaded by the previous therapist's departure and uneager to open up to a new one.

The turnover also affected the quality of and delivery of the assessments and trainings. For example, the LS/CMI tool used to assess the Fellows' level of needs should be conducted by a trained professional, but, as many changes occurred, was ultimately conducted by the previously untrained peer navigators in some regions. Similarly, the training for the evidence-based CBT curriculum was only provided once to providers, during Cohort 1. Therefore, though new staff members had access to the treatment manual, they may not have delivered the intervention with full fidelity, and providers requested a formal training on the curriculum multiple times during Cohort 2.

Limited Trainings

Providers across all regions noted the need for recurrent trainings in CBT, trauma-informed care, cultural competence, and other professional growth opportunities. Particularly in the environment of high turnover, the skills acquired by the exiting providers have exited with them, and the new staff members need to receive the same trainings. One of the regions emphasized the need for trauma-informed training for their employment staff who had limited understanding of the way trauma may be reflected in individual behaviors and performance. In addition, providers emphasized the need for more systematic onboarding practices, both for the new regions and new providers, to avoid program delays and confusion. Further, while providers appreciated the All Partner Meetings convened by the Mayor's Office monthly, they also called for more purposeful experience exchange opportunities to help promote better mutual learning across regions.

Unaddressed Basic Needs and Logistical Barriers

Providers also noted that the unaddressed basic needs have served as a major obstacle to the successful completion of Project imPACT. Providers named food security, access to medical and dental care, and housing as critical needs, which, when unmet, have precluded Fellows from engaging in and benefitting from the Project imPACT services. Lacking childcare supports and transportation assistance have also hindered Fellows' engagement with the project. Providers have worked to mitigate these barriers by connecting Fellows with external organizations that could assist them with the needed supports. Yet, without integration into Project imPACT, these

supports were not systematically available and their result was dependent on the availability, capacity, and the follow through of the partnering organizations.

Housing

Despite the added housing component to Project imPACT in Cohort 2, lack of housing has continued to be an important barrier for Project imPACT Fellows. Providers appreciated the added housing aspect of Project imPACT but pointed to several reasons for why it did not adequately address this dire gap. Among these are the lack of the Project imPACT housing options in one of the regions, lack of Project imPACT housing for women and for Fellows with families and children, and the group home nature of the housing, which many Fellows find retraumatizing. In addition, the Project imPACT housing was designed to be available for up to a year, though flexibility was available if circumstances required; however, this time limit was named as barriers to Fellows' full and successful transition to independent housing. According to providers making this point, when it comes to housing insecurity, it takes two years to stabilize someone fully.

In addition, the inability to use Project imPACT funds to subsidize other aspects of housing costs – such as paying for the security deposit or first month rent – was also named as a barrier to bridging the housing gap. Other providers further expressed that granting Fellows an opportunity for housing only *after* they gained employment did not help address the lack of housing as a critical barrier to employment for those still seeking a job. Relevant to this point, only employed Fellows have been referred for the housing navigation services thus far; while this is not the program requirement, the providers may have understood it as such, potentially failing to refer the yet-to-be-employed Fellows who could benefit from the housing navigation services a great deal.

Of note is the limited integration of the housing providers with other Project imPACT services and providers. Housing providers were rarely invited to the orientations and housing services appeared to be more of an addendum to, rather than a core part of, the program. In addition, peer navigators have had limited visibility into the homes where Project imPACT Fellows were housed, making it less likely that they would be available to mitigate any issues that may arise. In general, providers recommended a closer and ongoing collaboration between the housing providers and the rest of the Project imPACT staff.

There are also factors outside of Project imPACT that create challenges to stable housing, including high rents and move-in costs; concerns that available reentry housing is not trauma-informed; and a limited number of landlords willing to rent to individuals with the history of justice involvement. Providers hope that the Mayor's Office and other policy bodies may help mitigate the latter issue, by incentivizing landlords to rent to these populations, issuing documentation that certifies Fellows' efforts toward rehabilitation, and advocating for a waiver of the background and credit checks for them.

Limited Awareness of the Program

Service providers continued to highlight the need for additional awareness and positive publicity around Project imPACT – a barrier that was also raised during Cohort 1. Particularly in times of COVID, a broader awareness of Project imPACT – both by the employers, landlords, and populations the project aims to serve – could make a big difference.

Limited Relationships with Relevant Offices

The legal providers across all regions continued to mention that having established relationships with such offices as the City Attorney’s Office and Department of Probation and Parole, could help speed up and facilitate many of the processes that would help Fellows remove barriers to employment. Providers across all regions emphasized that an awareness campaign stemming from the Mayor’s Office to inform these offices about Project imPACT could help facilitate the providers’ work.

Limited Awareness of Project imPACT among Employers

Providers across all regions continued to note that lack of awareness of Project imPACT among employers is a barrier that could be tackled with a targeted marketing campaign. At present, the primary modus operandi is for providers to seek out employers, educate them about the specificities and benefits of working with reentry populations, and convince them to give justice-involved individuals a chance. Providers across all regions agreed that a more centralized employer outreach and education effort, spearheaded by the City, County, or the State, could help greatly to ensure that Project imPACT Fellows have more choice and opportunities to pursue satisfying careers.

Limited Awareness of Project imPACT among Relevant Populations

Similarly, providers noted that lack of awareness about Project imPACT presents a barrier for recruitment of Fellows. Providers in all regions consistently noted that the program would benefit from greater public awareness about its existence. This became particularly clear when the COVID-19 pandemic prevented providers from traveling to different organizations serving justice-involved individuals to advertise and recruit. A more centralized and concerted effort to spread the word about the program among relevant organizations, social work, probation and parole agencies, would facilitate recruitment greatly.

Fellows’ Barriers to Successful Completion

The providers often noted that the Fellows they serve come with a heavy baggage of challenges that make it very difficult for many to move forward in the program. Among these challenges are the legacy of complex trauma, severe anxiety, substance use, and difficulty in adjustment – fitting back with social circles, families, and the pre-existing relationships that may or may not be working. Some of the Fellows come with the mental health problems too severe

for the program to tackle – for example, individuals with serious mental illness or panic disorder, named among them.

In addition, Fellows may also have deep distrust of attorneys and therapists. Providers reported that some Fellows view attorneys as an extension of the penal system. Other Fellows view the behavioral health services as intrusive and unnecessary and fear that these would ultimately turn into mandated, forced counseling.

Table 5.1. Barriers to Service Delivery and Uptake

Barrier	Affected Service Delivery, Service Uptake, or Both	# of Affected Regions	Resources needed	Solution implemented
COVID-related Barriers to Implementation				
Reduced availability of jobs	Both	All	Networks of employers open to hiring Project imPACT Fellows. Hiring incentives	Sites sought new job opportunities; made use of stimulus funds
Remote services	Both	All	Technology (equipment and trainings) both for Fellows and providers; trainings on remote service provision.	Providers instructed Fellows how to use technology, allowed Fellows to borrow tablets and computers; met with Fellows in person
Other Barriers to Implementation				
Staff turnover	Both	4/5	Guidance and troubleshooting to identify roots of high turnover; clear requirements for record keeping and institutionalization of knowledge; trainings for new providers in trauma-informed care and CBT	Providers quickly interviewed and hired new qualified candidates; providers within regions redistributed responsibilities of the exiting colleagues; providers from other regions offered support and continuity for Fellows
Limited trainings	Both	All	Recurrent trainings in trauma-informed care, CBT, cultural competence, and other areas needed for work in the reentry services	Providers sought trainings from external sources and solicited guidance from peers
Unaddressed basic needs and logistical barriers	Uptake	All	Additional resources to address food insecurity, access to medical and dental care, transportation, childcare, and housing	Providers used their links to external partners to find the needed supports for the Fellows; drew on the existing resources within the WorkSource Centers
Housing	Uptake	All	Flexibility around spending housing funds, additional resources, housing navigation services to Fellows pre-employment, offering Project imPACT housing to the Fellows who are yet to be employed; housing opportunities for Fellows with families and children; incentivizing rent to	When Project imPACT housing was not a possibility for the Fellows in need, providers referred to external housing support organizations.

				returning citizens; waiving background and criminal checks on applications; better integrating housing navigation with the rest of Project imPACT, expanding the time in Project imPACT housing to 2 years	
Limited Awareness of the Program					
Limited relationships with relevant offices	Delivery	All	Providers develop these relationships; Mayor's Office facilitates these relationships	Providers have worked to develop these relationships	
Limited awareness of the project among the employers	Both	All	A centralized public awareness campaign targeting employers; City-sponsored education programs for employers on hiring reentry populations	Providers organized job fairs and invited many regional employers; conducted educational workshops on working with reentry populations for the interested employers	
Limited awareness of the project among relevant populations	Both	All	A centralized public awareness campaign to ensure that relevant entities can share information with potential Fellows and facilitate referrals	Providers visited the offices of probation and parole to speak to Fellows about Project imPACT	
Fellows' Barriers to Completion					
Complex trauma	Uptake	All	Training on trauma-informed service provision; linkages to organizations and individuals dealing with complex trauma at a deeper level	Behavioral health providers address trauma in their sessions. Other providers operate with and seek further understanding for how trauma surfaces in individual's behaviors and performance.	
Substance use	Uptake	All	Institutionalize connections between Project imPACT and substance use treatment programs; establish substance use programming as a permanent part of Project imPACT	Some connections exist/have been established	
Multiple external pressures on Fellows	Uptake	All	Extend the duration of Project imPACT or allow the entry by Fellows who are no longer on probation or parole	Frame services as an opportunity to alleviate – not add to – pressures; meeting Fellows where they are; serving as Fellows' support networks	
Severe mental health challenges	Uptake	All	Training providers to identify signs of severe mental health challenges early on	Referral to relevant mental health resources	

Adherence to the Project imPACT Guiding Principles

During the site visit interviews, we asked each group of providers to discuss how their region integrates the Project imPACT guiding principles into their services.

Community Partnerships and Collaborations

All providers relied heavily on and had a growing list of community collaborators. These collaborations included links to other organizations providing services to justice-involved individuals, local government agencies, and businesses. Providers used these connections for a wide range of purposes: establishing referral streams, complementing Project imPACT services with other supports (e.g., substance use programming, health supports, housing), and identifying and facilitating employment opportunities.

Trauma-Informed Care

All providers were acutely aware of the role that trauma may play in the reentry challenges for justice-involved individuals, although understanding of how to shape services to account for trauma has varied among them. Some providers received formal training in trauma-informed approaches to service provision, whereas others recognized that they lacked in understanding for how trauma may be reflected in behaviors of the Fellows and needed additional training. There were also concerns about whether the Project imPACT transitional housing was trauma-informed, in part due to the shared nature of the housing and policies that could be perceived as restrictive (e.g., curfews, limitations on visitors). Across all regions, however, providers demonstrated sensitivity to participants' background, avoided judgement, recognized the need to meet Fellows wherever they were in their reentry transition, and acknowledged the multiplicity of challenges they faced.

