



STATE OF CONNECTICUT
Results First
Policy Oversight Committee
Annual Report
2017

INSTITUTE FOR MUNICIPAL AND
REGIONAL POLICY



Central Connecticut State University

October 1, 2017

In 2013, the General Assembly created the Results First Policy Oversight Committee to oversee and guide the Pew-MacArthur Results First Initiative in Connecticut. This project started in March 2011 to apply cost-benefit analysis to state policy and budget decisions. The project staff of the Institute for Municipal and Regional Policy (IMRP) at Central Connecticut State University have been working with the Judicial Branch's Court Support Services Division and the departments of Correction, Mental Health and Addiction Services, and Children and Families to implement Results First in Connecticut.

This report, as required by Section 2-111(f) of the Connecticut General Statutes, describes the Connecticut Results First project and its implementation activity in the fiscal year July 1, 2016 through June 30, 2017. This year, the adult criminal and juvenile justice agencies listed above produced their second round of program inventories and IMRP issued its second benefit-cost analyses report using the Results First model and the "results" proved to be significant! Agencies used the data to make informed budget and program decisions.

We acknowledge and thank the technical support team from the Pew-MacArthur Results First Initiative and the state agency staff who have assisted and advanced this effort.

Sincerely,

A handwritten signature in black ink, appearing to read "Toni Walker", enclosed in a thin black rectangular border.

Representative Toni Walker
Chair

PREPARED BY:

**INSTITUTE FOR MUNICIPAL AND REGIONAL
POLICY**

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The Institute for Municipal and Regional Policy (IMRP) is a non-partisan, University-based organization dedicated to enriching the quality of local, state, and national public policy. The IMRP tackles critical and often under-addressed urban issues with the intent of ensuring the most positive outcomes for affected individuals and entities. In doing so, the IMRP bridges the divide between academia, policymakers, practitioners, and the community.



Working for fair, effective, and just public policy through applied research and community engagement, the IMRP utilizes the resources of Central Connecticut State University students, staff, and faculty to develop, shape, and improve public policy on issues of municipal and regional concern. The IMRP accomplishes this through a variety of targeted approaches such as: public education and dialogue; published reports, articles and policy papers; pilot program design, implementation, and oversight; and the facilitation of collaborations between the University, government, private organizations, and the general community.

The IMRP aspires to be a respected and visible presence throughout the State of Connecticut, known for its ability to promote, develop, and implement just, effective public policy. The IMRP adheres to non-partisan, evidence-based practices and conducts and disseminates its scientific research in accordance with strict, ethical standards.

The IMRP is responsive to social and community concerns by initiating projects addressing specific needs and interests of the general public and policymakers, as well as sponsoring conferences, forums, and professional trainings. Access to state-of-the-art technology and multi-media enhances the IMRP's ability to advance best practices to improve the quality of public policy in the State of Connecticut and nationwide.

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EXECUTIVE SUMMARY

- Results First Connecticut staff continued to reach out to state agency and General Assembly staff to promote the use of evidence-based practices and programs in order to implement and apply the Results First model. In light of the state's budget challenges, investments in policies and programs proven to work is more essential than ever.
- The second set of program inventories prepared by the adult criminal and juvenile justice agencies (Judicial Branch's Court Support Services Division [JB-CSSD] and the departments of Correction [DOC], Children and Families [DCF], and Mental Health and Addiction Services [DMHAS]) were submitted on October 1, 2016 and provided the data for the Institute for Municipal and Regional Policy's (IMRP), "Results First Benefit-Cost Analyses of Adult Criminal and Juvenile Justice Evidence-Based Programs-2016" report, submitted on November 1, 2016.
- Conversion of the Results First model to the cloud-based version assured continued access to the program and improved capability and efficiencies.
- Research and analysis for the study of recidivism among juveniles on parole was completed and the report, "Recidivism Among Adjudicated Youth on Parole in Connecticut," was issued on August 8, 2017.
- Outreach by the Results First Initiative in Connecticut was enhanced with the publication of a monthly newsletter and updated information on its website.
- Results First Connecticut continued its cooperation with the Juvenile Justice Policy Oversight Committee and its work groups, as well as the Office of Policy and Management in efforts to address juvenile recidivism.
- In its outreach efforts, IMRP provided a presentation on the Results First Initiative to the Appropriations Committee's Subcommittee on Accountability.
- Budget proposals made for the FY 2018-19 biennial budget by both political parties in the Connecticut General Assembly suggested that the Results First approach be more broadly applied to improve agency practice through expansion of evidence-based programs and grant or pilot programs implementing the principles of the cost-benefit model.
- The Connecticut Sentencing Commission and Results First Connecticut implemented their partnership utilizing the Results First approach when evaluating sentencing policies, practices, and programs.
- Results First Connecticut continues its association with the Pew-MacArthur Results First Initiative and benefits from its training and technical support, including participation at the Pew-MacArthur regional convening.

