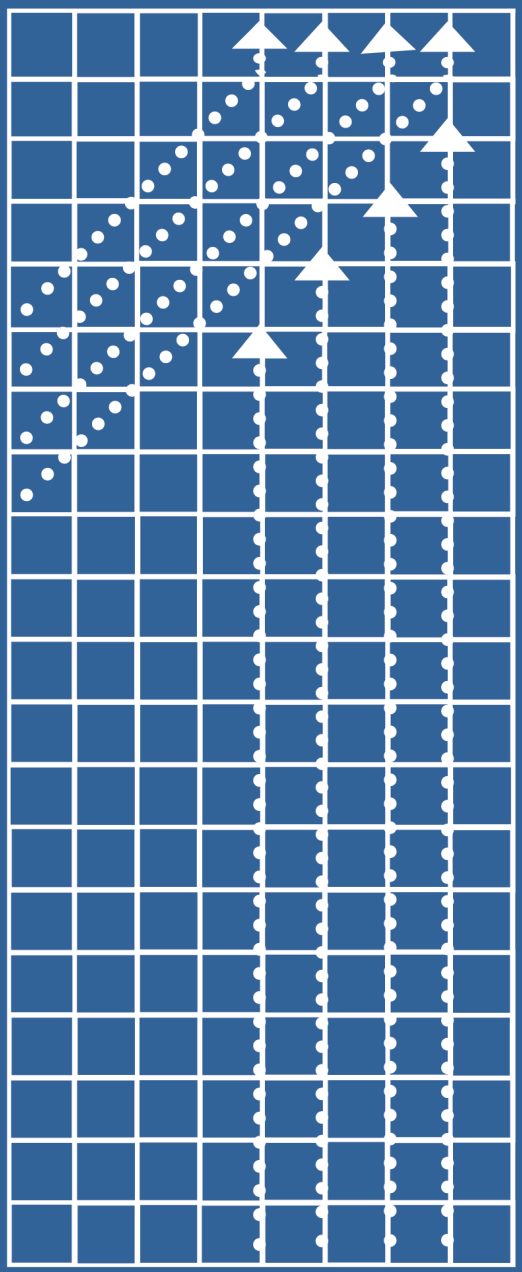
IMRP

RESULTS FIRST CONNECTICUT



STATE OF CONNECTICUT

Results First

Benefit-Cost Analyses of Evidence-Based Programs

November 2018

INSTITUTE FOR MUNICIPAL AND REGIONAL POLICY

IMRP

Central Connecticut State University

Connecticut Results First Benefit-Cost Analyses of Evidence-Based Programs

Pursuant to
Connecticut General Statutes, Sections 4-68r and -68s

Prepared by
Institute for Municipal and Regional Policy
New Britain, Connecticut

November 2018

Table of Contents

Executive Summary and Key Findings……1

Guide to Results First Benefit-Cost Analyses Report……3

I. Statutory Charge……5

II. The Results First Initiative……8
- Background……8
- Results First Clearinghouse Database……8
- Methodology……8
- Findings Overview and Implementation Assessment……9

III. Benefit-Cost Analyses……10
- Results First Model……10
- Cost and Budget Data……10
- Connecticut's Evidence-Based Programs and Benefit-Cost Analyses……12
  - Table 1: Judicial Branch-Court Support Services Division..14
  - Table 2: Department of Correction……15

IV. Program Inventories……17
- Evidence-Based Program Inventory Information
- Judicial Branch – Court Support Services Division
  - Table 3……19
- Department of Correction
  - Table 4: ……21

V. Findings and Recommendations……23
- Assessment of Compliance……23
- Recommendations and Next Steps……24

Appendix A – Agency Program Inventories and Cost-Benefit Analyses Report: Statutory Requirements……27

Appendix B—"A Guide to Calculating Justice-System Marginal Costs"……30

EXECUTIVE SUMMARY AND KEY FINDINGS

- State law requires (1) five specified state agencies to submit their respective program inventories annually and (2) the Institute for Municipal and Regional Policy (IMRP) to publish an annual benefit-cost analyses report of programs identified in the inventories. Agencies and legislators making policy and budget decisions should be encouraged to use program inventories and the resulting benefit-cost analyses to allocate resources, prioritize program offerings, and improve program effectiveness and outcomes.

- Legislation enacted in 2017 expanded the program inventory requirements to include all of the agencies' and the division's programs, not just the criminal and juvenile justice programs; added Department of Social Services' (DSS) programs; and made the inventory requirement annual, rather than biennial. It also required the Office of Policy and Management (OPM) to create a pilot program applying the principles of the Pew-MacArthur Results First model to at least eight state-financed grant programs. The move to structured evidence-based decision-making will result in a more effective and efficient utilization of state resources for intended outcomes.

- In 2018, two of the five agencies submitted program inventories (the Judicial Branch's Court Support Services Division [JB-CSSD] and the Department of Correction [DOC]). The departments of Children and Families, Mental Health and Addiction Services, and Social Services did not.

- Of the funding identified in their respective inventories, JB-CSSD spent 92% of their adult funding and 99% of juvenile funding on evidence-based programs and DOC spent 97% on such programs.

- The two 2018 program inventories list a total of 156 programs, 86 of which were identified as evidence-based or that include evidence-based services.