Cultural Competence

There have been efforts to ensure that providers and programs were sensitive to the needs of the target population. These include ensuring that language used on intake forms and assessments is person-centered and non-stigmatizing and that services are described in a way that resonated with the target population (e.g., behavioral health services framed as help to navigate the challenges of the new realities of the life outside). The trainings attended by providers have also helped to ensure that they were aware of the unique barriers of justice-involved populations and had the skills to be able to address them.

In addition, providers noted that the background of their staff in many cases reflected the demographics of the populations they served, which – they believed – facilitated their rapport with the Fellows. Further, because many of the providers had deep roots in the communities they served, they could better understand Fellows' connections, needs, and challenges. However, at

least in one region providers noted that they could benefit from the additional cultural competence trainings.

Focus on the Fellow

During the site visits, in observations of All Partner visits, and in all of the interactions with providers, it was obvious that focus on the Fellow is an important principle of their work. Providers prioritized the experience of the Fellows by listening and offering the help that Fellow requested. During the pandemic, providers accommodated Fellows' different technical capabilities and needs, met in person with those who could not meet remotely, offered equipment to those who had none, and used whatever means that were comfortable for the Fellow. Even once services returned to a non-virtual format, providers did what they could to meet Fellows where they are.

Summary

This chapter summarized findings from our discussions with providers, attendance at partner meetings, and quarterly narrative data. Although not without some unique challenges and facilitators, overall regional providers reported similar factors that may have bolstered or hindered service delivery and uptake and, on balance, requested similar resources. All providers agreed that the foundations developed during Cohort 1, teamwork, passion for and commitment to the shared cause, deep empathy and understanding for the Fellows rooted in providers' lived experience and training, wraparound nature of the services, and the project integration in the regional employment agencies have been important facilitators of Cohort 2.

At the same time, providers pointed to several barriers to successful implementation and uptake of Project imPACT. Among them are the COVID-related challenges, such as job cuts and closures, the shift to remote services, and the communication challenges it had caused. Other issues included unaddressed basic needs of the Fellows, such as access to food, medicine, and housing, complex mental health challenges, and high staff turnover across most regions. The high turnover also highlighted the need for better onboarding and for the recurrent trainings for new staff: in trauma informed care, CBT, and cultural competence. In addition, providers noted that the limited awareness of Project imPACT among the justice-system offices, employers, landlords, and the potential Fellows continued to serve as a barrier during Cohort 2.

Access to technology and technological proficiency emerged as prominent barriers to both service delivery and uptake, when the COVID-19 pandemic forced office closures and precluded face-to-face communication. Providers and Fellows worked together to find creative ways to continue mutual engagement; however, inadequate access to technology and limited technological proficiency – both of Fellows and providers – continued to be challenges. At the same time, providers noted that effective utilization of technology served as a booster for Project imPACT services and offered more flexibility, easier check-ins, and overall greater impact.

Finally, providers in all regions shared the different ways in which they incorporated Project imPACT guiding principles into their work. To facilitate their services and to expand the Fellows' support networks, providers worked hard to establish ties with relevant community organizations and government agencies. To ensure that their services were helpful and received well by their Fellows, providers reported that they sought to expand their competence in culturally appropriate service delivery and adapted trauma lens to their work. Providers also reported working hard to meet Fellows where they were in their reentry journey and to support them without judgement and pressure, yet with robust support.

6. Program Outcomes

Improved Decision-Making Skills and Outcomes of CBT

To assess whether participation in Project imPACT was associated with improvements in decision-making, providers aimed to administer a decision-making scale at three times: (1) upon enrollment to Project imPACT; (2) immediately after completing the CBT curriculum, since the curriculum directly addresses decision-making skills; and (3) upon exit from the program. Unfortunately, very few providers administered the measure upon exit from Project imPACT, and only four Fellows completed the scale and both enrollment and exit. Therefore, we focused our analysis on the subset of Fellows who completed the scale at enrollment and post-CBT ($n = 66$). There was no significant change in mean scores from enrollment ($M = 34.03$) to exit ($M = 33.63$; see Table 6.1).

Scores on this scale can range from 10 to 50, and normative data found a mean of 37.3 on this scale, though the validation sample comprised individuals from prison treatment programs (Simpson et al., 2012). Still, these scores suggest moderate decision-making skills at baseline, with no significant improvement immediately following participation in CBT. However, only 17% of the 384 Fellows had measurements at both timepoints, and it is difficult to know if there were systematic differences between those who completed both assessments and those who did not. Because so few people completed the scale upon exit to the program, we also cannot determine if additional time in the program and support from the providers would contribute to improvements in scores on this measure.

Table 6.1 Decision-Making Skills

Assessment Time Frame	Enrollment M(SD)	Post-CBT M(SD)	Exit M(SD)
Enrollment to post-CBT ($n=66$)	34.03 (3.76)	33.63 (3.62)	----
Enrollment to exit ($n =4$)	33.00 (4.97)	----	32.50 (3.70)

Note: Enrollment to post-CBT analysis includes only those Fellows with data at both of those time points. Enrollment to exit analysis includes only those Fellows with data at both of those time points. Source: Data submitted by regional providers

We also explored the outcomes of CBT through our qualitative data collection with Fellows. The overall findings of our interviews with current and former Fellows are described in more detail in Chapter 7, but here we present the findings specific to the outcomes of CBT.

Interviews with Fellows were conducted during 2021 and 2022. During the 2021 interviews, Fellows noted that CBT sessions helped them make informed decisions by emphasizing the link between thoughts/actions and consequences and helping them recognize their triggers. A Fellow

noted that the skills learned in their CBT lessons helped them to “outweigh the cons and the pros, and then just make your decision based off of that.” Another Fellow stated that CBT teaches them “how making better choices and bad choices affect you.”

Barriers to Employment Addressed

One of the goals of Project imPACT is to help Fellows to address barriers to employment. We worked with providers to identify the specific barriers that they help Fellows to address, and the providers then reported on a quarterly basis (a) whether a Fellow had each barrier; (b) if it was being worked on in some way with the Fellow during that quarter, and for employment and legal providers, (c) whether the barrier had been successfully addressed during the quarter. (Note that behavioral health providers were not required to indicate whether a barrier had been “successfully addressed” based on their feedback that many of their barriers could require ongoing services, even beyond Project imPACT.) In this section, we report on the most common barriers addressed by providers, as well as the percentage of Fellows who had their barriers addressed.

Barriers to Employment Addressed by Employment Providers

We collapsed data across the quarters that Fellows were served to create a dichotomous indicator of whether they ever worked on a particular barrier or not. Based on this indicator, we identified the five most common employment barriers addressed by employment providers:

- Interview preparedness, targeted for 96.4% (317) of Fellows receiving employment services.
- Resume, targeted for 94.5% (311) of Fellows receiving employment services;
- Clothing, targeted for 93.6% (309) of Fellows receiving employment services;
- Housing, targeted for 88.8% (292) of Fellows receiving employment services
- Transportation, targeted for 86.0% (283) of Fellows receiving employment services.

In addition, for each barrier, we computed the percentage of Fellows who reported having the barrier who actually had that barrier successfully addressed (i.e., the percentage who had their need met) (see Table 6.2). The highest proportion of Fellows were able to successfully address their needs related to resumes and interview preparedness, followed by motivation and workplace behavior. By contrast, less than a quarter of Fellows with medical/dental/eye needs, lack of work tools, childcare or other family needs, or visible tattoos were able to successfully address those during their time in Project imPACT. However, these barriers are less under the direct control of Project imPACT employment providers than barriers such as resumes or interview preparedness, and therefore may reflect challenges linking Fellows with ancillary services to address those needs. They were also less common barriers.

Table 6.2 Percentage of Fellows Whose Employment Barriers Were Addressed

Employment Barriers	ARC	Downtown LA	San Fernando Valley	South LA	Watts	TOTAL
Resume	93.8% (15)	98.4% (62)	42.9% (24)	75.3% (55)	77.7% (80)	75.9% (236)
Interview preparedness	75.0% (12)	87.3% (55)	42.9% (24)	80.8% (63)	80.8% (84)	75.1% (238)
Motivation	66.7% (10)	25.6% (10)	50.9% (28)	70.1% (47)	67.7% (65)	58.8% (160)
Workplace behavior	64.3% (9)	14.9% (7)	34.0% (16)	74.6% (53)	75.6% (65)	56.6% (150)
Clothing	75.0% (12)	75.4% (46)	25.4% (15)	52.2% (36)	54.8% (57)	53.7% (166)
Driver's license (as required by the job)	46.7% (7)	65.6% (40)	51.9% (27)	47.5% (28)	36.5% (35)	48.4% (137)
Transportation	80.0% (12)	55.0% (33)	44.4% (24)	51.5% (34)	33.0% (29)	46.6% (132)
Housing	75.0% (12)	35.5% (22)	21.3% (10)	70.0% (49)	29.9% (29)	41.8% (122)
Computer skills	56.3% (9)	46.3% (19)	19.3% (11)	48.4% (31)	37.9% (39)	38.8% (109)
Scheduling conflict	68.8% (16)	40.9% (9)	14.6% (6)	39.2% (20)	25.0% (25)	30.9% (71)
Credential/certificate attainment or educational criterion	13.3% (2)	29.0% (18)	41.7% (15)	17.0% (9)	36.5% (38)	30.4% (82)
Medical/dental/eye need	36.4% (4)	22.8% (13)	10.7% (3)	56.9% (29)	0.0% (0)	23.4% (49)
Work tools	66.7% (10)	3.3% (2)	3.2% (1)	2.4% (1)	42.2% (43)	22.8% (57)
Childcare or other family matter	0.0% (0)	34.3% (12)	17.1% (7)	19.6% (10)	18.8% (19)	20.8% (48)
Visible tattoos	20.0% (1)	28.6% (2)	8.7% (2)	7.9% (3)	15.5% (11)	13.2% (19)

Barriers to Employment Addressed by Behavioral Health Providers

Similar to the barriers addressed by employment providers, we collapsed data across the quarters that Fellows were served to create a dichotomous indicator of whether they ever worked on a particular behavioral health barrier. Based on this indicator, the five most common employment barriers addressed by behavioral health providers were:

- Managing stress, targeted for 98.6% (290) of Fellows receiving behavioral health services;
- Trauma, targeted for 98.3% (289) of Fellows receiving behavioral health services;
- Interpersonal relations, targeted for 97.6% (287) of Fellows receiving behavioral health services;
- Communication skills, targeted for 97.3% (286) of Fellows receiving behavioral health services;
- Time management, targeted for 96.9% (285) of Fellows receiving behavioral health services.

