RAND Evaluation Update and Gap Analysis Presentation

JJCC Meeting
December 3, 2021

RAND | Justice Policy Program

Evaluation Progress Update

Current and Projected Programs of Focus

2021
• Mental Health Screening, Assessment, and Treatment • Multisystemic Therapy • CARE Program • Juvenile Mental Health Court *(note we have also started outreach for programs of focus in 2022)*

2022
• DPH Substance Use Programs (Youth Substance Use, CENS, Support Services) • LA County WDACS • LA City EWDD • Youth Development Training • PPP (Ready 2 Rise) • DPH Office of Violence Prevention Trauma Prevention Initiative/Capacity Building Training

Current and Projected Programs of Focus

Factors that contribute to our selection of potential programs:

- Input from stakeholders (Probation Department, JJCC)
- Recency of prior evaluation efforts
- Grouping programs with similar focus of services or population to allow cross-program learnings
- Availability of data

2022

- DPH Substance Use Programs (Youth Substance Use, CENS, Support Services)
- LA County WDACS
- LA City EWDD
- Youth Development Training
- PPP (Ready 2 Rise)
- DPH Office of Violence Prevention Trauma Prevention Initiative/Capacity Building Training

Staff Interview Progress

- We have received 54 names across the first four programs that we focused on (MST; Mental Health Screening, Assessment, and Treatment; CARE Program; Juvenile Mental Health Court).
  - 27 of these names were received in the month of November

Completed	• 22 interviews with 31 staff members
Scheduled	• 11 interviews
In process of scheduling	• 12 interviews

Staff Interview Progress, cont.

- In November, we started outreach to three of the additional programs that will be our focus in 2022
  - For these programs, we begin by conducting interviews with program leadership.
  - We plan to begin outreach to the remaining three programs for 2022 before the end of the calendar year.

Completed	• 1 interview with 3 staff members
Scheduled	• 2 interviews

Potential Future Programs of Focus

2023
Possible options

- City of Los Angeles Housing Authority
- LAC Development Authority
- City of Los Angeles Recreation and Parks
- LAC Parks and Recreation
- LAC Department of Arts and Culture
- City of Hawaiian Gardens
- LAC Public Library

2024
Possible options

- LAC Probation programs (Restorative Justice, Credible Messenger, School-Based)
- LAC DHS YDD programs (School-Based Supports, Diversion Programs and Services)
- LAC Office of Education
- LAUSD
- City of Los Angeles GRYD

Potential Future Programs of Focus

2023	2024

Possible

- City of
  Authori...
- LAC De...
- City of
  Parks
- LAC Pa...
- LAC De...
- City of
- LAC Pu...