- Pew-MacArthur named Connecticut a leader in the United States in the use of Evidence-Based Policymaking and highlighted Connecticut in its Fact Sheet “4 Ways Implementation Support Centers Assist in the Delivery of Evidence-Based Programs,” citing Connecticut’s Child Health and Development Institute (CHDI).

- Recommendations for the coming year focus on:
 - the follow-up research and analysis for the parole recidivism study to focus on evidence-based programs and application of the Results First model;
 - the 2017 benefit-cost analyses report;
 - continued efforts to promote, expand, and develop the use of evidence-based programs and the Results First approach to policymaking and budget decisions; and
 - support for potential legislative initiatives to (1) use evidence-based practices in contracting and (2) expand Results First Connecticut procedures to agencies and programs beyond those involved in adult criminal and juvenile justice issues.

PART I: BACKGROUND

Pew-MacArthur Results First Initiative Origins

The Pew-MacArthur Results First Initiative (Results First)¹ works with jurisdictions to implement an innovative evidence-based policymaking approach and cost-benefit analysis model that helps them invest in policies and programs that are proven to work in order to make policy decisions based on probable outcomes and return on investment. It is intended to help states and selected counties identify opportunities to effectively invest limited resources to produce better outcomes and substantial long-term savings.

Results First employs a sophisticated econometric model to analyze the costs and benefits of evidence-based programs (EBP) across a variety of social policy areas. The model, originally developed by the Washington State Institute for Public Policy (WSIPP), applies the best available national, rigorous research on program effectiveness to predict the programmatic and fiscal outcomes of evidence-based programs in Connecticut, based on our unique population characteristics and the costs to provide these programs in the state. By calculating the long-term return on investment for multiple programs through the same lens, it produces results that policymakers can use in planning and budgeting decisions.

Results First currently offers technical assistance to 23 states and eight counties in California, Maryland, and Pennsylvania to help them (1) customize and implement jurisdiction-specific versions of the model and related tools and (2) use the results to help inform policy and budget deliberations.

Results First in Connecticut

Connecticut became an early participant in the Results First Initiative in March 2011 when Governor Dannel Malloy and legislative leaders submitted formal letters of support to Results First.

The 2013 budget “implementer,” An Act Implementing Provisions of the State Budget for the Biennium Ending June 30, 2015 Concerning General Government (PA 13-247, Section 42, codified at CGS § 2-111) (see Appendix A), established a Results First Policy Oversight Committee (RFPOC) to provide advice on the development and implementation of the Pew-MacArthur Results First Initiative cost-benefit analysis model. The committee's overall goal is to promote cost-effective state policies and programs.

Subsequently, PA 15-5, June Special Session put in place the framework for ongoing implementation of the principles of Results First: program inventories from specified agencies; program identification as evidence-based, research-based, and promising; collection of program data on participants and cost for each; and a benefit-cost analysis for policy and budget decision-

¹ The Pew-MacArthur Results First Initiative, a project of The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation, works with states to implement an innovative cost-benefit analysis approach that helps them invest in policies and programs that are proven to work. Results First has also received support from the Annie E. Casey Foundation.

makers. In compliance with that law, the adult criminal and juvenile justice agencies submitted program inventories in January 2016 and again in October 2016 and IMRP issued its “Results First Benefit-Cost Analyses of Adult Criminal and Juvenile Justice Evidence-Based Programs” on March 1, 2016 and November 1, 2016, based on those respective inventories. The law requires subsequent program inventories to be submitted on October 1 of even-numbered years and benefit-cost reports to be published annually by November 1, in time for consideration by the Office of Policy and Management (OPM) and Office of Fiscal Analysis (OFA) for development of the biennial budget and budget adjustments.

This year, the Judicial Branch Court Support Services Division agreed to prepare an updated program inventory based on FY 17 cost and participation data, but the other agencies are not planning to do so. The benefit-cost analyses report for November 2017 will thus be abbreviated but it is expected to include JB-CSSD programs that are evidence-based and in the Results First model.