We also computed the proportion of Fellows experiencing each behavioral health barrier who worked on that barrier during their time in the program (i.e., the percentage who had their need met). This is somewhat different from the way we tracked employment and legal barriers, as

those calculations relied on individuals who *successfully addressed* each barrier. However, as mentioned previously, behavioral health providers only tracked those barriers that were *in progress*. More than 90 percent of Fellows with goals related to managing stress, interpersonal relations, and transition/adjustment to life in the community were able to work on those goals during their time in the program. In fact, at least 80% of Fellows were able to work on the barrier for 10 of the 14 behavioral health barriers. The smallest proportion of Fellows were able to work on their substance use concerns (52% of Fellows who endorsed that barrier), which likely reflects the fact that formal substance use disorder services (e.g., residential treatment, 12 Step Programs) were not part of the Project imPACT model.

Table 6.3 Percentage of Fellows Whose Behavioral Health Barriers Were Targeted

Behavioral Health Barriers	ARC	Downtown LA	San Fernando Valley	South LA	Watts	TOTAL (n/%)
Managing stress	94.4% (17)	89.7% (52)	96.6% (57)	97.7% (43)	92.8% (103)	93.8% (272)
Interpersonal relations	94.4% (17)	89.3% (50)	84.5% (49)	97.7% (43)	90.1% (100)	90.2% (259)
Transition/adjustment to life in the community	87.5% (14)	91.2% (52)	71.2% (37)	97.7% (43)	95.5% (106)	90.0% (252)
Mental health	78.6% (11)	91.2% (52)	86.0% (49)	86.4% (38)	91.9% (102)	89.0% (252)
Family relations	75.0% (12)	89.1% (49)	87.9% (51)	97.7% (43)	86.5% (96)	88.4% (251)
Communication skills	94.1% (16)	89.5% (51)	73.7% (15)	97.7% (43)	88.3% (98)	87.4% (250)
Self-esteem	93.8% (15)	87.7% (50)	72.2% (39)	97.7% (43)	89.2% (99)	87.2% (246)
Trauma	50.0% (9)	89.7% (52)	60.3% (35)	93.2% (41)	91.9% (102)	82.7% (239)
Stigma	92.9% (13)	91.4% (53)	61.8% (34)	93.2% (41)	76.4% (84)	80.1% (225)
Time management	94.4% (17)	86.2% (50)	86.0% (49)	90.9% (40)	66.7% (72)	80.0% (228)
Anger management/emotional regulation	73.3% (11)	83.0% (44)	93.1% (54)	50.0% (22)	84.3% (91)	79.9% (222)
Motivation	94.1% (16)	88.9% (48)	55.8% (29)	93.2% (41)	70.4% (76)	76.4% (210)
Safety concerns/risky behavior concerns	55.6% (5)	68.3% (28)	50.0% (25)	97.7% (43)	70.9% (78)	70.5% (179)
Substance use	80.0% (12)	77.3% (34)	50.0% (25)	75.0% (33)	27.9% (29)	51.8% (133)

Source: Data submitted by regional providers

Barriers to Employment Addressed by Legal Providers

Regarding legal barriers, we again collapsed data across the quarters that Fellows were served to create a dichotomous indicator of whether they ever worked on a particular legal barrier. Across regions, the most common legal barriers addressed by providers included:

- Correct/Remove/Seal/Expunge criminal records, targeted for 92.1% (269) of Fellows receiving legal services;
- DMV Issues (i.e. License reinstatement), targeted for 29.1% (85) of Fellows receiving legal services;

- Ban the box violations/hiring-related, targeted for 28.8% (84) of Fellows receiving legal services;
- Occupational Licenses, targeted for 18.8% (55) of Fellows receiving legal services;
- Prop 47 Reclassification, targeted for 15.8% (46) of Fellows receiving legal services.

We then computed the percentage of Fellows who were experiencing a given barrier who had that barrier addressed (i.e., the percentage who had their need met). About 85% of Fellows with Ban the Box violations or other hiring-related legal concerns were able to have those issues addressed. Similarly, 76% with concerns related to correcting, removing, sealing, and/or expunging criminal records were able to do so. However, less than 10% of Fellows with issues related to work authorization or ID issues were able to have those needs addressed; however, these were also somewhat uncommon barriers, only affecting Fellows in a single region (South LA). We also identified some differences across service regions, but most of those differences were for somewhat less common barriers (e.g., consumer debt, housing support), and we were careful not to overinterpret differences between regions for that reason.

Note that, as mentioned above, ARC provides legal services via referral, which is why legal barriers were not tracked for ARC Fellows.

Table 6.4 Percentage of Fellows Whose Legal Barriers Were Addressed

Legal Barriers	Downtown LA	San Fernando Valley	South LA	Watts	TOTAL (n/%)
Ban the box violations/hiring-related	78.6% (11)	50.0% (2)	75.0% (12)	92.0% (46)	84.5% (71)
Other legal issues	33.3% (2)	86.2% (25)	52.0% (13)	87.5% (49)	76.7% (89)
Correct/Remove/Seal/ Expunge criminal records	80.0% (44)	56.1% (37)	80.3% (49)	86.2% (75)	76.2% (205)
Prop 47 reclassification	NA	0.0% (0)	8.3% (1)	97.0% (32)	71.7% (33)
Other reclassifications	NA	NA	0.0% (0)	97.0% (32)	71.1% (32)
Occupational licenses	100.0% (2)	83.3% (5)	0.0% (0)	82.9% (29)	65.5% (36)
Fines and fees	57.1% (4)	100.0% (4)	0.0% (0)	100.0% (10)	54.5% (18)
Housing support (e.g., eviction prevention)	100.0% (5)	77.8% (7)	21.4% (3)	100.0% (1)	55.2% (16)
On the job legal issues	100.0% (7)	75.0% (3)	0.0% (0)	NA	43.5% (10)
Consumer debt	100.0% (6)	0.0% (0)	14.3% (2)	100.0% (2)	41.7% (10)
DMV Issues (i.e. License reinstatement)	66.7% (16)	19.4% (6)	33.3% (6)	50.0% (6)	40.0% (34)
Family reunification	38.5% (5)	66.7% (2)	20.0% (3)	50.0% (2)	34.3% (12)
Work authorization (for eligible immigrants)	NA	NA	8.3% (1)	NA	8.3% (1)
ID issues	NA	NA	7.1% (1)	NA	7.1% (1)

Source: Data submitted by regional providers

Employment Outcomes

Fellows Obtaining Employment

Across regions, 198 Fellows obtained employment – about 52 percent of the Fellows who enrolled in Project imPACT (see Table 6.5). Though 48.4 percent had not obtained employment at the time of analysis, there were still some Fellows being actively served in the program, so the total number of employed Fellows has the potential to increase before the program ends. Among those who obtained employment, almost three-quarters obtained full-time positions, with 16 percent in part-time positions and 10% in temporary or seasonal positions. On average, it took 1.63 (SD = 2.51) months for Fellows to obtain employment after enrolling in Project imPACT.

Table 6.5 Fellows Obtaining Employment, Overall and Regional

Employment Status	ARC	Downtown LA	San Fernando Valley	South LA	Watts	TOTAL
Obtained employment	61.3% (19)	26.2% (17)	77.0% (57)	46.8% (44)	50.8% (61)	51.6% (198)
Full-Time	42.1% (8)	88.2% (15)	64.9% (37)	81.8% (36)	83.6% (51)	74.2% (147)
Part-Time	36.8% (7)	0.0% (0)	28.1% (16)	11.4% (5)	6.6% (4)	16.2% (32)
Temporary/ Seasonal	21.1% (4)	11.8% (2)	7.0% (4)	6.8% (3)	9.8% (6)	9.6% (19)
Did not obtain employment	38.7% (12)	73.8% (48)	23.0% (17)	53.2% (50)	49.2% (59)	48.4% (186)

Source: Data submitted by regional providers.

Factors Associated with Obtaining Employment

Demographic Characteristics of Fellows

We conducted analyses to determine if Fellow demographic characteristics were associated with employment outcomes. We found no significant association between employment outcomes and race, age, or gender (see Table 6.6). Similarly, there were no significant differences with respect to risk level. However, there was a significant association between program completion status and employment outcomes. About 50 percent of both employed and unemployed Fellows were still enrolled in the program. This means that those unemployed Fellows will still have the opportunity to obtain employment before completing the program under Cohort 2. However, employed Fellows were more likely to have successfully completed the program (63.8 percent) than those who did not obtain employment (36.2 percent), suggesting that people who complete the program goals are more likely to become employed.

Table 6.6 Association Between Employment and Fellow Demographics

Demographic Characteristics	Obtained Employment	Did not obtain
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		employment
Age	37.71 (11.84)	38.03 (11.75)
Race/ethnicity		
Black or African American	44.4% (88)	57.5% (107)
Hispanic, Latino, or Spanish	40.9% (81)	29.0% (54)
White	6.6% (13)	7.5% (14)
Other (includes Native Hawaiian, Asian, and American Indian or Alaska Native)	4.5% (9)	4.3% (8)
Multi-racial or ethnic origin	2.5% (5)	1.1% (2)
Declined to state	1.0% (2)	0.5% (1)
Overall LS/CMI Categorical Score		
Medium risk (n=115)	33.7% (61)	30.9% (54)
High risk (n=203)	55.8% (101)	58.3% (102)
Very high risk (n=38)	10.9% (19)	10.5% (19)
Length of time in Project impACT*	9.43 (198)	8.22 (4.54)
Successfully completion of Project impACT*		
Successful completion (n=152)	63.8% (97)	36.2% (55)
Not completed successfully (n=73)	31.5% (23)	68.5% (50)
Still enrolled (n=159)	49.1% (78)	50.9% (81)