- Fourteen evidence-based programs were included in the Results First model and had marginal cost information allowing IMRP to calculate a Connecticut-specific benefit-cost analysis. All show a positive return on investment, with a probability of between 61% and 100%.

- As the Results First Initiative's benefit-cost analyses and the underlying program inventories become more robust and sustainable, the state will be able to:

    - Identify the programs it funds and at what cost.
    - Target state, federal, and private funds to cost-beneficial, evidence-based programs.
    - Promote and support the use of technology for data collection and analysis.
    - Evaluate program implementation and fidelity.
    - Articulate program capacity and utilization to maximize participation in effective, evidence-based programs.
    - Allow adult criminal and juvenile justice agencies to share data to improve service delivery and reduce recidivism.
    - Use evidence and outcome data to inform decisions on where to prioritize limited resources.

- Future benefit-cost analyses can be improved by developing and sustaining the agency and analytic infrastructure to support improved decision-making. Steps include:

    - Supporting DSS and the OPM pilot program with training and technical assistance.
    - Supporting technology development for data collection and program inventory reports.
    - Instituting routine program evaluations to assure program fidelity and overall effectiveness by dedicating in-agency personnel to assess state-run programs and including performance measures, program evaluation requirements, and more refined cost details in private provider contracts.
    - Dedicating adequate resources in each agency to support the preparation of complete and consistent program inventories.
    - Completing the update of Connecticut-specific data in the Results First model.
    - Training staff in evidence-based policy and budget decision-making.
    - Developing expertise in maintaining and utilizing the web-based Results First model.
    - Ensuring a smooth transition to the next administration.

- IMRP thanks agency staff for their efforts in providing the necessary data for the benefit-cost analyses as well as the Pew-MacArthur Results First Initiative staff for their technical assistance.

Guide to Results First Benefit-Cost Analysis Report

The intent of this guide is to assist users of the "Results First Benefit-Cost Analyses of Evidence-Based Programs." This report is produced by the Institute for Municipal and Regional Policy (IMRP) on November 1, 2018, in compliance with the legislative requirement (CGS § 4-68s) to conduct and report on benefit-cost analyses (BCA) of agency program inventories, also required by law. These BCA's are developed in collaboration with the Results First Initiative, a project of the association between the Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation. The Washington State Institute for Public Policy (WSIPP) developed the econometric model used to produce the BCAs under this initiative. It includes modules on criminal and juvenile justice, pre-K through grade 12 education, child welfare, mental health, substance abuse, and public health. The Results First Initiative provided the benefit-cost model software and technical assistance for its use in compiling the program inventories.

The Results First model applies the best available national rigorous research on program effectiveness to predict the public safety and fiscal outcomes of each program category in Connecticut, based on the state's unique population characteristics and the costs to provide these programs here. For each potential investment, the model produces separate projections of benefits that would accrue to program participants, nonparticipants, and taxpayers. These are summed to estimate a total state bottom-line benefit. The model then calculates the cost of producing these outcomes and the return on investment that Connecticut would achieve if it chose to appropriately fund each program and implement it with fidelity. Programs may then be compared on common terms as to long-term cost effectiveness.

The Results First program inventory template used by the agencies lists a great deal of information on Connecticut agency programs and is designed to include the information required to populate the model with state-specific data. Each agency's program inventory must list all programs and identify them as evidence-based, research-based, or promising. In addition to the analyses that the inventories support, this categorization is helpful in promoting the effort to transition to more evidence-based programs. To the extent that the listed programs (1) are evidence-based as substantiated by rigorous research and included in the model, (2) have costs expressed appropriately, and (3) serve an adequate number of participants, IMRP can match programs with those in the model and calculate the benefit-cost ratio.

Also important to this effort is the use of the Results First Clearinghouse Database. This one-stop online resource provides policymakers with an easy way to find information on the effectiveness of various interventions as rated by nine national research clearinghouses employing rigorous research and evidence rankings.

Since this is a tool intended to enhance policy and budget decision-making, it would be appropriate if the user's review of the report was informed by a firm understanding of (1) statewide program priorities and how each state-funded agency fits into those priorities and (2) each agency priority and how its programs fit into those priorities. If these are not already understood, budget- and policymakers could begin by determining:

1. the state's program priorities (Vision, Mission, Goals, Objectives, Activities, etc.);
2. which agencies (and programs, if they cross agencies) advance these priorities; and

3. which priority agency's programs fit within the state priorities.

Note: Underlying this is the assumption that there is a validated current and forecast need for the program/service.

With this fundamental understanding, the Results First BCA report can best be used to then determine which of these inventoried, matched, and analyzed programs are most productive (efficient and effective) at achieving the established priorities.

Begin by referring to the tables in the report of Results First program areas and agency programs that fit under those broad areas that (1) do not have BCAs but are listed due to evidence associated with them and (2) have the BCA calculation.

For programs with BCAs (Tables 1 and 2, pages 14 -16): Within each Results First program area, see the comparative Benefit-Cost (B/C) ratios listed for each agency program and Special Identifier (SID) and select/prefer (i.e., treat as high priority) those with the highest B/C ratio and lowest cost to achieve such ratio to invest in or continue. Deselect/down-grade (treat as low priority) those with comparatively lower B/C ratio and requiring higher cost to achieve the same or better ratio.