Note that our Statement of Work (SOW) includes a focus on about 4-6 programs a year, due to the depth of intended evaluation and available evaluation data. The 2022 set of programs will be a test of our ability to focus on a broader range of programs and may affect this schedule. This is also subject to change pending input from relevant stakeholders (e.g., JJCC) and JJCPA administration (Probation Department), pending other outside influences (e.g., audits).
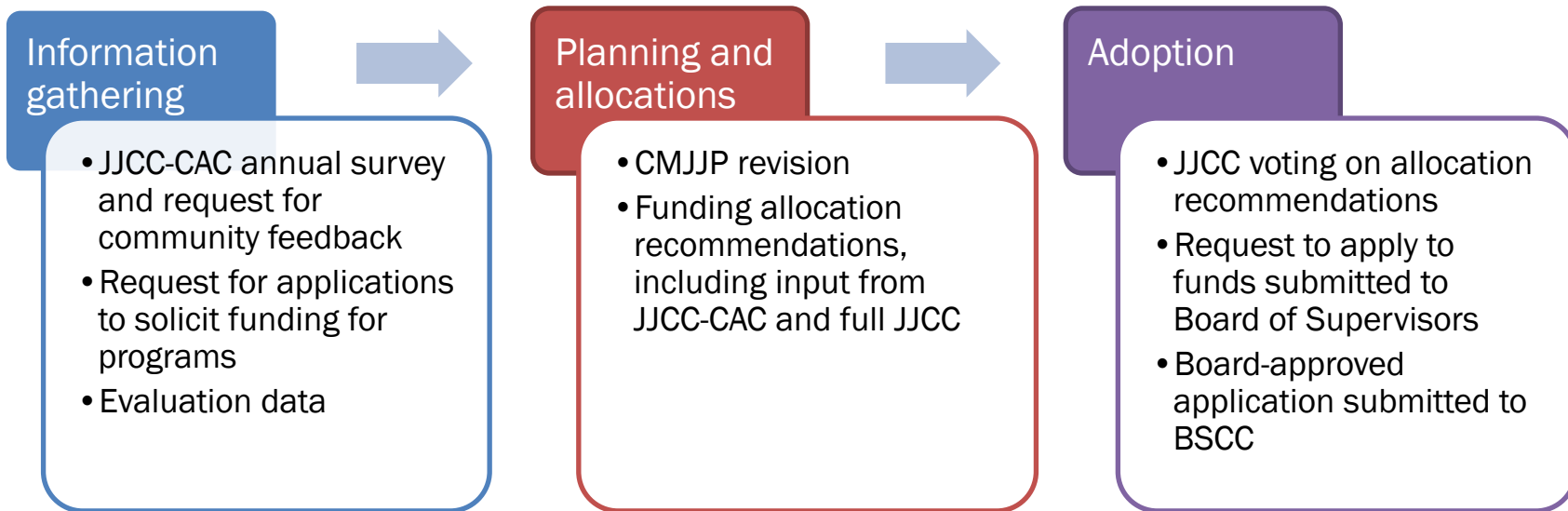
Gap Analysis Findings

Background

- In 2018, Resource Development Associates (RDA) conducted a gap analysis of the JJCPA portfolio
  - Identified seven best practices for juvenile justice systems
  - Report included recommendations related to service approach, service types, and system capacity and administration

- In 2021, RAND undertook a gap analysis effort designed to update and expand on this prior report

Objectives of the Gap Analysis

- Determine whether the the best practices identified by the prior gap analysis were still supported by the research evidence, and whether any new best practices had emerged in the past three years

- Understand the extent to which these best practices are reflected in the JJCPA portfolio of services

We Considered the JJCPA Planning and Funding Allocation Process in Three Stages

Information gathering

- JJCC-CAC annual survey and request for community feedback
- Request for applications to solicit funding for programs
- Evaluation data

Planning and allocations

- CMJJP revision
- Funding allocation recommendations, including input from JJCC-CAC and full JJCC

Adoption

- JJCC voting on allocation recommendations
- Request to apply to funds submitted to Board of Supervisors
- Board-approved application submitted to BSCC

We Used Four Data Sources to Complete the Analysis

Reviewed academic and gray literature

Analyzed key documents related to JJCPA

Conducted survey fielded to all JJCC members

Interviewed sample of JJCC members and Probation staff

We Identified Eight Best Practices for Juvenile Justice Systems

Provide a continuum of services for different risk and need levels	Use a youth development approach	Ensure programming is family-focused and community-led	Provide trauma-informed care
Apply a racial equity framework	Provide culturally appropriate and responsive programming	Use evidence-based practices and programs	Attend to program implementation and fidelity*