* p < .05. Source: Data submitted by regional providers

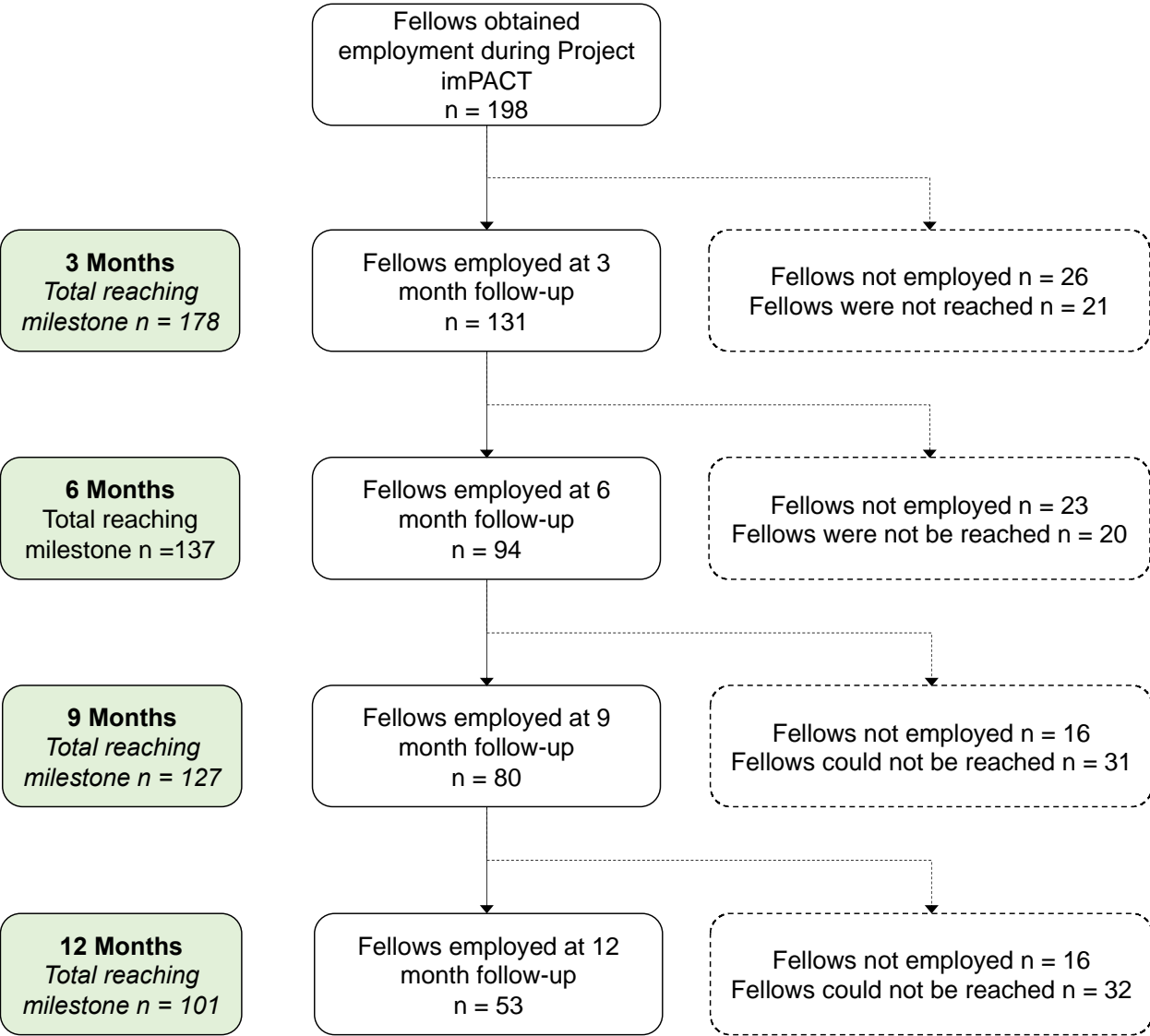
Employment Retention

We collected employment retention data for the 198 Fellows who obtained employment during Project impACT at 3 month intervals. In Figure 6.1, we present data on employment status at each follow-up interval. Of note, not all Fellows reached each employment milestone, and the boxes on the lefthand side of the figure indicate how many Fellows reached each milestone. In addition, providers sometimes did not have the opportunity to attempt to follow-up with Fellows at each milestone, and sometimes could not reach Fellows when they did follow-up. Therefore, at each follow-up period, we present the number of Fellows who were employed at that time, the number who were not employed, and the number who couldn't be reached.

There were 178 Fellows who reached the 3 month follow-up. Of these, 73.6% were employed and 14.6% were no longer employed. At six months, 68.8% of the 137 Fellows were employed and 16.8% were no longer employed. At nine months, 63.0% of the 127 Fellows were employed and 12.6% were no longer employed; however, the number of Fellows who weren't reached also increased. Finally at 12 months, 52.5% of the 101 Fellows were employed, and 15.8% were no longer employed.

Together, these findings indicate that rates of employment do appear to decline over time, though we cannot know the employment status of the Fellows who were not contacted at each follow-up period.

Figure 6.1 Twelve Month Employment Retention



Housing Stability

Given the added housing services, one new goal of Project imPACT was to help Fellows improve their housing stability. To assess progress toward this goal, we began by examining the housing status of Fellows upon exit from Project imPACT (see Table 6.7).

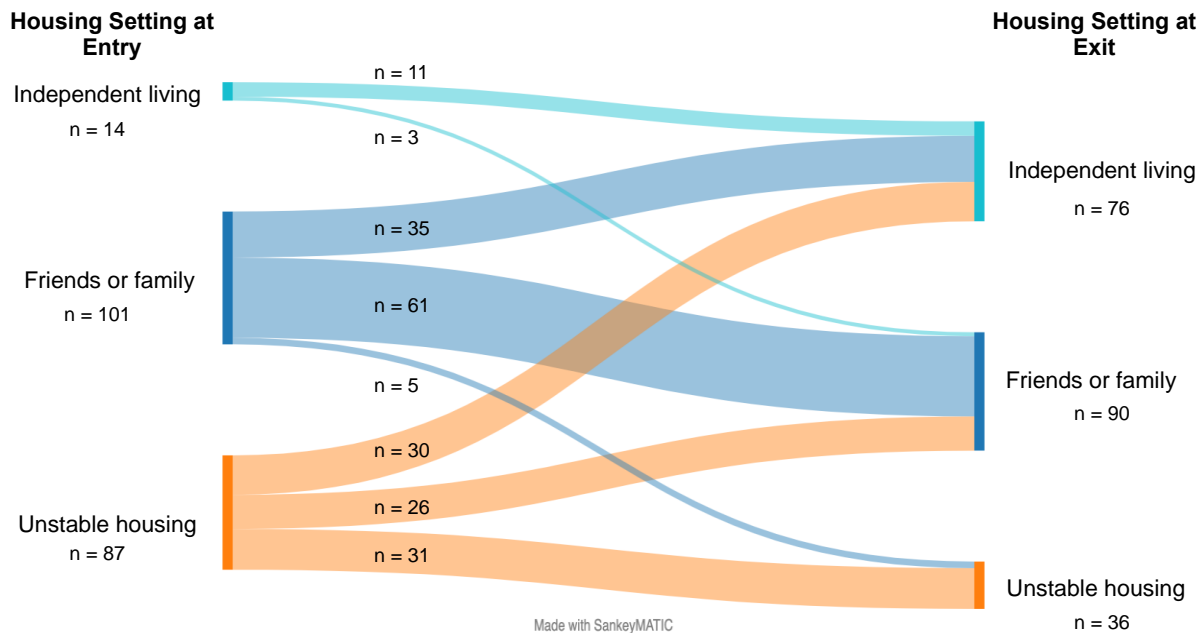
Table 6.7 Housing Status at Exit from Project imPACT

	ARC (n = 9)	Downtown LA (n = 50)	San Fernando Valley (n = 54)	South LA (n = 39)	Watts (n = 82)	TOTAL (n = 236)
Independent living	9.1%	40.0%	18.5%	28.2%	45.1%	33.5%
Transitional housing setting	0.0%	10.0%	7.4%	20.5%	2.4%	8.1%
Sober living home	0.0%	2.0%	1.9%	12.8%	0.0%	3.0%
Family or friend's house	9.1%	26.0%	72.2%	33.3%	37.8%	41.1%
Homeless – sheltered (e.g., couch surfing, hotel or motel)	0.0%	6.0%	0.0%	5.1%	1.2%	2.5%
Homeless – unsheltered (e.g., on street or place not meant for habitation)	0.0%	8.0%	0.0%	0.0%	0.0%	1.7%
Other	81.8%	8.0%	0.0%	0.0%	13.4%	10.2%

In a follow-up analysis, we explored whether people living in unstable housing settings (transitional housing, sober living home, and sheltered and unsheltered homeless settings) when they entered the program had transitioned to more stable settings at exit (see Figure 6.2). There were 87 individuals in these unstable housing settings upon entry. Upon exit from the program, 30 (34.4 percent) had moved into independent living settings and 26 (29.9 percent) moved in with family members or friends. (Note that our assumption was that these individuals were in a stable setting, as individuals who were “couch surfing” were reported in the sheltered homeless category).

Moreover, very few Fellows who were in stable settings when they entered the program transitioned to unstable settings. Of the 101 individuals living with friends or family upon entry, only five (5.0 percent) transitioned into less stable settings. Everyone who was living in independent living settings upon program entry (n = 14) was still in that setting when they exited the program. Together, these data suggest that Fellows did experience improvements in housing stability during their time in Project imPACT.

Figure 6.2 Changes in Housing Status from Entry to Exit



Note: Figure includes Fellows who exited from Project imPACT and excludes those who indicated “other” for their housing status at entry or exit.

Recidivism

Recidivism data were collected from Los Angeles County Superior Court records. We searched the records on 1/17/2023. On this date, everyone had been enrolled in Project imPACT for at least 120 days (4 months), though the days since enrollment ranged from 120 to 1058 days ($M = 522.9$, $SD = 239.7$).

We conducted the search of public court records using the Fellow’s first name, last name, birth month, and birth year. We used birth month and year to maximize the likelihood that the individual identified in the Superior Court records was the Fellow, as there could be multiple matches based on name alone. However, there were still a small number of names/DOBs that returned multiple matches ($n = 5$), and we were unable to determine which was the correct match because we did not have additional identifying data available for these individuals (e.g., middle name). In addition, we found no match in the system for about one-quarter of the Fellows (25.5 percent). This could mean that prior criminal justice system involvement for these Fellows was based on charges outside of Los Angeles County, or perhaps that past records had been sealed. But a particularly large proportion of Fellows served by ARC had no prior record in the system (67.7 percent), which likely reflects the fact that ARC serves transition-age youth, so any prior convictions were likely to be in juvenile court (for which records are housed in a different system) (see Table 6.8).

Variable outcome period. Our first analysis included all Project imPACT Fellows who enrolled by September 30, 2022, regardless of the length of time they had been enrolled. In total,

we were able to find records for 281 Fellows (73.2 percent of the sample). Among these, only 22 had been convicted for a new charge that occurred after enrollment in Project imPACT. Among those who were convicted, the average time from enrollment in Project imPACT to arrest (for the charge on which the person was ultimately convicted) was 289.50 (SD = 229.88), and ranged from 21 days to 718 days. Among the 22 people who had recidivated, 10 (46 percent) did not successfully complete Project imPACT, 6 successfully completed the program (27 percent), and 6 were still active in the program (27 percent).

Table 6.8 Recidivism Status

Recidivism Status	ARC (n=31)	Downtown LA (n=65)	San Fernando Valley (n=74)	South LA (n=94)	Watts (n=120)	TOTAL (n=384)
Conviction	3.2% (1)	6.2% (4)	9.5% (7)	6.4% (6)	3.3% (4)	5.7% (22)
No conviction	29.0% (9)	80.0% (52)	58.1% (43)	77.7% (73)	68.3% (82)	67.4% (259)
No record	67.7% (21)	10.8% (7)	31.1% (23)	16.0% (15)	26.7% (32)	25.5% (98)
Multiple matches	0.0% (0)	3.1% (2)	1.4% (1)	0.0% (0)	1.7% (2)	1.3% (5)

These data suggest rather low rates of reconviction – only 8 percent among the individuals whose records could be located within the Superior Court database. That said, the average number of days from arrest to conviction for these individuals was 131.36 days (SD = 114.43; range = 2 to 355). Therefore, there may be other Fellows who were arrested for an offense for which they will eventually be convicted, but who had not been convicted at the time that we collected recidivism data. For example, there were 33 additional Fellows who had been arrested since their enrollment in Project imPACT but whose case status was pending, though there was some indication that some of those individuals may have been participating in a diversion program that would enable them to have their charges dismissed.