Once you have established that (1) there is a current and forecast need for the program services or area; (2) it is a high priority for the state; and (3) there is good evidence that the program model achieves intended outcomes with a high level of effect, prefer programs whose B/C ratio is comparatively higher and whose costs to operate are lower. The programs with the highest B/C ratio and the lowest cost to operate should be preferred.

For programs without BCAs (Tables 3 and 4, pages 19-22): Within each Results First program area that has agency programs substantiated by WSIPP or Results First Clearinghouse evidence (or other rigorous evaluation), but do not have BCA's, use the list to relate the evidence to the state-operated program to determine:

(A) whether the actual agency program operates with fidelity to the program model evaluated with evidence.
   i. If so, then determine whether the program model evidence forecasts favorable results (positive outcomes and B/C ratio).
   ii. If not, then study further, treat as low priority, or consider divestment.

OR

(B) the comparative cost per unit per similar program area and select those with lower costs and better outcomes and deselect those with higher costs and worse outcomes.

Conclusion

The benefit-cost analysis is "[a] decision tool, not [a] decision rule." It is helpful in making decisions based on identified criteria and priorities and should not result in *de facto* decisions based on numbers. It helps to understand how activities compare on similar bases of operation and cost so that decisions conform to priorities, outcome expectations, and budgets.

I. STATUTORY CHARGE

Results First

This report is submitted pursuant to original 2015 legislation as amended in 2017, CGS §§ 4-68r and -68s (PA 15-5, June Special Session, §§ 486 – 487 and PA 17-2, June Special Session, § 247) (see Appendix A). This law advanced the work of the Results First project at Central Connecticut State University's Institute for Municipal and Regional Policy, which administers the Pew-MacArthur Results First Initiative.[1] Results First Connecticut first focused on the agencies associated with adult criminal and juvenile justice policy and their state-funded programs that are evidence-based. The effort now extends to all of those agencies' programs and those of the Department of Social Services (DSS). The analysis model, developed by the Washington State Institute for Public Policy (WSIPP) relies on meta-analyses of national research and Connecticut-specific costs and participant data to produce a program's expected return on investment for the state. Initially, agencies' so-called program inventories are necessary in order to apply the Results First economic model. Then, IMRP must calculate the benefit-cost analyses (BCA) used to make policy and budget decisions. Agencies and legislators making policy and budget decisions might use program inventories and this report to allocate resources, prioritize program offerings, or improve program effectiveness and outcomes.

The 2015 law required the 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) to develop program inventories in even-numbered years that would provide the data for implementation of the Result First project. It included the provision requiring IMRP to develop annual benefit-cost analyses of the evidence-based adult criminal and juvenile justice programs listed in those inventories.

On October 26, 2017, the General Assembly completed its work on the state budget legislation that included changes to the 2015 Results First law. Effective October 31, 2017, the law expanded application of Results First in Connecticut by extending the program inventory requirement to cover DSS and to include all currently required agencies to incorporate all programs, not just their criminal

[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. Additional information about Results First is available at http://www.pewstates.org/projects/pew-macarthur-results-first-initiative-328069.

and juvenile justice programs. It also required annual, rather than biennial, program inventories. The IMRP benefit-cost analyses report must use the additional and expanded inventories as the basis for its annual report.

Program inventories must categorize programs as evidence-based, research-based, or promising and 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 annual program expenditures and a description of funding sources,
4. the method for assigning participants,
5. the 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.

In addition, IMRP's benefit-cost analyses may be included as part of OPM's and the Office of Fiscal Analysis' annual fiscal accountability report due by November 15 to the legislature's fiscal committees each year. Under the statute, "cost beneficial" means that the cost savings and benefits realized over a reasonable period of time are greater than the costs of a program's implementation.

Program Definitions

An *"evidence-based program"* incorporates methods demonstrated to be effective for the intended population through scientifically based research, including statistically controlled evaluations or randomized trials; can be implemented with a set of procedures to allow successful replication in Connecticut; achieves sustained, desirable outcomes; and, when possible, has been determined to be cost-beneficial.

A *"research-based program"* is 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 the full criteria for evidence-based.

A *"promising program"* is a program or practice that, based on statistical analyses or preliminary research, shows potential for meeting the evidence-based or research-based criteria.

By law, OPM must develop a plan to promote a more effective and cohesive state criminal justice system. To accomplish this, OPM must also review the program inventories and benefit-cost analyses and consider incorporating them in its budget recommendations to the legislature.

Other Related Mandated Efforts

In addition to the legislation enacted to implement the Results First Initiative in Connecticut, the General Assembly has passed and the governor has signed additional requirements intended to focus policy and budget decisions on results or performance-oriented programs. Specifically, two other provisions of the 2017 budget act require:

1. the Office of Policy and Management to create a pilot program applying the principles of the Results First Initiative benefit-cost analysis model to at least eight grant programs (CGS § 4-68s (e) and (f)) and

2. the legislature to identify at least one agency that must provide information and analyses for a performance-informed budget review for the governor and legislature to consider when developing the next biennial budget (CGS § 2-33b).

OPM must create the pilot program by January 1, 2019 and submit a report by April 1, 2019, on the selected programs, the status of the pilot, and any recommendations. The General Assembly was to have selected one or more agencies to provide the specified information and analyses for the performance-informed budget review for development of the upcoming biennial budget. The act also established a legislative Subcommittee on Performance-Informed Budgeting.