PART II: CONNECTICUT ACTIVITY IN 2016-2017

Results First Connecticut Accomplishments and Impact

- IMRP converted from an Excel-based version to the cloud-based version of the Benefit-Cost Model, bringing greater capability and efficiency to producing analyses.
- Agencies submitted program inventories (October 1, 2016) and the IMRP published the second edition of the [Results First Benefit-Cost Analysis of Adult Criminal and Juvenile Justice Evidence-Based Programs](#) (November 1, 2016).
- IMRP published the ["Recidivism Among Adjudicated Youth on Parole in Connecticut"](#) to share with the Juvenile Justice Policy Oversight Committee and OPM staff developing juvenile recidivism rate data.
- The benefit-cost analyses report was cited as a resource to support effective community criminal justice programs in an open letter to the governor, legislators, and members of the state’s criminal justice community by Jeff Grant, executive director of Family ReEntry, Inc., Bridgeport.
- Staff met with DCF Deputy Commissioner for Administration Fernando Muniz on March 9, 2016, to discuss implementation of the Results First approach on specific programs, ways to integrate program and financial information, and infusing EBP into the agency’s contracting procedures.
- Staff met with Central Connecticut State University’s new president Dr. Zulma Toro to present the Results First Connecticut program along with other IMRP projects on March 6, 2017.

- On March 16, 2017, staff met with the Connecticut Data Collaborative to coordinate presentations for the Appropriations Subcommittee on Accountability meeting.
- On March 28, 2017, IMRP testified before the General Assembly’s Appropriations Subcommittee on Accountability regarding the general purpose and application of Results First and EBP in Connecticut. Staff have pursued follow-up efforts with interested subcommittee members.
- IMRP staff attended the Pew-MacArthur Results First Initiative regional convening of Northeastern states on December 14-15, 2016, in Providence, Rhode Island.
- Pew-MacArthur named Connecticut a leader in the United States in the use of Evidence-Based Policymaking (<http://www.pewtrusts.org/en/research-and-analysis/reports/2017/01/how-states-engage-in-evidence-based-policymaking>).
- Connecticut was highlighted in the Pew-MacArthur Fact Sheet “[4 Ways Implementation Support Centers Assist in the Delivery of Evidence-Based Programs](#),” citing Connecticut’s Child Health and Development Institute (CHDI) that “works with Providers to use data to monitor and continuously improve their services. CHDI staff has worked with program developers to train more than 800 clinicians and staff in 35 community mental health centers to deliver Trauma-Focused Cognitive Behavioral Therapy, an evidence-based treatment for child victims of trauma.”
- The Department of Children and Families testified before the Appropriations Committee that the use of evidence-based programs improved agency outcomes for children and families. The departments of Correction, Mental Health and Addiction Services and the Court Support Services Division of the Judicial Branch have also indicated that their Results First work helped them make incisive decisions regarding the management of budget, policy, and programs.
- Budget proposals made for the FY 2018-19 biennial budget by both political parties in the Connecticut General Assembly suggested that the Results First approach be more broadly applied to improve agency practice through expansion of evidence-based programs and grant or pilot programs implementing the principles of the cost-benefit model.
- Results First Connecticut staff collaborated with the Connecticut Sentencing Commission on its studies of (1) pretrial release and detention and (2) the sexual offender sentencing, registration, and management system.
- Staff completed one year of the monthly Results First Connecticut newsletter to keep interested parties current on evidence-based policymaking and budget procedures.

Connecticut Evidence-Based Program Inventories and Benefit-Cost Analyses Report

Process

The focus of the Results First Initiative in Connecticut is currently on the program inventories that adult criminal and juvenile justice agencies must prepare and the resulting benefit-cost analyses that IMRP publishes, as required by law. That report identifies the programs supported by the agencies that are evidence-based; their effectiveness ratings; detailed information on their implementation and cost; and, for those programs included in the Results First model, a benefit-cost comparison.

The original legislation (PA 15-5, June Special Session, codified at CGS § 4-68r and -68s [see Appendix B]) set deadlines for the first program inventories and benefit-cost analyses report as January 1, 2016 and March 1, respectively. Having developed the process, the second round of inventories and report were due October 1 and November 1, 2016 to coincide with and inform the biennial budget cycle.

By law, the Judicial Branch's Court Support Services Division and the departments of Correction, Children and Families, and Mental Health and Addiction Services must develop program inventories that are the basis for the benefit-cost analyses report and include the data for application of the Result First model. The agencies must (1) compile complete lists of each agency's adult criminal and juvenile justice programs and (2) categorize them as evidenced-based, research-based, promising, or lacking any evidence.

Each designated agency's list must include the following information for the previous fiscal year:

1. a detailed program description and the names of providers,
2. the intended treatment population and outcomes,
3. total program expenditures and a description of funding sources,
4. the method for assigning participants,
5. the annual cost per participant,
6. the annual capacity for and the number of actual participants, and
7. an estimate of the number of people eligible for or needing the program.

To prepare agency staff to compile their second program inventory, due October 1, 2016, IMRP convened a meeting with the agencies to (1) assess the process, training, and technical assistance provided for the first inventories; (2) review inventory data components and marginal cost calculations and answer questions; and (3) discuss deadlines and goals for using the resulting inventories. Agency Results First work group members along with their key budget staff met at IMRP offices on August 9, 2016. Pew-MacArthur's Dr. Steve Lize and IMRP's economics consultant Dr. Ashley Provencher participated by telephone.