Fixed one year outcome period. We also conducted an analysis focused on the subset of individuals who had been enrolled in Project imPACT at least one before the recidivism data were collected. This subsample included 251 individuals. We were able to find records for 186 of these individuals (74.1 percent), and 19 had been reconvicted (10 percent). This provides further support for the low recidivism rate.

Summary

We found that Fellows participating in Project imPACT were able to achieve several of the program goals. Through their work with the employment, behavioral health, and legal providers, Fellows successfully worked on barriers to employment. Some of the most commonly addressed barriers included the need for a resume and interview preparedness, learning to manage stress

and interpersonal relationships, and receiving assistance in addressing ban the box violations or other hiring-related legal issues.

In addition, across regions, 198 Fellows obtained employment – about 52 percent of the Fellows who enrolled in Project imPACT. Fellows who successfully completed Project imPACT were more likely to have obtained employment, though we also observed that, on average, it took Fellows only 1.63 months to obtain employment. Moreover, employment retention rates suggested promising outcomes: at six months, 69 percent of Fellows were still employed, and at one year, 53 percent were still employed. In addition, though only a modest proportion of Fellows received formal housing services, we found that many Fellows experienced an improvement in the stability of their housing from enrollment to exit from Project imPACT. Of the 87 individuals who were in unstable housing settings upon entry, 64 percent had moved into a more stable setting by the time they exited. Finally, we found very low rates of recidivism, defined as being convicted for a new arrest that occurred after enrollment in Project imPACT. Data were available for 281 Fellows; among these, only 22 had been convicted of a new charge, based on data from the Los Angeles County Superior Court.

7. Client Perspectives

Gathering client feedback and experiences with Project imPACT was an important component of this evaluation. This feedback was solicited through one-on-one individual telephone interviews with currently enrolled and recently exited Fellows, and included interviews that focused on experiences across the different types of services, as well as interviews focused on specific service categories. As described in Chapter 2, a total of 35 Fellows and former Fellows participated in interviews.

Program Awareness and Motivation to Participate

Fellows learned about Project imPACT through a variety of sources. In order of frequency, referral sources included: word of mouth (e.g., friends who have participated in the program), other programs operated by the imPACT providers, transitional housing providers, and parole and probation officers. Fellows were motivated to participate in Project imPACT primarily by the prospect of securing permanent employment. Additional services that attracted Fellows included (in order of frequency) behavioral health resources, legal services, and housing. Fellows also reported receiving additional services such as transportation support (bus passes and gas gift cards).

Satisfaction with Services

Overall, Fellows who were interviewed for Cohort 2 reported a high level of satisfaction with Project imPACT services. Fellows indicated that participating in Project imPACT services was a great source of support in their process of reintegrating back to society, referring to the program as a “stepping stone” and “safety net when trying to get your life back together.”

The sections below describe the feedback and reflections Fellows offered about each service area offered by Project imPACT. The 2021 interviews asked each interviewed Fellow about each service area during their interview. In the 2022 round of interviews, the interviews focused on one service area only, however occasionally Fellows would mention an experience with one of the other services areas. In those cases, that feedback may be included here as well.

Employment Services

Overall, Fellows expressed a great deal of appreciation for Project imPACT employment services; for many, the need for a job is what initially led them to enroll in the program. In addition to meeting the traditional needs of helping Fellows prepare a resume, search for a job they were qualified for, and practice interviewing, Fellows pointed out that Project imPACT employment services helped them in some unique ways. For example, one Fellow noted how

their employment specialist helped them think about leveraging the skills learned during incarceration as a potential strength to enhance employability:

There's stuff that I learned how to do in prison ... [employment specialist] explained to me that I can look at it as an experience.

Other Fellows shared appreciation for having someone to call on for support if they had a problem at work. A few participants shared that they reached out to program staff after having secured a job to ask for advice on how to navigate work-related challenges.

Sometimes I need their support when there are issues that arise as far as different thinking patterns that can adversely affect me. I turn to them ... I ask [them] questions about how do I navigate through a coworker who's clearly insubordinate?

In addition to person-to-person services, Project imPACT was able to offer tangible resources for Fellows in specific employment sectors, such as tuition to cover vocational training and reimbursement to purchase work-related tools. One Fellow shared:

[Funding for vocational training] has been monumental because I didn't have the funds to get the license ... I would have to work and save, man, forever to get here because it cost almost \$5,000.

Another Fellow echoed this appreciation,

Helping me by reimbursing me for tools is huge because the money I've spent on tools is out of my pocket and I don't have any money on me. The little I do have I just spend on tools, it's a real hardship ... I need the money so that I can get a home, so I can get on my feet rather than having to buy tools so that I can keep working.

These are just a few examples highlighting how program staff take Fellows' situations, interests and desires into consideration when supporting the needs of Fellows who have different needs and barriers than traditional job seekers.

Behavioral Health Services

Interviewed Fellows largely reported meeting one-on-one with behavioral health providers on a weekly basis. Given that many of Cohort 2 services were happening during the height of the COVID-19 pandemic, most of these sessions happened remotely, via phone or video calls. Participants noted that meeting virtually did not interfere with their ability to build rapport with mental health professionals. Instead, they appreciated how convenient it was and, in many cases, it made it easier for them to access the service:

Why would you want to go out in traffic at rush hour to go to a meeting, when you can do it over the phone, from home?

Another Fellow explained:

If it was up to me, I would rather do the FaceTime, because I'm working, it's a lot simpler. Imagine getting off work, and then driving all the way to her office. When I could just, man, the simplicity [of doing] things on the phone.

Fellows expressed a high degree of satisfaction with the behavioral services they received. In addition to providing a safe space to share their thoughts, feelings and emotions, one Fellow noted that their behavioral health provider made them feel valued:

Having this [criminal] history, it comes with a little bit of shame. Being with somebody that you can talk to about very, very personal things and they don't add to that, and they actually make you feel like you have worth. It's encouraging.

Another Fellow stated:

It's nice to have somebody to talk to you that I can share my problems with, share my frustrations, share my difficulties with and it's helped keep me grounded.

Fellows shared that through Project imPACT behavioral health services, they have been able to learn coping strategies to help them manage stressors, reintegrate into society, and maintain their employment. As one participant pointed out:

To me it's important to participate in [behavioral services], because it helps me with my sobriety, because instead of looking for comfort in the corner, I can do it from home, on my phone, and keep doing good.

Another Fellow shared,

I spent a lot of time in prison, so there's things out here that I'm not prepared for because prison didn't prepare me for this. I guess just talking about it ... it's helping me assimilate back into the society.

Another interviewee stated:

[Behavioral health provider] was very instrumental in helping me with my attitude, adjusting and staying focused, and really just being the best employer or employee that I can be.

Although most interviewed Fellows spoke highly of the benefits of Project imPACT behavioral health services, two Fellows pointed out that staff turnover prevented them from receiving needed services and/or adversely impacted their well-being. For example, one Fellow explained:

I didn't like the fact that [mental health provider] had left and then I got another person to meet with, and then I was meeting with her, and then she decided to leave as well ... I was like, "I would have to start again all over," and I was like, "No, this is not beneficial to me. I sound like a broken record going back and forth." Therefore, I stopped the therapy session.

Legal Services

Fellows highlighted the benefits of accessing Project imPACT's no-cost legal services to assist them on removing, sealing or expunging criminal records; lifting restraining orders, filing

legal paperwork; preventing eviction; negotiating tax payments, and reinstating their driver's licenses. As one Fellow indicated,

It's a blessing that they have [legal] services and it's free to those that are participating.

Out of those that needed legal services, some reported not receiving the legal services they needed. For example, one Fellow stated,

The whole reason that I'm in Project imPACT was to expunge my record ... I feel like [legal advisor] didn't help me with my legal thing and I'm doing it by myself.

This Fellow indicated that they did not feel that their concerns were understood by the legal provider. However, it was unclear if the Fellow had this perception because the legal team actually could have been doing more to resolve the issue, or if it perhaps reflected another issue beyond the control of the legal team (e.g., the Fellow's eligibility for expungement, the length of time it takes to seek expungement, the input needed on the part of the Fellow to seek expungement). Regardless, this may reflect a need to help Fellows set expectations about the effort that will be needed on their part to resolve legal concerns.

During the COVID-19 pandemic, Fellows met with legal assistance providers over the phone or via email. Though their ability to access legal services was not impacted by the pandemic, one interviewee shared that there were delays in getting their legal issues resolved due to COVID.

My only issue is that courts were pushed way back because getting the capacity of the courtrooms or something like that.

Though COVID related delays in the legal process were beyond the control of Project imPACT providers and Fellows, it made it more difficult Project imPACT attorneys to follow Fellows' legal issues through to resolution.

Housing Services

Fellows emphasized the foundational role that housing plays when trying to work towards their goals. For example, as one Fellow stated,

It's hard to be job-ready, go to school, and change your life through the Project imPACT when you don't have housing.

Housing services were introduced during Cohort 2 in response to needs identified during Cohort 1. Cohort 2 housing services included housing navigation (e.g., assistance finding housing or addressing housing-related issues) and subsidized, shared, transitional housing at the Mike Gipson House, a 5-bedroom shared transitional living house. To be eligible to live at the Mike Gipson House, Fellows needed to be employed and were expected to cover a portion of the monthly rent, with increases every 3 months until they were paying the full rent amount. Fellows who were eligible to move into the Mike Gipson House had a choice to live in a single or a shared room; those who choose a single room pay at higher rent amount than those living in

shared rooms. Fellows could stay at the house for a period of 12-months and could request an extension if they needed to stay longer.

Interviewed Fellows who had lived in the Mike Gipson House shared that they moved in because they had lost their housing, their previous housing “was not adequate” or they did not have other housing options. Participants also shared that the low cost of the housing was an appealing factor.

While living at the Mike Gipson House, Fellows worked with a housing navigator and resident manager to address any issues that arose with other residents and/or the facility. Participants reported meeting on a weekly basis with the resident manager and monthly with the housing navigator:

[We talked] about life in general, where we're at, what each of us are doing, our rules about the place, any issues I brought up, stuff like that.

Those who had lived at the Mike Gipson House expressed varied levels of satisfaction with the housing services. Most reported a high level of satisfaction with the housing facility, sharing that the house was “clean,” “well maintained,” and “better conditioned” than other transitional housing places. They were dissatisfied (in order of frequency) with the lack of support they received as they transitioned out of housing, the house’s “no visitors” rule, the location of the house, and a general lack of privacy given the shared living conditions. One Fellow who decided not to move into the Mike Gipson house explained:

They offered me a housing option but I didn't want that because I ... [was] in prison with a cellmate ... In some instances, I was in a dorm with a lot of other people smashed together ... I didn't want that ... I need some space to myself.