II. THE RESULTS FIRST INITIATIVE

Background

Currently, the Pew-MacArthur Results First Initiative works with 18 states and eight county jurisdictions to implement an innovative evidence-based policymaking approach and benefit-cost analysis model that helps them invest in policies and programs that are proven to work. It gives public officials the information they need to make policy and budget decisions based on probable outcomes and return on investment. It is intended to identify opportunities that effectively invest limited resources to produce better outcomes and potential savings.

Results First employs a sophisticated econometric model to analyze the costs and benefits of evidence-based programs across a variety of social policy areas. By calculating the long-term return on investment for multiple programs through the same lens, it produces results and comparisons that policymakers can use in planning and budgeting decisions.

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. To date, Connecticut's work with Results First has focused on conducting a comprehensive benefit-cost analysis of the state's adult criminal and juvenile justice programs.

Results First Clearinghouse Database

As an additional aid in evaluating evidence-based programs, the Results First Initiative has created a Results First Clearinghouse Database that policymakers can use as a resource for information on program effectiveness. The database is a single, on-line compilation of research, literature reviews, and evaluations from nine different national clearinghouses on interventions in policy areas, including adult criminal and juvenile justice. Information on more than 2,800 interventions in the database rate program effectiveness and describe evaluations to identify interventions that work. While each separate clearinghouse has its own rating system, the Results First Clearinghouse Database assimilates these into one that easily conveys a common perspective on rated effectiveness.

Not all the programs in the clearinghouse are included in the Results First model for determining a benefit-cost analysis. However, the clearinghouse can be a useful tool to identify programs that have been evaluated as evidence-based and effective.

Methodology

The Results First model, which was originally developed by the Washington State Institute for Public Policy, applies the best available national rigorous research on program effectiveness to predict the public safety and fiscal outcomes of each program category in Connecticut, based on our unique population characteristics and the costs to provide these programs in this state. For each potential investment, the model produces separate projections of benefits that would accrue to program participants, nonparticipants, and taxpayers. These are summed to estimate a total state bottom-line

benefit. The model then calculates the cost of producing these outcomes and the return on investment on a per-participant basis that Connecticut would achieve if it chose to continue an appropriate level of funding and maintain fidelity to each program.

The Results First program inventory spreadsheet template is designed to provide the information required to populate the model with state-specific data. To the extent that the listed programs are (1) evidence-based as substantiated by rigorous research and included in the model and (2) have costs expressed appropriately, IMRP can match programs with those in the model and calculate the benefit-cost analysis.

Findings Overview and Implementation Assessment

The Results First project involves three distinct phases: (1) preparation of an agency's program inventory, complete with descriptions and specified participant and fiscal data; (2) identification of those programs that are evidence-based and those that match the programs included in the Results First model; and (3) calculation of the benefit-cost analysis and return on investment for those programs that are in the Results First model. Agencies are responsible for assessing the programs they operate with their own staff and those for which they contract with private providers. Once they list all these programs, they must present the specified data for each.

Compiling a program inventory is a labor-intensive effort, involving an agency's program as well as fiscal staff. Some of the mandated agencies, while acknowledging the importance of offering evidence-base programs and collecting the supporting program data, have been unable to devote the program and fiscal staff hours necessary to compile a program inventory for this purpose.

In addition, we have found that in some cases, an agency lists a program that includes a variety of services or interventions offered alone or in some combination. If the agency is unable to isolate or disaggregate the costs of evidence-based services provided to clients under an umbrella program offering multiple interventions that can vary from client to client, then Results First cannot provide the benefit-cost analysis for each separate intervention or assess its effectiveness.

Thus, this report includes a benefit-cost analysis for only a few programs.

Agencies indicate that supporting the use of evidence-based programs and determining their effects is the correct approach to providing state-supported services. One difficulty appears to be the shortage of staff necessary to devote to the efforts required to monitor and collect program data. However, the difficulties associated with compiling a program inventory should not outweigh the importance of determining the efficacy and efficiencies of programs on which the state spends millions of dollars.

III. BENEFIT-COST ANALYSES

Results First Model

Results First employs a sophisticated econometric model to analyze the costs and benefits of potential investments in public programs. The model applies the best available national rigorous research on program effectiveness to predict the public safety and fiscal outcomes of each program category in Connecticut, based on our unique population characteristics and the costs to provide these programs in the state. For each potential investment, the model produces separate projections of benefits that would accrue to program participants, nonparticipants, and taxpayers. The model then calculates the cost of producing these outcomes and the return on investment that Connecticut can expect to achieve if each program is appropriately funded and implemented with fidelity.

In order to apply the Results First model, IMRP needed to have the following information included in the program inventory:

1. the program name and description;
2. whether the program is included in the Results First model;
3. participant data; and
4. FY 2018 cost and budget information, including the marginal cost.

Cost and Budget Data

Generally, the cost of a program includes fixed costs (those that are incurred regardless of how many people participate in a program) and variable costs (those that are dependent on the number of program participants). Step-fixed costs are those that would increase or decrease with a more significant change in a program's workload or participation level.