The work group members agreed that last year's technical assistance sessions were helpful to them. They indicated that the most difficult part of the process seemed to be matching programs with those in the WSIPP model or the Results First database clearinghouse.

Participants discussed and agreed to certain minor modifications in the program inventory Excel templates which were quickly made and distributed to the agencies.

Agencies submitted their inventories in October and the IMRP report ([Results First Benefit-Cost Analyses of Adult Criminal and Juvenile Justice Evidence-Based Programs](#)) was published, posted online, and delivered to the statutory recipients on November 1, 2016.

Utilization

Last year, during the General Assembly's consideration of budget adjustments and the resulting budget reductions for FY 17, it became apparent that the data in the agencies' program inventories would provide important information and details. Program costs, utilization rates, and effectiveness measures found in the program inventories provided the basis for making these budget decisions. The four agencies involved in the Results First Initiative were able to and did refer to the information collected through their program inventories in the process of managing assigned budget reductions along with related policy implications.

In July, IMRP staff met with the leadership of OPM to discuss OPM's plan to consider the next Results First report as they make their November reports to legislative committees and in developing their own budget recommendations. OPM indicated a strong interest in our analysis and pledged support in the future.

Going forward, program inventories are due only in even-numbered years but IMRP must publish the benefit-cost analyses report by November 1 annually. IMRP has a commitment from JB-CSSD to update its inventory for the 2016-17 fiscal year by October 1, 2017, and staff expects to apply the Results First model to that agency's program data. Though inventories are not required by law, IMRP encouraged the other three agencies to update their program data and offered technical assistance and support. It is arguably easier to maintain and update inventory data on an annual basis, rather than every two years. And more importantly, the utility of the most current data would support agency budget and program decisions required in a particularly difficult budget year. However, as the October 1 deadline approaches and with no FY 2018-19 budget in place, agencies' uncertainty regarding the resources required to develop the inventories resulted in their plan to decline.

Juvenile Parole Recidivism Study

Pursuant to PA 14-217, An Act Implementing Provisions of the State Budget for the Fiscal Year Ending June 30, 2015, IMRP had to study and report on the effectiveness of juvenile parole service programs DCF administers. That report, "[Recidivism Among Adjudicated Youth on Parole in Connecticut](#)," published July 2017, studied the profiles and recidivism experience for youth committed to DCF from 2000 through 2014.

Recommendations included suggestions for additional analysis and collaboration with DCF and JB-CSSD, as required by the original legislation. Applying program-specific data to the Results First model to will produce recommendations for changes that highlight cost-effectiveness. Additional longitudinal research will also provide data on the impact of the state's

Raise the Age law. Proposals for continued research and collaboration with DCF are expected to provide cost-effectiveness data on DCF's juvenile parole programs, support a better understanding of the high-risk and high-need juvenile offender population, identify predictive factors for reoffending, and help the JJPOC develop recidivism reduction strategies.

Outreach and Communication

Newsletter

Results First Connecticut staff celebrated completion of its first year publishing a monthly newsletter that contains information on the project's status in Connecticut and other states as well as updates on the federal Commission on Evidence-Based Policymaking. The electronic newsletter distribution list includes almost 50 state executive, judicial, and legislative branch officials and staffers as well as other stakeholders.

Copies of the newsletter are under the Results First Connecticut heading at <http://www.ccsu.edu/imrp/Publicatons/index.html>.

Website

Since April 2, 2015, the Institute for Municipal and Regional Policy has maintained the website for the Results First Connecticut. It gives an overview of Results First work here in the state with links to documents, reports, legislation, and activities associated with the initiative elsewhere. The site is updated with relevant documents as necessary.

Table 1 shows the usage figures for July 1, 2016 through June 30, 2017. Compared to the same period in the prior year, the number of visitors increased by 153%.

Table 1: Visitors to the Results First Connecticut Website in 2016-17

DATE	VISITORS
07/01/2016 - 07/31/2016	241
08/01/2016 - 08/31/2016	295
09/01/2016 - 09/30/2016	364
10/01/2016 - 10/31/2016	375
11/01/2016 - 11/30/2016	434
12/01/2016 - 12/31/2016	512
01/01/2017 - 01/31/2017	723
02/01/2017 - 02/28/2017	401
03/01/2017 - 03/31/2017	412
04/01/2017 - 04/30/2017	913
05/01/2017 - 05/31/2017	514
06/01/2017 - 06/30/2017	2,326
Total	7,510

The Results First Connecticut website address is: www.resultsfirstct.org.