These represent the seven practices identified by RDA plus one additional practice (signified with the asterisk)
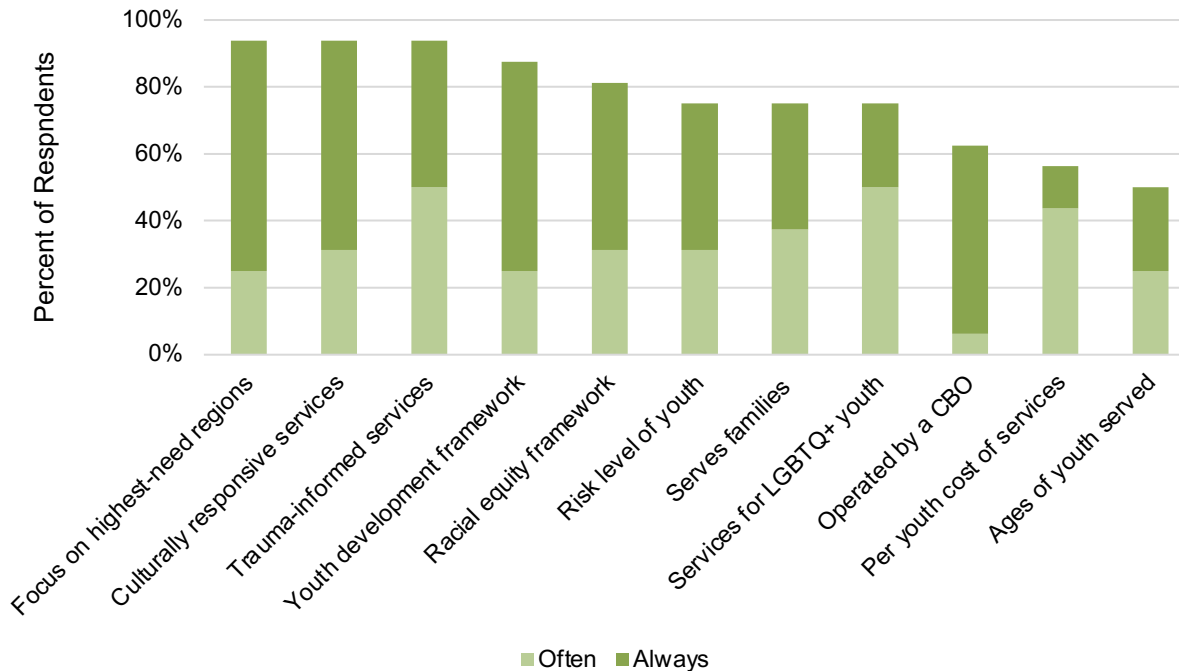
Document Analysis Identified Opportunities to Better Highlight the Best Practices

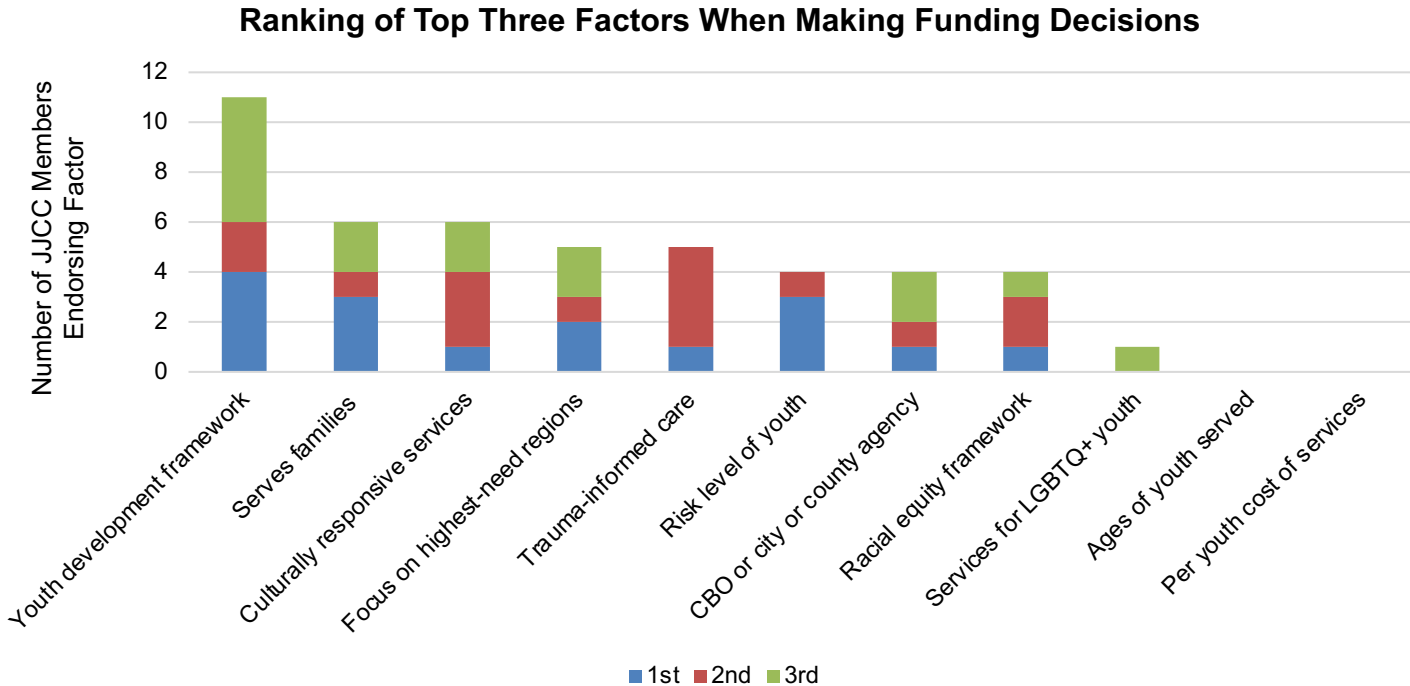| Best Practice	CMJJP	Funding Request	JJCC-CAC Youth Service Needs Assessment, Community Feedback
Continuum of services	✓	✓	✓
Youth development approach	✓	✓	
Family-focused and community-led services	✓		
Trauma-informed care			
Racial equity framework	✓		✓
Culturally appropriate and responsive programming			
Evidence-based practices and programs	✓	✓	
Program implementation and fidelity			