For purposes of applying the Results First benefit-cost analysis (BCA) model, it is better to know the marginal cost for program participants, that is, the cost to provide the program to one more person or unit of service, rather than an average cost, which includes fixed costs and can overstate the BCA. Marginal costs are preferred in the calculation of benefit-cost analyses because justice system costs tend to be incremental, for items like clothing, food, and some services. Average costs per participant include fixed costs and overestimate potential savings from reduced recidivism. Although in the case of a program contracted to a private provider that charges costs on a per participant basis, the average and the marginal costs are the same, for purposes of the Results First model.

As illustrated in the Vera Institute of Justice's "A Guide to Calculating Justice-System Marginal Costs" (May 2013):

> [T]he average and marginal costs of prison illustrate this important distinction. Nationwide, the average annual per-inmate cost of state prison is about $30,000. A common misconception is that reducing the prison population by a small amount will translate into $30,000 per inmate in taxpayer savings. But the average

cost includes costs for administration, utilities, and other expenses that will not change when the prison population is slightly reduced. A small change affects expenses such as food, clothing, and medical care: these are the marginal costs associated with a small reduction in the inmate population. The difference between the average and marginal cost of prison is vast. In Massachusetts, for example, the average annual per-inmate cost of incarceration is $46,000, whereas the marginal cost is only $9,000.

Appendix B, also based on the Vera Institute guide, describes in more detail the types and components of program costs.

Connecticut's Evidence-Based Programs and Benefit-Cost Analyses

The DOC and JB-CSSD's program inventories listed all program offerings (including, in the case of DOC, programs that the department has offered but, for various reasons, were not conducted in FY 18). They also identified the adult and juvenile programs that they determined are evidence-based, referring to the Results First model and the clearinghouse database. They completed the participant and cost/budget worksheets that asked for FY 18 data on marginal cost per participant (an essential element of the benefit-cost analysis formula). (The lists of all evidence-based programs from the inventories appear in Tables 3 and 4, showing a significant number of programs offered by JB-CSSD and DOC [and the percentage of the spending they report in each inventory] are evidence-based.)

For this report however, in most cases, IMRP was unable to apply the Results First model for purposes of calculating the benefit-cost analysis. It includes, of all an agency's programs, only those that are evidence-based and in the Results First model that include the appropriate benefit and cost data including the necessary marginal cost figure.

For FY 18, JB-CSSD identified 13 adult criminal justice programs. Nine of the 13 are evidence-based, including three that offer a variety or group of services or interventions (some of which are evidence-based) that are available to clients singularly or in combination with others based on each individual client's needs. The division submitted the marginal cost for Adult Sex Offender Treatment Services (see Table 1).

JB-CSSD identified 13 programs available to justice-involved juveniles. These included one (Juvenile Sex Offender Services) that was replaced in mid-FY 18 by another (Adolescent Sexual Behavior Treatment and Education). Eleven of the 13 are evidence-based, including four that offer a variety or group of services or interventions (some of which are evidence-based) available to clients singularly or in combination with services, based on each individual client's needs. Of the separate evidence-based programs, the agency has provided marginal costs for three and the benefit-cost analyses for those are in Table 1.

Of the 130 DOC programs included in its inventory, 66 are evidence-based and 10 of those were submitted with marginal costs that could be used to calculate a benefit-cost analysis.

The tables below show the program inventory data for the four JB-CSSD programs (one adult and three juvenile) and 10 adult DOC programs that are included in the Results First model for which the agency was able to calculate a marginal cost for the program. With this data and for these programs, IMRP is able to present the benefit-cost ratio. All of the adult programs are cost-effective. All the juvenile programs are cost-effective. The data in the tables show the following:

- *Total benefits*: The sum of long-term benefits to taxpayers and society that result from one person's participation in a program.
- *Benefits to Participants*: The monetary gains (or losses) to the program participant from avoiding a technical violation.
- *Taxpayer Benefits*: The benefit from a governmental or budgeting perspective. For example, state and local criminal justice expenses avoided as a result of programming that reduces future crime resulting in convictions. Taxpayer costs avoided include police arrests, court adjudication, prison detention and incarceration, and probation or parole supervision.
- *Non-Taxpayer Benefits:* Benefits other than state and local resources to individual persons who would be affected by crime. For adult criminal justice and juvenile justice programs, non-taxpayer benefits are calculated using costs associated with avoided victimization, including tangible (e.g., medical expenses, cash or property theft, or lost earnings due to injury) and intangible costs (e.g., pain and suffering resulting from being a crime victim).
- *Other Indirect Benefits*: Avoided expenses or additional costs related to the increased tax burden to fund the program. A positive value represents a net reduced tax burden to fund the criminal justice system. A negative value represents the net increased tax burden to pay for the program.
- *Costs*: The incremental cost of providing a program, service, or policy to an additional client, participant, or specific population. Program costs do not include fixed costs, such as rent or utilities, unless these costs are essential to the program's operation. Connecticut Results First estimated program costs using FY 2018 budgetary data.
- *Benefits minus Costs (Net Present Value)*: The difference between the present value of discounted cash inflows (benefits) from a given program and the present value of cash outflows (costs). A program with a net present value of $1,000 produces $1,000 in benefits per participant after subtracting the costs of participation.
- *Benefit-to-cost Ratio*: The ratio of a program's monetary benefits (or losses) to program costs. A ratio greater than 1 is favorable. For example, if a program's benefit-to-cost ratio is $6.60, its net benefit to society is $6.60 for every $1 invested.
- *Odds of a positive net present value*: The percentage of time we can expect benefits to exceed costs after running the benefit/cost analysis 1,000 times, in this case.