Results First Policy Oversight Committee

The Connecticut Results First Policy Oversight Committee and its three subcommittees were inactive during this period. (See Appendix C for a list of its members.)

Collaboration with the Juvenile Justice Policy Oversight Committee and the Office of Policy and Management

The Results First evaluation of juvenile parole services in DCF and their impact on recidivism (as required by PA 14-247, § 84 and described above) is expected to provide critical data for the JJPOC Recidivism Workgroup to consider in developing its policy recommendations. The study has been completed and results will be shared with the work group and JJPOC in the Fall 2017. Additional research using this data will cover recidivism among older youth, gender differences, and program effects. Further coordination with the JJPOC is expected, particularly with respect to relevant issues in the committee’s updated three-year strategic plan.

Researchers have also met with staff from the Office of Policy and Management’s Criminal Justice Policy and Planning Division which must “track and analyze the rates of recidivism for children in this state” (PA 16-147, § 17). Such coordination is intended to eliminate any duplication of effort and expand recidivism data to include juvenile offenders other than those on parole.

Collaboration with the Connecticut Sentencing Commission

Since the Connecticut Sentencing Commission (CSC) adopted a resolution in 2015 stating that it would partner with and utilize the Results First approach when evaluating sentencing policies, practices, and programs, Results First Connecticut staff have been actively involved in CSC studies, particularly the study of Connecticut's pretrial release and detention policy; sexual offender sentencing, registration, and management system; and pretrial diversionary programs.

PART III: 2017 CONNECTICUT LEGISLATION

Budget and Other Provisions

As of September 30, 2017, legislative directives for the Results First Connecticut project and the level of funding for IMRP for the FY 18-19 biennium remained undetermined. However, bipartisan support for Results First was demonstrated during the regular and special legislative sessions in separate Democrat and Republican proposals that endorsed the use of evidence-based programs, pilot grant programs that apply Results First principles, the inclusion of benefit-cost analyses in contracting requirements, and the evaluation of return on investments for budget- and policy-making decisions.

On September 15, a Democrat amendment to the budget (superseded by a Republican amendment described below) would have expanded the current Results First program inventory and benefit-cost analyses requirements to include agency programs beyond the adult criminal and juvenile justice programs in DMHAS and DCF and added Department of Social Services programs, making all program inventories annual rather than biennial. In addition, the proposal would have required OPM to create a pilot program applying the Results First cost-benefit analysis model to at least eight programs. It also would require (1) OPM to select two agencies that would implement "performance-informed budget reviews" and (2) subsequently all agencies would have to submit performance-informed analyses that can include a results-based evaluation for OPM's consideration in developing the biennial budget.

The Republican amendment that passed and became PA 17-1, June Special Session also would have required OPM to create a pilot program applying the principles of the Pew-MacArthur Results First cost-benefit analysis model to at least 10 grant programs (at least one of which must be a program in an agency with an annual budget over \$200 million).

On September 28, 2017, Governor Malloy vetoed this legislation. Thus as of the date of this annual report, no state budget has been enacted nor any Results First-related provisions. The Results First Connecticut project and affected agencies continue to comply with current statutes, CGS §§ 4-68r and -68s, and will monitor legislation related to the Results First Connecticut project that the Connecticut General Assembly considers for the FY 2018-19 biennium.

Nevertheless, the aforementioned proposals indicate a growing interest in the Results First model and evidence-based practices.

PART IV: PEW-MACARTHUR RESULTS FIRST INITIATIVE SUPPORT

General Technical Support and Products

The Pew-MacArthur Results First Initiative staff are available to provide advice on procedures and implementation strategies as well as technical assistance with the Results First model. Technical and liaison staff are quite responsive and knowledgeable. Regularly-scheduled conference calls provide the opportunity to exchange updated status information, discuss current activities, and answer questions. These include the following calls with state agency staff for training purposes related to their program inventory preparation.

- Workgroup initial meeting, August 9, 2016;
- DMHAS on marginal cost calculations, August 18;
- DCF, September 6; and
- DOC, September 28.

Pew-MacArthur updated the “analysis engine” of the model so that the most accurate benefit-cost analyses can be done. Connecticut’s conversion to the cloud-based version of the Results First model and the state-specific data update were completed in this fiscal year. In September, Pew-MacArthur upgraded the model to incorporate (1) improvements to criminal justice, (2) the health expansion and a new higher education component, and (3) other minor changes. Results First Connecticut will update the state’s recidivism data to analyze adult criminal and juvenile justice programs.