Several Fellows continued to struggle with finding housing after they left the Mike Gipson House and expressed that they did not get adequate support from Project imPACT during the transition. One Fellow expressed how daunting it is to search for housing on their own:

I asked them for help [seeking permanent housing] and they just told me to go look for it on my own. Mind you I've been in prison ... and I never looked at an apartment, ever.

Other barriers Fellows mentioned included lack of credit history, limited financial resources to cover application fees and security deposits/first month rent, and lack of affordable housing units in Los Angeles.

Experiences with the Multidisciplinary Team

Fellows were asked about their experiences working with the multidisciplinary team of providers. Fellows reported a positive experience interacting with the different Project imPACT staff members. Fellows described the team members as “helpful”, “genuine”, “non-judgmental”, “professional”, “responsive”, and “supportive”. One Fellow noted:

[The multidisciplinary team] was always there to give me the extra push that I needed.

All interviewed Fellows felt that the Project imPACT staff members understood their needs. As one Fellow stated,

I feel like I can actually reach out to somebody and they're going to actually help me. That's what Project imPACT has made me feel. That I now have a resource place to go to for any questions, any help that I would need too.

Some Fellows even noted that interactions with Project imPACT staff members helped them to feel connected to other people, particularly as COVID-19 affected their ability to socialize with friends and family and participate in recreational activities.

Fellows especially valued the opportunity to work with peer navigators, noting that working with someone who also had criminal justice lived experience helped them feel understood:

If a person that has never had that and they're trying to help you, they're not going to understand because they're not ever in your shoes, but if a person that has had that in the past, they know what it's been like.

As one Fellow stated:

It was easy to interact and be opened up and trustworthy with all these individuals ... because they came from the same struggles. They were able to help me build that trust with them and believe that they were really there to help out.

Fellows also noted that seeing individuals with similar criminal background as theirs being successfully employed is encouraging:

Just the background [peer navigator] had prior to be in the ImPACT Program, made me realize that even with the record or whatever the case may be, I was able to still follow my dreams and do what I can to be successful.

Given that services are currently being delivered virtually, most interviewed participants did not feel equipped to assess whether the team members provide services to all individuals independently of their racial and ethnic identity, sexual orientation, language abilities, and/or cultural traditions. Those that did indicated that team members are knowledgeable and sensitive to these differences.

Employment Outcomes

At the time of the interview, about four-fifths (81%) of interviewed Fellows reported being employed. The percentage of Fellows working full-time varied between interview rounds, with one-fourth (25%) of employed Fellows from first round and over two-thirds (69%) from the second round of interviews reporting being employed full-time at the time of the interview. Their employment type varied widely from warehouse assistance to phlebotomy.

When asked if they would like to stay in their current position for a while, interviewed Fellows shared that while satisfied, their current employment is just a starting point. They

expressed an interest in continuing their education, growing professionally at their current place of employment, and getting better paying jobs. A couple of Fellows noted that because of their criminal background, they are underpaid.

The owner of this company takes advantage of people like me. He hires us because he knows that those of us with a criminal background can't get a job ... He's paying me about \$8 less than what I should be making with the skills, experience and education that I have.

Fellows that are currently seeking employment shared that their efforts have been negatively impacted by COVID-19 pandemic and the type of job leads received. For example, a couple of Fellows shared that they have been unable to take their truck driving school test due to closures and reduced hours at their local Department of Motor Vehicle (DMV) facilities. Other Fellows noted that the job leads they received are for minimum-wage jobs with limited growth prospects, or that were not easily accessible due to transportation barriers.

Considerations for the Future

We asked Fellows about any recommendations they had for the ongoing implementation of Project imPACT. Fellows offered the following recommendations to consider when implementing similar programs in the future:

- **Make length of program participation more flexible.** Fellows suggested allowing more time for program participants to address barriers to employment beyond one year. One Fellow suggested that “they should [provide services] ...until you're okay ... if a person is struggling past longer than a year, I feel like they should be able to be with that person till they're okay because they would just make it easier for the person to be able to continue succeeding.”
- **Improve housing support services, particularly during transition.** Fellows cited the need for Project imPACT to strengthen the support offered to Fellows when they are transitioning from Project imPACT-subsidized housing to living on their own. Locating housing is a daunting process for Fellows, who often have little experience in doing this and few resources to be competitive in the Los Angeles rental market, and more guidance is needed to navigate the process. For example, one participant noted “if they could help me find housing, help me find a program that'll help me pay for housing ... a more permanent solution and a way to assist paying for it. That would help.”
- **Incorporate additional program components.** Fellows suggested a few components that could be added to Project imPACT that would benefit program participants. This included providing volunteering opportunities while they wait for their paperwork (e.g., social security cards, driver licenses, etc.) to get processed, and adding a social component to the program by providing a space where participants can come together to share their experiences in a safe, non-judgmental space. As one Fellow described it, “Somebody hearing somebody else's story, two things I'll take from that. Your story ain't as bad as you thought it was, and two, somebody else is going through something and you share the story, you experience some of that, and now you can put a name to it or put something to it to make some sense of it.”

- **Continue to reevaluate service delivery modality.** While the majority of Fellows appreciated the flexibility that virtual services offered, virtual services might not meet everyone's needs. One Fellow noted that, in certain circumstances, people may benefit from more in-person interaction.
- **Build direct employment pipelines.** Fellows recommended that Project imPACT staff collaborate with the Department of Rehabilitation "to provide a broader range of employment training services." Another Fellow noted that "[Project imPACT staff] could be more helpful with [employment] resources that are...readily available and not so much you have to search and search and search, but just they already have contacts and resources that are available to assist."
- **Increase visibility of Project imPACT's services.** Fellows indicated that providers need to outreach to incarcerated individuals to raise awareness of Project imPACT services. One Fellow noted, "I wish they had outreach in the system, within the prison system so that there is more accessibility for those when they get out so they know that there's a support."
- **Increase the number of PACT team members to better serve the needs of participants and help cover gaps during staff turnover.** One Fellow noted "they need more individuals there to be able to facilitate smaller groups. To keep the focus on what each individual needs to accomplish." Staff turnover, particularly in the Behavioral Health role was also a pain point during Cohort 2. Project imPACT may need to more carefully consider how to support Fellows during transition of key staff so that rapport is maintained and Fellows don't experience a gap in support.

Summary

Fellows were generally satisfied with their experiences in Project imPACT, noting how the support has been valuable as they reintegrate into the community. Employment and behavioral health services were described as particularly helpful. Though some Fellows who had received legal services felt that they hadn't received the services they needed, it was unclear whether this reflected actual gaps in services or perhaps certain categories of services that are beyond the scope of Project imPACT attorneys. If it is the latter, this may suggest a need for clearer messaging on the purpose of Project imPACT legal services. In addition, Fellows who had received housing services found them helpful, however needed more support in transitioning to securing more permanent housing.

8. Summary and Conclusion

This report summarized the findings of our process and outcome evaluation of Cohort 2 of Project imPACT. This report captured services provided, employment outcomes, and housing outcomes from the beginning of services in June 2023 through September 2022; in addition, we were able to capture provider and client perspectives, as well as reconviction data, through January 2023. Though Cohort 2 formally ends on February 15, 2023, this report fulfills the final evaluation report for the Board of State and Community Corrections. Therefore, this chapter focuses on summarizing progress toward the Project imPACT programmatic goals, describing limitations of our evaluation, and providing recommendations for the ongoing implementation of Project imPACT, which recently received funds to support a third cohort.

Progress toward Project imPACT Goals

Goal 1: Improvement of project partners' ability to serve justice-involved individuals.

Project imPACT providers have demonstrated their commitment to serving justice-involved individuals. Though the program initially set out to enroll 200 Fellows across regions, the providers nearly doubled that target, enrolling 384 Fellows by September 2022. This demonstrates the providers' ability to conduct outreach to and serve this population. During the course of Cohort 2, providers continued to work together to increase their capacity to serve the Fellows, maximize the relevance and effectiveness of services, create new partnerships, and develop innovative approaches to service delivery. Early in Cohort 2, providers also had the opportunity to participate in a trauma-informed care training coordinated by the Mayor's Office, and many providers participate in ongoing professional development through their own organizations. The monthly All Partner Meetings also served as an important tool to building the capacity of providers, as these served as a forum for information sharing and troubleshooting issues. This is consistent with research on quality improvement efforts within programs – bringing together providers and people delivering services, and not just managers, can be an effective way to support the ongoing evolution of a program.

At the same time, turnover among program staff may have served as a barrier to meeting this goal, as there were periods in which Fellows were unable to receive a certain type of service (e.g., when there was a vacancy in the therapist role), and important institutional knowledge about the implementation of Project imPACT was often lost as a result of this turnover.

It is also important to acknowledge that providers were able to leverage their experience gained in Cohort 1 for Cohort 2. Most of the organizations providing services under Cohort 2 have been serving Project imPACT since its inception in 2018; though ARC is newer to Project

imPACT, they contribute a long-standing track record of providing services to justice-involved individuals. Implementation researchers have found that it can take up to three years for a program to reach “full implementation” (Fixsen et al., 2005). During Cohort 1, Project imPACT providers were able to do some trial-and-error to see what worked effectively, what needed to be changed, and what additional services might be needed to optimize the effectiveness of Cohort 2. Having learned these lessons in Cohort 1 helped create a strong foundation for Cohort 2. This is something that BSCC may formally consider as part of their strategy for funding future cohorts of Proposition 47-funded programs: it is likely a good use of resources to continue to fund the same agencies, as these agencies have already built their capacity to do the work and could hit the ground running.

Goal 2: To create a program experience perceived to be positive and valuable by Fellows.

In interviews conducted with Cohort 2 Fellows, most Fellows reported that they have been satisfied with the services they have received. Regarding employment services, Fellows noted that they received support not only in obtaining a job, but also in retaining their employment. They also appreciated the availability of behavioral health services to help them through the reintegration process, include the therapists’ flexibility to provide virtual services as needed. Fellows highlighted the dedication of Project imPACT staff, describing them as responsive, supportive, and non-judgmental.

At the same time, Fellows and staff did identify some opportunities for improvement. For example, they noted that it would be beneficial to add components to the service model, such as substance use disorder treatment. In addition, though housing services were a new element to Project imPACT for Cohort 2, Fellows had some feedback on how the program could better address their housing needs – for example, having housing available in other areas of the city or housing that can accommodate family members. Fellows and staff members also noted that flexibility in the length of the program could also help to accommodate the needs of a greater number of Fellows.

Goal 3: Adherence to the program’s guiding principles, which include (a) community partnerships and collaboration; (b) trauma-informed care; (c) cultural competence; and (d) focus on the Fellow.