Table 1: Connecticut Results First: Benefit-Cost Comparisons
Benefit-Cost Analyses for Judicial Branch-Court Support Services Division Programs for Preventing Crime Recidivism (2018 Dollars)

Program Name Appropriated Program Name (SID #)	*Total Benefits*	*Benefits to Participants*	*Taxpayer Benefits*	*Non-Taxpayer Benefits*	*Other Indirect Benefits*	*Costs*	*Benefits minus Costs (Net Present Value)*	*Benefit to Cost Ratio (Benefits for every $1 of cost)*	*Odds of a Positive Net Present Value*
ADULT									
Sex Offender Treatment in the Community									
Adult Sex Offender Treatment Services (12043, 90281)	$3,644	0	$1,059	$2,059	$525	($23)	$3,621	$158.43	81%
JUVENILE									
Sex Offender Treatment (non-MST) for Juvenile Offenders									
Adolescent Sexual Behavior Treatment and Education (12105)	$14,611	$957	$5,403	$5,885	$2,366	($144)	$14,467	$101.47	64%
Juvenile Sex Offender Services (12105)	12,871	874	4,578	5,278	2,141	($123)	12,748	104.64	61%
Multisystemic Therapy (MST)									
Multisystemic Therapy (12105, 12375)	$13,959	$898	$5,750	$4,765	$2,546	($216)	$13,743	$64.63	98%

Note: Includes Deadweight Cost of Taxation and 1,000 Monte Carlo Simulations

Table 2: Connecticut Results First: Benefit-Cost Comparisons
Benefit-Cost Analyses for Department of Correction Programs for Preventing Crime Recidivism (2018 Dollars)

Program Name Appropriated Program Name (SID #)	*Total Benefits*	*Benefits to Participants*	*Taxpayer Benefits*	*Non-Taxpayer Benefits*	*Other Indirect Benefits*	*Costs*	*Benefits minus Costs (Net Present Value)*	*Benefit to Cost Ratio (Benefits for every $1 of cost)*	*Odds of a Positive Net Present Value*
Cognitive Behavioral Therapy (High and moderate risk offenders)									
Anger Management Program (10010)	$9,760	($14)	$3,735	$4,667	$1,373	($929)	$8,831	$10.51	90%
Correctional Education in Prison Basic Skills									
USD #1 Adult Basic Education (10010)	$38,252	0	$13,138	$20,147	$4,967	($3,151)	$35,101	$12.14	100%
Electronic Monitoring (Parole)									
Electronic Monitoring (10020)	$1,433	0	$495	$465	$473	($454)	$1,887	n/a*	100%
Methadone Treatment Program									
Methadone Treatment Program (10010, 23642)	$14,583	0	$6,387	$7,526	$670	($4,966)	$9,617	$2.94	83%
Outpatient/Non-intensive Drug Treatment (Incarceration)									
Tier One Addiction Services (10010)	$11,233	0	$4,261	$5,252	$1,720	($861)	$10,372	$13.05	99%
Technical Violators Program (TOP) (10010)	10,902	0	4,250	5,264	1,389	(1,432)	9,470	7.61	98%
Seven Challenges (10010, 10020)	9,208	0	4,210	5,201	(203)	(4,582)	4,626	2.01	84%
Outpatient/Non-intensive Drug Treatment (Community)									
Non-residential Behavioral Health/Domestic Violence/Sex Offender (16173)	$7,402	0	$3,430	$2,692	$1,280	($887)	$6,515	$8.34	100%

Program Name Appropriated Program Name (SID #)	*Total Benefits*	*Benefits to Participants*	*Taxpayer Benefits*	*Non-Taxpayer Benefits*	*Other Indirect Benefits*	*Costs*	*Benefits minus Costs (Net Present Value)*	*Benefit to Cost Ratio (Benefits for every $1 of cost)*	*Odds of a Positive Net Present Value*
Therapeutic Communities for Chemically Dependent Offenders (Incarceration)									
Tier Program Addiction Services (10010)	$10,988	$356	$4,011	$4,746	$1,875	($2,869)	$8,119	$3.83	95%
Vocational Education in Prison									
USD #1 – Vocational Education (10010)	$17,496	0	$6,197	$9,523	$1,776	($2,669)	$14,827	$6.56	96%

Note: Includes Deadweight Cost of Taxation and 1,000 Monte Carlo Simulations

* The model calculation includes an alternative program comparison cost, such as incarceration in this case, and this is more expensive than Electronic Monitoring. When a comparison cost is greater than the program cost, the net result will be a gain, rather than an expense, which is added to the benefits. A benefit-cost ratio is not calculated in such cases where the comparison cost is greater than the program cost because the equation is not logical. A positive net present value suggests that the program option is an efficient or cost-effective investment.

IV. PROGRAM INVENTORIES

Evidence-Based Program Inventory Information by Agency

In October 2018, JB-CSSD and DOC submitted inventory spreadsheets to IMRP. There was significant additional contact to clarify certain components of the information in order for IMRP to begin its work compiling the benefit-cost analysis portion of the project.

Tables 3 and 4 list the programs that JB-CSSD and DOC identified as evidence-based, but not all of them could be included in the agency "consumer reports" chart with a benefit-cost analysis. Nevertheless, the tables show important details as reported in the agency program inventories for the evidence-based programs they manage in Connecticut. General cost and benefit information on evidence-based programs may be seen at Washington State Institute for Public Policy and Results First Clearinghouse Database.