The Pew-MacArthur Results First Initiative website (<http://www.pewtrusts.org/en/projects/pew-macarthur-results-first-initiative>) includes updated news and research reports. Also available is the Results First Clearinghouse Database (with an accompanying user guide) that compiles ratings and information from eight national research clearinghouses on over 900 programs. This Excel database covers a wide range of policy areas and interventions. The Clearinghouse Database is at <http://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2014/09/results-first-clearinghouse-database>.

The Pew-MacArthur Results First Initiative maintains its Igloo website for Results First jurisdictions. The Initiative staff use it to share announcements, discuss issues and pose questions, post state reports, publicize events, and provide technical assistance to users. It promotes and presents webinars on the Igloo site and Results First Connecticut staff participated in the following training sessions:

- ✓ The Model Programs Guide: Guides (OJJDP) (July 19, 2016)
- ✓ Illinois Benefit-Cost Analysis of Criminal Justice Programs (September 22, 2016)
- ✓ How States Engage in Evidence-Based Policymaking: A National Assessment (February 7, 2017)
- ✓ Leadership and Organizational Change for Implementation (March 23, 2017)
- ✓ Cultivating Stakeholders to Grow your Results First Efforts (September 7, 2017)
- ✓ Model Upgrades training and documentation (September 11, 2017)

- ✓ Maximizing Impact: Implementing Medicaid-Reimbursed EBPs in Child Welfare (September 19, 2017)

Additional webinars on a variety of topics are available to download and view on the Igloo site.

Finally, the Results First Initiative has expanded program inventories and model components to include the following policy areas (where Connecticut may consider expanding): child welfare, education, health, mental health, and substance abuse.

Site Visit

Connecticut's state liaison, Ronojoy Sen, and technical officer, Dr. Steve Lize, made a day-long visit to the state on October 4, 2016, to review (1) the cloud-based model implementation and migration from the Excel version and (2) draft versions of agency inventories.

Regional Convening

For the 2016-17 fiscal year, the Pew-MacArthur Results First Initiative held a regional, rather than a national, convening of Results First states on December 14 and 15, 2016, in Providence, Rhode Island. Representatives from all the Results First states in the Northeast (Connecticut, Massachusetts, Rhode Island, Vermont, New York, and Delaware) met to share implementation strategies, activities, and plans. From Connecticut, IMRP Executive Director Andrew Clark and Results First Connecticut staff John Noonan, Mary Janicki, and Dr. Ashley Provencher attended, at the invitation of the Pew Center for the States.

Results First Connecticut staff reported on activities for the year and Dr. Provencher participated on the panel of technical experts.

Particularly relevant presentations included:

- Strategies for implementation and effective integration in agency activity,
- Engaging stakeholders and leveraging support, and
- Embedding evidence-based provisions in contracts.

PART V: RECOMMENDATIONS AND PLANS FOR JULY 1, 2017 – JUNE 30, 2018

Results First Connecticut produced its second benefit-cost report implementing the 2015 legislation that required (1) adult criminal and juvenile justice agencies to compile program inventories and (2) IMRP to produce the Results First benefit-cost analyses for the state's executive and judicial branches and the General Assembly. In general in the future, we will work toward improved program inventories and an enhanced benefit-cost report as this requirement and process become more familiar, data collection improves, and users recognize the advantages of implementing evidence-based programs. To promote the benefits of the Results First Initiative, we make the following recommendations.

- ✓ Expand the parole recidivism study to assess juvenile parole services programs and cost information in order to develop with DCF recommendations for program changes to improve cost-effectiveness.
- ✓ Review the program inventory submitted by the participating agency on October 1, 2017 and prepare and publish the November 2017 edition of the "Results First Benefit-Cost Analyses of Adult Criminal and Juvenile Justice Evidence-Based Programs."
- ✓ Implement anticipated legislation that (1) expands the agencies and programs subject to the program inventory requirement by providing support and technical assistance and (2) requires OPM to develop pilot programs implementing Results First principles and applying the cost-benefit model in the 2018-19 biennium.
- ✓ Encourage executive and legislative branch leaders, OPM, OFA, and agencies to actively integrate evidence-based policy-making into their regular management practices.
- ✓ Maximize features in the Results First model by expanding user access to include other stakeholders, easily updating data, producing additional benefit-cost analyses, taking advantage of help resources, and generating reports.
- ✓ Consider requiring agencies to (1) substantiate their budget options with evidence that any proposed new program is likely to solve or prevent an identified problem or (2) base new grant or contract awards, evaluations, and payments on the incorporation of and data from evidence-based practices.
- ✓ Expand outreach efforts to inform stakeholders, private providers, and other organizations interested in the effectiveness and efficiency of state government of the benefits of the Results First Initiative.
- ✓ Include evidence-based policy-making and budgeting practices in statewide manager training programs.