✓ indicates that best practice is addressed to some extent in document

JJCC Survey Provided Insight into Consideration of Best Practices in Funding Decisions

Frequency with Which JJCC Members Consider Each Factor When Making Funding Decisions

JJCC Survey Provided Insight into Consideration of Best Practices in Funding Decisions

Ranking of Top Three Factors When Making Funding Decisions

Interviews Indicated That Best Practices are Valued, But Difficult to Assess When Reviewing Programs for Funding

Illustrative Quotes from Interviews

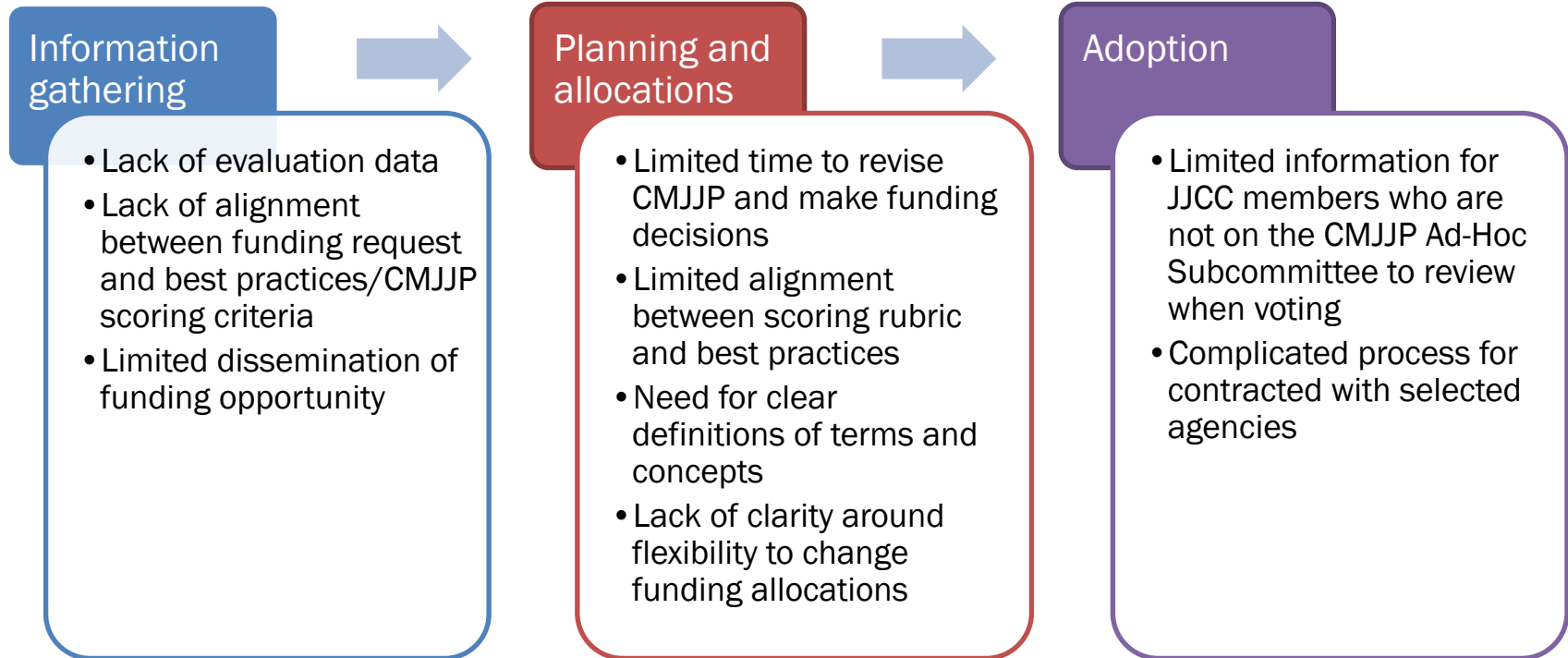| Family-focused and community-led services	• "[I]t's difficult to get the families involved as part of the kind of services that are given. But there can always be a little bit more of an effort on behalf of JJCPA/JJCC to elevate that need a little bit more."
Racial equity framework	• "I think it could be a more intentional part of the conversation. I think we probably could be more targeted in who our dollars are going to serve if we were approaching it with an equity lens. I think there's attempts to do that, but we could definitely do more."
Evidence-based practices and programs	• "One of my biggest frustrations is that we're often times put in positions to make decisions about funding, without having, not even a full, but any sort of picture of the quality of the programs requesting these funds."

Interviews Also Highlighted Barriers or Limitations to the JJCPA Funding Process

Information gathering

- Lack of evaluation data
- Lack of alignment between funding request and best practices/CMJJP scoring criteria
- Limited dissemination of funding opportunity

Planning and allocations

- Limited time to revise CMJJP and make funding decisions
- Limited alignment between scoring rubric and best practices
- Need for clear definitions of terms and concepts
- Lack of clarity around flexibility to change funding allocations

Adoption

- Limited information for JJCC members who are not on the CMJJP Ad-Hoc Subcommittee to review when voting
- Complicated process for contracted with selected agencies

Recommendations

Information gathering

- Increase the alignment between the JJCPA funding request and the best practices.
- Increase the alignment between the request for community input on programs and projects and the best practices.
- Revise the JJCC-CAC Youth Service Needs Assessment to better reflect the best practices, and expand the reach of this survey.
- Ensure that the JJCC has access to evaluation data related to program implementation and outcomes.
- Use JJCC meetings as a forum for expert presentations and information-sharing about evidence-based practices.

Recommendations

Planning and allocations

- Consider ways to alleviate the pressure on JJCC members and Probation staff that results from the short timeline for CMJJP development and funding allocations.
- Provide clearer operational definitions of the best practices in the CMJJP along with measurable targets.
- Ensure the scoring rubric assesses each of the best practices and has clearer scoring guidance.
- Provide clear guidance to JJCC members about the scope of their roles and the other factors that shape the funding allocation process

Recommendations

Adoption

- Provide JJCC members who are not on the CMJJP Ad-Hoc Subcommittee with more information to guide their voting.