The fields shown in the table below are defined as follows:

- *Program Name*: The specific, formal program name of the program.
- *Evidence-Based Services Offered:* The name(s) of the program found in the Results First Initiative program summaries that is similar to the Connecticut program. Results First Program Summaries describe the studies that WSIPP used to conduct the meta-analysis and calculate the average effect size of each program in the model.
- *Number of Participants Served:* The number of clients treated (regardless of program completion) in state FY 2018.
- *Program Budget:* The total amount budgeted by the agency for the program for the year used for the cost estimates.
- *Percent of Total FY18 Program Inventory Budget:* The program cost as a percentage of the total budgeted amount for programs listed in the agency's program inventory. This is not the spending on a particular program compared to all agency program expenditures or to the entire agency budget.

The shaded programs are included in the Benefit-Cost Analyses (Table 1) above.

Judicial Branch – Court Support Services Division

For FY 18, JB-CSSD identified 13 adult criminal justice programs. Nine of the 13 are evidence-based including three that offer a variety or group of services or interventions (some of which are evidence-based) that are available to clients singularly or in combination with others based on each individual client's needs.

JB-CSSD identified 13 programs available to justice-involved juveniles. These included one (Juvenile Sex Offender Services) that was replaced in mid-FY 18 by another (Adolescent Sexual Behavior Treatment and Education). Eleven of the 13 are evidence-based, including four that offer a variety or group of services or interventions (some of which are evidence-based) available to clients singularly or in combination with services, based on each individual client's needs.

Evidence-based programs in the Results First model are shown below with the JB-CSSD adult and juvenile programs that group together multiple services or interventions, some of which are evidence-based. Because clients receive various individual or different combinations of services and because the participant and cost data for these programs is aggregated, there can be no separate benefit-cost analysis calculated for any of these Connecticut programs.

Table 3: Judicial Branch-Court Support Services Division Evidence-Based Program Inventory Information

Program Name	*Evidence-Based Services Offered*	*Number of Participants Served*	*Program Budget FY 18*	*Percent of Total Program Inventory Budget**
	ADULT			
Adult Behavioral Health Services	Case management (not "swift, certain, and fair") for drug-involved persons Inpatient/intensive outpatient drug treatment (community) Outpatient/non-intensive drug treatment	19,920	$19,074,427	34%
Adult Sex Offender Treatment Services	Treatment in the community for individuals convicted on sex offenses	1,752	3,152,839	6%
Alternative in the Community	Cognitive behavioral therapy (CBT) for individuals classified as high- or moderate-risk	8,281	16,049,369	29%
Advanced Supervision Intervention & Support Team/Start Now	Cognitive behavioral therapy (CBT) for individuals classified as high- or moderate-risk (Non-name brand only)	367	999,510	2%
Domestic Violence Program – Bridgeport	Cognitive behavioral therapy	202	86,207	<1
Electronic Monitoring	Electronic monitoring - probation	3,490	1,399,720	2%
Residential Drug Tx Collaborative**	Therapeutic communities	773	5,172,259	9%
Sierra Center	Therapeutic communities	41	639,367	1%
Transitional Housing	Housing assistance without services	925	4,850,925	9%
Total Expenditures on Evidence-Based Programs			**$51,424,623**	**92%**
Total Expenditures on All Programs Reported in Program Inventory*			**$56,047,744**	**100%**

Notes: Highlighted programs are included the benefit-cost analyses.

* Additional program expenditures may have occurred.

****Program offered through a Memorandum of Agreement with the Department of Children and Families

Program Name	*Evidence-Based Services Offered*	*Number of Participants Served*	*Program Budget FY 18*	*Percent of Total Program Inventory Budget**
	JUVENILE			
Adolescent-Community Reinforcement Approach & Assertive Continuing Care	Other chemical dependency treatment for juvenile offenders (non-therapeutic)	65	$333,269	2%
Adolescent Sexual Behavioral Treatment and Education	Sex offender treatment (non-MST) for juveniles convicted of sex offenses	28	427,313	2%
Boys Therapeutic Respite and Assessment Center	Therapeutic communities for chemically dependent juvenile offenders	28	1,218,078	6%
Community Residential Program	Cognitive Behavioral Therapy for juvenile offenders. Vocational and employment training for juveniles.	50	843,408	4%
Child, Youth & Family Support Centers	Aggression Replacement Training (youth in state institutions and probation). Cognitive Behavioral Therapy for juvenile offenders. Other family-based therapies	662	8,625,767	43%
Detention Diversion and Stabilization Services (HAMILTON)	Family counseling	6	560,529	3%
Intermediate Residential	Therapeutic communities for chemically dependent juvenile offenders	41	2,871,986	14%
Juvenile Sex Offender Services (Discontinued and replaced by Adolescent Sexual Behavioral Treatment and Education)	Sex offender treatment (non-MST) for juveniles convicted of sex offenses	15	185,456	1%
Multidimensional Family Therapy (MDFT)**	Therapeutic communities for chemically dependent juvenile offenders Other Chemical Dependency Treatment for Juvenile Offenders (non- therapeutic)	12	411,280	2%
		DCF contract	622,852	3%
Multisystemic Therapy	Multisystemic Therapy	235	4,328,410	21%
Youth Mentoring	Mentoring	70	473,650	2%
Total Expenditures on Evidence-Based Programs			**$20,901,998**	**99%**
Total Expenditures on All Programs Reported in Program Inventory*			**$21,168,713**	**100%**

Notes: Highlighted programs are included the benefit-cost analyses.