- ✓ Continue existing and develop new collaboration efforts with current partners: the Connecticut Sentencing Commission, the Juvenile Justice Policy Oversight Committee, and the Connecticut Data Collaborative.
- ✓ Generally, promote IMRP as a resource in addressing budget- and policy-making decisions.

Appendix A

Relevant Section of Public Act 13-247

Codified at Section 2-111 of the Connecticut General Statutes

AN ACT IMPLEMENTING PROVISIONS OF THE STATE BUDGET FOR THE BIENNIUM ENDING JUNE 30, 2015 CONCERNING GENERAL GOVERNMENT

Sec. 42. (NEW) (*Effective from passage*) (a) There is established a Results First Policy Oversight Committee. The committee shall advise on the development and implementation of the Pew-MacArthur Results First cost-benefit analysis model, with the overall goal of promoting cost effective policies and programming by the state.

(b) The committee shall consist of the following members:

1. four members of the General Assembly, one of whom shall be appointed by the speaker of the House of Representatives, one of whom shall be appointed by the president pro tempore of the Senate, one of whom shall be appointed by the minority leader of the House of Representatives, and one of who shall be appointed by the minority leader of the Senate;
2. the Chief Court Administrator, or the Chief Court Administrator's designee;
3. the Comptroller, or the Comptroller's designee;
4. the director of the Office of Fiscal Analysis;
5. the director of the Office of Program Review and Investigations;
6. the director of the Office of Legislative Research;
7. the director of the Institute for Municipal and Regional Policy at Central Connecticut State University;
8. the executive director of the Commission on Children; and
9. a representative of private higher education, appointed by the Connecticut Conference of Independent Colleges;

(c) All appointments to the committee under subdivisions (1) to (11), inclusive, of subsection (b) of this section shall be made not later than thirty days after the effective date of this section. Any vacancy shall be filled by the appointing authority.

(d) A member of the General Assembly selected jointly by the speaker of the House of Representatives and the president pro tempore of the Senate shall be the chairperson of the committee. Such chairperson shall schedule the first meeting of the committee, which shall be held not later than sixty days after the effective date of this section.

(e) Members of the committee shall serve without compensation, except for necessary expenses incurred in the performance of their duties.

(f) Not later than October 1, 2013, and annually thereafter, the committee shall submit a report to the Governor and the joint standing committee of the General Assembly having cognizance of matters relating to appropriations and the budgets of state agencies, in accordance with section 11-4a of the general statutes, recommending measures to implement the Pew-MacArthur Results First cost-benefit analysis model.

Appendix B

Relevant Sections of Public Act 15-5, June Special Session

AN ACT IMPLEMENTING PROVISIONS OF THE STATE BUDGET FOR THE BIENNIUM ENDING JUNE 30, 2017, CONCERNING GENERAL GOVERNMENT, EDUCATION, HEALTH AND HUMAN SERVICES AND BONDS OF THE STATE.

Be it enacted by the Senate and House of Representatives in General Assembly convened:

...

Sec. 486. (NEW) (Effective July 1, 2015) For purposes of this section and sections 487 and 489 of this act:

(1) "Cost-beneficial" means the cost savings and benefits realized over a reasonable period of time are greater than the costs of implementation;

(2) "Program inventory" means the (A) compilation of the complete list of all agency programs and activities; (B) identification of those that are evidence-based, research-based and promising; and (C) inclusion of program costs and utilization data;

(3) "Evidence-based" describes a program that (A) incorporates methods demonstrated to be effective for the intended population through scientifically based research, including statistically controlled evaluations or randomized trials; (B) can be implemented with a set of procedures to allow successful replication in the state; (C) achieves sustained, desirable outcomes; and (D) when possible, has been determined to be cost-beneficial;

(4) "Research-based" describes a program or practice that has some research demonstrating effectiveness, such as one tested with a single randomized or statistically controlled evaluation, but does not meet all of the criteria of an evidence-based program; and

(5) "Promising" describes a program or practice that, based on statistical analyses or preliminary research, shows potential for meeting the evidence-based or research-based criteria.

Sec. 487. (NEW) (Effective July 1, 2015) (a) Not later than January 1, 2016, and not later than October first in every even-numbered year thereafter, the Departments of Correction, Children and Families and Mental Health and Addiction Services, and the Court Support Services Division of the Judicial Branch shall compile a program inventory of each of said agency's criminal and juvenile justice programs and shall categorize them as evidence-based, research-based, promising or lacking any evidence. Each program inventory shall include a complete list of all agency programs, including the following information for each such program for the prior fiscal year: (1) A detailed description of the program, (2) the names of providers, (3) the intended treatment population, (4) the intended outcomes, (5) the method of assigning participants, (6) the total annual program expenditures, (7) a description of funding sources, (8) the cost per participant, (9) the annual number of participants, (10) the annual capacity for participants, and (11) the estimated number of persons eligible for, or needing, the program.