Our site visits with program providers highlighted providers’ efforts to adhere to the program’s guiding principles. Partnerships with community organizations are a key part of the program model. Providers often refer Fellows to outside organizations when services are needed outside of the core Project imPACT model, such as substance use disorder services or health supports. Providers are aware of the importance of trauma-informed care, with many describing the ways that trauma can affect reentry and highlighting their non-judgmental approach to providing services. However, providers were mixed in their understanding of how to provide

trauma-informed care – for example, how to identify the role of trauma in behaviors, or how to sensitively provide services to individuals who have experienced trauma. Regarding cultural competence, providers described their efforts to use person-centered and non-stigmatizing language on their program materials. They also highlighted the match between the cultural background of providers and that of the Fellows they serve. However, at least one region noted that they could benefit from additional trainings to support cultural competence. Finally, providers described their efforts to center services around the needs of the Fellows. Based on feedback from the clients, providers were effective at being genuine, responsive, and supportive of Fellows; understood their needs; and effectively provided Fellow-focused services.

Goal 4: Improved employment outcomes.

As of September 30, 2022, 198 of the 384 Fellows who enrolled in Project imPACT had obtained employment (51.6%), most of those in full-time positions. This is a similar or higher rate of employment than has been observed in some other evaluations of employment-focused programs (Cook et al., 2015; Redcross et al., 2012; Valentine & Redcross, 2015), including observational, quasi-experimental, and experimental studies. In addition, 81 people who had not obtained employment were still enrolled in the program at the time of data analysis, meaning that the overall number of employed Fellows could increase before the end of services in February 2023. If we focus specifically on the rate of employment among those individuals who completed the program (n = 225), 67.6% (n = 152) individuals obtained employment.

It is also noteworthy that high and very high-risk individuals successfully obtained jobs. We also tracked employment retention for 12 months after initial employment. Almost three-quarters of Fellows remained employed at 3 months and two-thirds at 6 months. Even one year after their initial employment, more than 50% of Fellows were still employed. This rate of one-year employment retention is similar to that found in studies of other employment programs, such as the CEO model (Center for Employment Opportunities, 2019).

Interestingly, among the Fellows who obtained employment, we found that it only took an average of 1.6 months after enrolling for them to find a job. In part, this may be a testament to the dedicated work of the employment providers and their connections with employers in the Los Angeles area. It may be that Fellows who obtained employment had fewer major obstacles to employment, such as a less extensive criminal history – although, anecdotally, employment providers shared instances in which they were able to get people employed despite lengthy records or periods of incarceration. Regardless, our results suggest that there is benefit to having a year-long program model even if the time to initial employment is relatively brief. First, having a year-long program gives individuals with more obstacles to employment a chance to address those and a longer opportunity to search for a job with the support of the employment agencies. Second, providers and Fellows shared the value to having supportive services not just to find a job, but to *keep* their job. For example, they described how employment and behavioral health providers were able to help them troubleshoot difficult situations that arose on the job. Spending

more time in the program also gives Fellows a chance to continue working on their behavioral health and legal concerns, particularly given how flexible providers were in offering remote services. Finally, ongoing participation in the program provided employed Fellows with the opportunity to pursue housing navigation and shared housing services. Indeed, Fellows appeared to achieve greater housing stability during the course of their time in the program, consistent with the new housing-related goals for Cohort 2.

Goal 5: Reduced recidivism.

We examined recidivism for the Fellows who enrolled between June 2020 and September 2022. As of mid-January, 2023, only 22 individuals had been convicted for a new charge that occurred after enrollment in Project imPACT. The average time from enrollment in Project imPACT to arrest (for the charge on which the person was ultimately convicted) was 289.50 (SD = 229.88), and ranged from 21 days to 718 days. Individuals who were reconvicted were somewhat more likely to exit Project imPACT without completing the program, though if they were incarcerated as a result of their conviction, it may have led to them dropping out of the program. Overall, though, this reflects a low rate of recidivism among enrolled Fellows.

It is important to acknowledge that there were an additional 33 Fellows who had been arrested since their enrollment in Project imPACT but whose case status was pending. These individuals were not classified as having recidivated, as our definition focused on new convictions (consistent with the definition used by BSCC); however, some of these individuals may go on to be convicted of their charges, which can take some time (the average time from arrest to conviction for the 22 people who recidivated was 4.4 months). However, there was also some indication that some of those individuals may have been participating in a diversion program that would enable them to have their charges dismissed. In addition, arrests should be interpreted with caution as an abundance of research documents that low-income communities of color are more heavily policed, making it more likely that residents of these communities have contact with police, deservedly or otherwise. The vast majority (approximately 92%) of Project imPACT Fellows are people of color. Moreover, even if all of those arrests did become convictions, it would represent a fairly low recidivism rate.

These data suggest a lower rate of recidivism among Project imPACT Fellows than the general population of justice-involved individuals. As reported, of the 186 people who had been enrolled in the program for at least a year, only 19 had been reconvicted (10.2 percent). By contrast, a report focused on individuals released from state prison found that about 20 percent of individuals were reconvicted in the year following release (Durose & Antenangeli, 2021). This shows the promise that Project imPACT holds to reduce recidivism, though it will also be important to continue to follow Fellows longitudinally to see if these program benefits persist.

Limitations

There are a number of limitations to this evaluation that should be kept in mind when interpreting the results.

First, there are several possible ways to track employment outcomes over time. For this evaluation, providers followed up with individuals who obtained employment at 3-month intervals. However, they sometimes were unable to reach a Fellow or did not attempt a follow-up at every interval. There were also times that they did not reach a Fellow until their 9-month follow-up; in this instance, they asked the Fellow to report on their employment status at the previous milestones, but that may have been subject to the limitations of memory and self-report. In addition, it is important to note that we did not specifically ask Fellows if there were employed at the *same* job where they were originally employed, or whether there were bouts of unemployment during the follow-up period. However, our approach to measuring employment is consistent with that used by other reentry organizations (e.g., Center for Employment Opportunities, 2019), providing a point of comparison for these findings.

Second, there continued to be challenges related to providers' capacity to participate in the evaluation. One challenge pertained to providers' ability to navigate the online data management system, with some providers having more difficulty than others. In addition, turnover in key staff positions meant that several new providers had to be oriented to the data management system, and sometimes, if it took time to hire a new provider, some data entry may have fallen through the cracks. This might also help to explain the low rates of administration of the CBT measure to Fellows exiting the program, though that may also be due to some Fellows leaving the program without notice. The evaluation team provided comprehensive technical assistance to address these concerns and obtain the best quality data possible, but this is an important limitation to any evaluation that relies on programmatic data.

Third, we were unable to include the final months of Cohort 2 services in this report given the time needed for analysis. For this reason, our report includes programmatic data submitted on services provided through September 30, 2022. Regions continued to enroll a small number of additional Fellows after this date, as Cohort 2 enrollment did not end until November 30, 2022, and Cohort 2 services continue to be provided through February 15, 2023. Though the evaluation team continues to collect and analyze Cohort 2 data to fulfill BSCC's reporting requirements, those data will not be included in this report. Therefore, some of our conclusions regarding the duration and intensity of services are based just on those Fellows who had completed services by September 30, 2022.

Fourth, we obtained recidivism data from the Los Angeles County Superior Court data management system. However, this means that we were only able to detect new offenses that were prosecuted in Los Angeles County, and we are unable to include arrests and convictions outside of Los Angeles County. In addition, we weren't able to find matches in the database for 26 percent of Fellows, meaning their recidivism status was unknown.

Fifth, we partnered with providers to identify Fellows who were willing to participate in interviews. Though we provided guidance to the providers as to our goals with the recruitment (e.g., not just recruiting those individuals who were especially engaged or “successful” in the program), it is likely that it was easier for providers to share information about the interviews with more engaged participants. In addition, those who were willing to participate in services may have been unique in other ways (e.g., particularly satisfied with services), and our interview findings should be interpreted with that in mind.

Finally, we were unable to identify a suitable comparison group for the purposes of this evaluation, which precludes us from drawing causal inferences about the influence of the program on observed outcomes. Throughout the report, we compared the program experience of those who successfully completed the program to those who exited before completion (e.g., with respect to volume of services received), but there are likely to be systematic differences between individuals who did and did not complete the programs that could also influence outcomes such as employment or recidivism. Though we compared outcomes for this program to other employment-focused programs, this is still an observational study.

Recommendations

Though Cohort 2 of Project imPACT is ending in February 2023, the program received funding for a third cohort of Fellows, beginning December 2022. The Mayor’s Office has made some adjustments to the program model, including a greater emphasis on behavioral health services, the addition of a formal pathway to make referrals for substance use disorder treatment, and an expansion of the available housing services. With this in mind, we identified the following recommendations for Project imPACT (summarized in Table 8.1).

Table 8.1 Summary of Recommendations

Recommendation	Potential Strategies
Identify ways to address turnover and its impact on program implementation and Fellow outcomes	<ul style="list-style-type: none"> • Reduce burnout through professional development, effective leadership, and good benefits • Ensure competitive salaries • Allow staff flexibility and control over workload • Have backup staffing when possible, such as having two providers share responsibilities in two regions • Develop a detailed implementation guide with job descriptions and workflow details
Expand the housing supports available to Fellows	<ul style="list-style-type: none"> • Expand housing navigation services to all Fellows, not just employed Fellows • Consider expanding housing benefits and eligibility for shared housing to all Fellows • Provide more support for the transition from shared housing to independent living • Create a flexible pool of funds to cover additional expenses (e.g., security deposit, furniture) • Increase awareness of the program and the role of the

Address barriers to program participation	<p>Mayor's Office among potential landlords</p> <ul style="list-style-type: none"> • Provide remote services, via telephone or videoconference, along with access to technology and education on leveraging technology • Create partnerships to provide supports to meet other needs (e.g., food, transportation, substance use) • Continue hosting community outreach events to connect Fellows with other agencies and organizations
Assess the experiences of Fellows who are employed and provide additional supports as needed	<ul style="list-style-type: none"> • Support Fellows in their search for advanced opportunities and new employment following their initial employment • Solicit feedback from Fellows on their jobs to ensure they are not taken advantage of by employers

Recommendation #1: Identify ways to address turnover and its impact on program implementation and Fellow outcomes.

During Cohort 2, there was turnover in several key positions, including multiple therapists, attorneys, and peer navigators. We found that this influenced the services that were provided; for example, South Los Angeles did not have a dedicated therapist for about nine months, which meant that many Fellows who enrolled in that region were not able to access behavioral health services. Turnover also affected Fellows' experiences – for example, as one of the Fellows we interviewed stated, having multiple therapists during their time in Project imPACT resulted in their decision to stop engaging in services. In addition, there was often a gap of time between the departure of one provider and the hiring of their replacement, and we observed the effect this had on the transfer of institutional knowledge. For example, new providers were often unaware of program eligibility requirements, reporting requirements, or expectations for participation. Turnover is an expected element of a program like this – first, individuals in the peer navigator position were able to use that role as a stepping stone to jobs with more room for growth, which can be considered a success of that role in many ways. In addition, burnout is an important concern in social service fields; anecdotally, we saw many providers move into roles where they might have more control over their schedule (e.g., private practice behavioral health services) or where the content might be less intense (e.g., focusing on wellness).