(b) Each program inventory required by subsection (a) of this section shall be submitted in accordance with the provisions of section 11-4a of the general statutes to the Criminal Justice Policy and Planning Division within the Office of Policy and Management, the joint standing committees of the General Assembly having cognizance of matters relating to appropriations and the budgets of state agencies and finance, revenue and bonding, the Office of Fiscal

Analysis, and the Institute for Municipal and Regional Policy at Central Connecticut State University.

(c) Not later than March 1, 2016, and annually thereafter by November first, the Institute for Municipal and Regional Policy at Central Connecticut State University shall submit a report containing a cost-benefit analysis of the programs inventoried in subsection (a) of this section to the Criminal Justice Policy and Planning Division of the Office of Policy and Management, the joint standing committees of the General Assembly having cognizance of matters relating to appropriations and the budgets of state agencies and finance, revenue and bonding, and the Office of Fiscal Analysis, in accordance with the provisions of section 11-4a of the general statutes.

(d) The Office of Policy and Management and the Office of Fiscal Analysis may include the cost-benefit analysis provided by the Institute for Municipal and Regional Policy under subsection (c) of this section in their reports submitted to the joint standing committees of the General Assembly having cognizance of matters relating to appropriations and the budget of state agencies, and finance, revenue and bonding on or before November fifteenth annually, pursuant to subsection (b) of section 2-36b of the general statutes.

Sec. 488. Subsection (b) of section 4-68m of the general statutes is repealed and the following is substituted in lieu thereof (Effective July 1, 2015):

(b) The division shall develop a plan to promote a more effective and cohesive state criminal justice system and, to accomplish such plan, shall:

(1) Conduct an in-depth analysis of the criminal justice system;

(2) Determine the long-range needs of the criminal justice system and recommend policy priorities for the system;

(3) Identify critical problems in the criminal justice system and recommend strategies to solve those problems;

(4) Assess the cost-effectiveness of the use of state and local funds in the criminal justice system;

(5) Recommend means to improve the deterrent and rehabilitative capabilities of the criminal justice system;

(6) Advise and assist the General Assembly in developing plans, programs and proposed legislation for improving the effectiveness of the criminal justice system;

(7) Make computations of daily costs and compare interagency costs on services provided by agencies that are a part of the criminal justice system;

(8) Review the program inventories and cost-benefit analyses submitted pursuant to section 487 of this act and consider incorporating such inventories and analyses in its budget recommendations to the General Assembly;

~~[(8)]~~ (9) Make population computations for use in planning for the long-range needs of the criminal justice system;

~~[(9)]~~ (10) Determine long-range information needs of the criminal justice system and acquire that information;

~~[(10)]~~ (11) Cooperate with the Office of the Victim Advocate by providing information and assistance to the office relating to the improvement of crime victims' services;

~~[(11)]~~ (12) Serve as the liaison for the state to the United States Department of Justice on criminal justice issues of interest to the state and federal government relating to data, information systems and research;

[(12)] (13) Measure the success of community-based services and programs in reducing recidivism;

[(13)] (14) Develop and implement a comprehensive reentry strategy as provided in section 18-81w; and

[(14)] (15) Engage in other activities consistent with the responsibilities of the division.

Sec. 489. (NEW) (Effective July 1, 2016) The Departments of Correction, Children and Families and Mental Health and Addiction Services, and the Court Support Services Division of the Judicial Branch may include in the estimates of expenditure requirements transmitted pursuant to section 4-77 of the general statutes, and the Governor may include in the Governor's recommended appropriations in the budget document transmitted to the General Assembly pursuant to section 4-71 of the general statutes, an estimate of the amount required by said agencies for expenditures related to the implementation of evidence-based programs.

APPENDIX C

Members of the Connecticut Results First Policy Oversight Committee

<i>Member</i>	<i>Appointed By or Ex-Officio</i>
Representative Toni Walker	House Speaker
Senator Catherine Osten	Senate President pro Tem
Representative Dan Carter	House Minority Leader
Senator Robert Kane	Senate Minority Leader
Chip Flanagan	House Majority Leader
Ellen Durnin	Senate Majority Leader
Elizabeth Graham	Chief Court Administrator
John Clark	State Comptroller
Neil Ayers	Director, Office of Fiscal Analysis
Repealed by PA 17-60	[Director, Office of Program Review and Investigations]
Stephanie D'Ambrose	Director, Office of Legislative Research
Andrew Clark	Director, Institute for Municipal and Regional Policy
Steven Hernandez	Executive Director, Commission on Women, Children and Seniors
Vacant	Connecticut Conference of Independent Colleges

September 28, 2017