Our recommendations related to turnover fall into two categories: 1) ways to reduce turnover, and 2) ways to mitigate the effect of turnover. Regarding ways to reduce turnover, some studies have suggested that providing additional training, effective leadership, good benefits and salaries, and mental health supports to employees can be effective (Adams et al., 2019; Substance Abuse and Mental Health Services Administration [SAMHSA], 2022). Allowing staff flexibility and control over their schedule and ensuring reasonable workloads is also important (SAMHSA, 2022). One specific way that Project imPACT could contribute to these measures is by providing ongoing professional development and training opportunities (e.g., quarterly or biannual trainings). This could also include on-demand trainings available to providers at their convenience. Establishing minimum salary requirements for providers could also promote

retention, as suggested by recent research from other sectors (Coviello et al., 2022; Ruffini, 2022).

Even with additional supports, there is likely to be some level of turnover among Project imPACT staff. There are also things that regional providers and the Mayor's Office could do to mitigate the effect of this turnover. For example, for most of Cohort 1 and 2, regions had a single dedicated therapist. When these individuals left for other positions, it sometimes took weeks or month to identify a replacement. More recently, San Fernando Valley and Downtown Los Angeles took a different approach to behavioral health services, having two therapists who split their time between both regions. It is unlikely that both therapists would leave at the same time, meaning that one therapist would still be left to maintain and transfer institutional knowledge to new hires and ensure some continuity of care for Fellows. Turnover also appeared to have less of an impact when the provider's home organization provided consistent support for Project imPACT while seeking a new provider. It would also be beneficial to develop a Project imPACT implementation guide, which could include details of the core program model and regional variations, that is regularly updated. This document could also include specific details of the roles and responsibilities of various staff members within Project imPACT, including the roles of the Mayor's Office, individual providers, and the evaluation team; job descriptions; necessary trainings to fulfill their roles; and key elements of the program workflow (e.g., How are Fellows enrolled? What assessments are given at what time? How do providers communicate with each other and how often?). It would be most beneficial if there were region-specific guides, given the variation in implementation across regions. This type of guide could be maintained by the Mayor's Office, updated on a regular basis by providers (e.g., monthly or quarterly), and used as a knowledge transfer tool in the event of turnover.

Recommendation #2: Expand the housing supports available to Fellows.

The housing services were a new component to the Project imPACT model for Cohort 2, and included housing navigation and shared transitional housing. We found that a relatively limited number of Fellows participated in housing services, though we also found that many Fellows were in more stable housing settings upon program exit than entry. However, there are many opportunities that might bolster existing housing services to support more Project imPACT Fellows in their search for stable, long-term housing. First, housing services were only available to Project imPACT Fellows who had obtained employment. This was intended as a measure to ensure that Fellows living in the shared transitional housing setting could cover their portion of the subsidized rent; however, housing navigation services were also reserved for Fellows who had obtained employment. Based on feedback from the housing providers, there would be value in expanding housing navigation services to all Project imPACT Fellows. Even if Fellows do not have sufficient income to live in the shared housing setting, they would still benefit from the support of housing navigators in seeking affordable housing options or navigating challenges in their current housing placement (e.g., roommate or landlord issues). In addition, there is benefit

to a “housing first” program model, which places people in housing immediately. Housing first models are predicated on the idea that it is easier to address other needs (e.g., physical and mental health, employment) when an individual has a stable place to live, and can be effective for populations involved in the criminal justice system and with behavioral health concerns (Lawrence et al., 2016). Because Project imPACT has the benefit of having a more flexible pool of funds to use for housing subsidies, it could perhaps subsidize transitional housing for Fellows during the time they are seeking employment.

Second, individuals who lived in the Project imPACT shared housing setting suggested that they would have benefitted from more support in the transition to long-term housing. This could include more help navigating the process of searching for housing or applying for additional housing programs. The Los Angeles housing market is competitive and expensive – in fact, a recent report by the California Housing Partnership (2022) found that renters would need to earn \$45.17 an hour to afford the average monthly rent. For comparison, minimum wage in the City of Los Angeles is currently \$16.04 an hour (Office of Wage Standards, 2021). Compounding this issue, Fellows may also have difficulty finding landlords willing to rent to someone with a criminal justice history. Additional support may help them to overcome some of these challenges. This is consistent with findings of a recent report, focused on individuals on Probation in Los Angeles, that found that people typically needed more than two years to transition to independent living because they had difficulty finding a job that supported the cost of living in Los Angeles (Hunter et al., 2020).

Project imPACT providers have also suggested the benefits of more flexible housing supports. Currently, the shared transitional housing setting is the main housing option available to Fellows, but there are limits to this house. For example, some Fellows are not interested in sharing a house, especially after leaving an incarcerated setting. In addition, the house is not an option for women or Fellows who have dependent children living with them, and is not in a convenient area of Los Angeles for many Fellows. Some suggestions made by providers is to use housing funds to subsidize housing in other neighborhoods or settings, or to create a flexible pool of funds that could be used to cover security deposits, first and last month of rent, and/or furniture. For Cohort 3, the Mayor’s Office has also formally been pursuing additional housing voucher options, which would allow them to expand the types of housing and the neighborhoods in which housing is available.

Finally, housing providers noted that it can be difficult to find landlords willing to rent to individuals who have poor credit due to their history of justice system involvement. In response to this challenge, providers suggested that there may be ways to leverage the program – and the fact that it is operated by the Mayor’s Office – to offset Fellows’ poor credit history. For example, if potential landlords were aware that Fellows are enrolled in a program that is operated with close oversight by the Mayor’s Office, they might be less concerned about Fellows’ ability to pay their rent. This might be especially effective in combination with the suggestion that the

program have a flexible pool of funds that could be used to cover security deposits or first and last month of rent.

Recommendation #3: Address barriers to program participation.

Our interviews with clients and providers identified a range of barriers to full participation in Project imPACT. These included challenges with transportation, lack of childcare, lack of resources to meet basic needs, and substance use-related issues. One effective way that providers have addressed issues like transportation and lack of childcare has been through the provision of remote services. Because Cohort 2 started during the early phases of the COVID-19 pandemic, services were initially provided in a remote format, relying on telephone and videoconference. Over the past two-and-a-half years, providers have increased the availability of in-person services, but many have continued to be flexible with Fellows by allowing for remote service options. If providers continue to provide these types of services, Project imPACT could consider providing resources for providers and Fellows. For example, this could mean equipping providers with work cell phones and other tools to facilitate virtual services, and providing Fellows with training on how to navigate such technology. Providers have also gotten creative by meeting Fellows in locations that are more convenient for them – for example, on campus at a vocational training college that many Fellows attend. Though these measures do help keep Fellows engaged in services, it is also important to ensure that providers have the resources they need to make this possible – for example, reimbursement for mileage and flexible schedules.

In addition, we learned from providers that many Fellows struggle to have basic needs met. In addition to housing, this could include a need for assistance accessing government benefits (e.g., food stamps, Medi-Cal). Some regions have been creative in their efforts to address needs. For example, one region has a free farmer's market, allowing Fellows to obtain fresh produce at no-cost. In addition, the Mayor's Office recently started hosting community outreach events for Project imPACT Fellows and other community members. These outreach events have included a mobile vaccine clinic and representatives of other organizations that provide medical care, transportation, assistance obtaining IDs or accessing benefits, and financial support and are another creative way of connecting Fellows to organizations that provide complementary services to Project imPACT.

Regarding substance use, behavioral health providers have provided some substance use disorder services as part of their one-on-one therapy with Fellows. However, Project imPACT has not had formal substance use disorder programming. This is something that is being addressed in Cohort 3: the Mayor's Office has established a relationship with a local community-based organization that provides substance use disorder treatment, and these services will be available to Project imPACT Fellows on a referral basis. It will be important to evaluate how this increases engagement in services, and potentially the effectiveness of services, for Cohort 3.

Recommendation #4: Assess the experiences of Fellows who are employed and provide additional supports as needed.

Our findings demonstrated that a large number of Fellows were able to obtain employment, and at least 50 percent of those individuals were still employed a year later. During our interviews, employment providers noted that one of their priorities is to help Fellows identify and pursue a *career path*, not to simply place them quickly into a job. At the same time, our interviews with Fellows revealed that, although they are satisfied with their employment, they view their current employment as a starting point and expressed interest in continuing to grow professionally. Because many Fellows become employed early in their Project imPACT experience, this could become an explicit focus of employment providers – helping Fellows to continue building their professional experiences and navigate the process of seeking new jobs, or pursuing opportunities advancement at their current positions. In this way, Project imPACT could support Fellows in using their first job as a stepping stone to long-term, fulfilling, and stable employment.

Some Fellows also expressed a concern that they were being taken advantage of by their employers and were underpaid for their skillset as a result of their criminal justice history. In one NIJ-funded study (Decker, 2014), researchers interviewed employers about their experiences employing people with criminal records. Some of these employers expressed preferences for hiring people with criminal records, particularly those on probation/parole, because they could use their probation/parole status as leverage over them. Knowing that these individuals would get in trouble if they lost their jobs, these employers would threaten to call their probation or parole officers to keep the employee “in line.” Given some of the interview comments from Cohort 2 Fellows that hint towards possible behavior like this, Project imPACT providers should consider soliciting regular feedback from Fellows regarding the jobs they secure while enrolled in Project imPACT, particularly when the Fellow has been connected to the employer through Project imPACT. Project imPACT providers work carefully to identify and develop relationships with employers who are amenable to hiring individuals with a history of criminal justice involvement. In these instances, they are likely well-positioned to ensure that Fellows are not being exploited by employers. However, as employment providers establish connections with new employers, or when Fellows identify their own employment opportunities, there may not be as many safeguards in place to ensure that Fellows are being treated – and compensated – fairly.

Ideally, Project imPACT staff and employers would have the opportunity for bi-directional feedback, where employers could give Project imPACT feedback on trends they are seeing with Fellows they have hired, and Project imPACT could give employers feedback on how to best support Fellows to be successful in their jobs. At minimum, however, if Fellows report certain employers are mistreating them or paying them unfairly, Project imPACT should carefully consider whether those employers should continue to be in the referral pool that Project imPACT uses.

Conclusion

This report presented the final evaluation report for Cohort 2 of Project imPACT. In the coming months, Project imPACT will begin the formal transition from Cohort 2 to Cohort 3. Some adjustments to the program model have been made for Cohort 3; for example, behavioral health services will have a more prominent role, and the Mayor's Office established a formal referral pipeline for substance use disorder services. The program is also hosting more community outreach engagements, increasing the referral base for the program and creating connections with ancillary services for current Fellows, and is looking to expand its housing options. As it continues to grow and expand, Project imPACT will be able to draw on the lessons learned from the first two cohorts, as well as its commitment to evaluation, to maximize the effectiveness of services.

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