*Additional program expenditures may have occurred.

**Program offered through a Memorandum of Agreement with the Department of Children and Families

Department of Correction

The department provided a comprehensive listing of 130 programs in its inventory of programs, six of which are basic academic education programs and 19 are different vocational education programs. But of the 130, 58 (45%) were either (1) not offered or cancelled in FY 18 or (2) cost information and programs statistics were not available. Of the DOC programs, 66 match a program in the Results First model (46, if the education programs are combined and the vocational education programs are combined).

Table 4: Department of Correction Evidence-Based Program Inventory Information

Program Name	*Number of Participants Served*	*Program Budget*	*Percent of Total Program Inventory Budget**
A New Direction	-	$10,151	<1
Anger Management – GCI	-	-	
Anger Management - Mental Health	-	-	
Anger Management Program	517	53,985	<1
Beyond Violence: A Prevention Program for Women	14	1,894	<1
Braille	-	-	
CALM - Controlling Your Anger and Learning to Manage It	-	-	
Cognitive Behavior Therapy	-	-	
Co-Occurring Disorders	20	-	
Dual Recovery Anonymous	4	-	
DUI Home Confinement Program	579	79,062	<1
Electronic Monitoring	2,055	657,511	1.3%
Emotional Regulation	169	-	
Good Intentions - Bad Choices	459	-	
Intensive Aftercare Program - Facility Addiction Services	238	37,025	<1
Job Center	-	-	
Life Skills - A New Freedom	37	-	
Methadone Treatment Program	317	140,406	<1
Moving On	-	-	
Non-Residential Behavioral Health\Domestic Violence\Sex Offender	1,643	1,186,063	2.3%
Outpatient Addiction Treatment	-	-	
Passive Recreation	-	-	
Relapse Awareness Program	-	-	
Residential Mental Health\Substance Abuse\Sex Offender	813	4,983,158	9.6%
Residential Temporary and Scattered Site Supportive Housing	966	5,621,840	10.8%
Residential Work Release	2,888	20,488,070	40%
Security Risk Group Program	764	-	
Seven Challenges	69	25,800	<1
Sex Treatment Denier's Program	-	-	

Program Name	*Number of Participants Served*	*Program Budget*	*Percent of Total Program Inventory Budget**
Sex Treatment Program	18	-	
Sex Treatment Track Two Group	2	-	
Short-Term Sex Offender Program	203	-	
Social Rehabilitation Program	-	-	
SRG Program for Women	-	-	
Start Now	418	-	
Stress Management	-	-	
Technical Violators Program (TOP Program)	508	$37,045	<1
Tier One Addiction Services	317	16,626	<1
Tier Program: Addiction Services	1,925	280,752	0.5%
Transitional Case Management	-	-	
Unlock Your Thinking includes Behavior Intervention	149	-	
USD #1 - ABE – ESL - GED USD #1 – Education Re-Entry Program	3,968	12,713,950	25%
USD #1 – College	78	24,000	<1
USD #1 - How To Be A Responsible Mother	-	-	
USD #1 - Family Education & Parenting	-		
USD #1 - Voc.Ed.: Auto Body Technology	71	3,738,777	7%
USD #1 - Voc.Ed.: Automotive Technology	65		
USD #1 - Voc.Ed.: Bicycle/Wheelchair Repair	38		
USD #1 - Voc.Ed.: Building Maintenance	34		
USD #1 - Voc.Ed.: Business Education	211		
USD #1 - Voc.Ed.: Carpentry	118		
USD #1 - Voc.Ed.: Commercial Cleaning	57		
USD #1 - Voc.Ed.: Computer Education	193		
USD #1 - Voc.Ed.: Computer Repair	77		
USD #1 - Voc.Ed.: Cosmetology/Barbering	43		
USD #1 - Voc.Ed.: Culinary Arts	170		
USD #1 - Voc.Ed.: Drafting CAD/CAM	39		
USD #1 - Voc.Ed.: Electro-Mechanical	56		
USD #1 - Voc.Ed.: Electronics	-		
USD #1 - Voc.Ed.: Graphic & Printing Technology	54		
USD #1 - Voc.Ed.: Horticulture/ Landscape	29		
USD #1 - Voc.Ed.: Hospitality Operations/ Technology	69		
USD #1 - Voc.Ed.: Machine Tool	-		
USD #1 - Voc.Ed.: Small Engine Technology	23		
Veteran's Service Unit	1	-	
Total Expenditures on Evidence-Based Programs		**$50,096,115**	**97%**
Total Expenditures on All Programs Reported in Program Inventory*		**$51,818,386**	**100%**

Notes: Highlighted programs are included the benefit-cost analysis.

- Program not conducted or statistics not available

*Additional program expenditures may have occurred.

V. FINDINGS AND RECOMMENDATIONS

Assessment of Compliance

After the expansion of the Results First project was enacted in October 2017, the affected agencies became aware then of the implications and the requirement to complete program inventories by the October 1, 2018 deadline. The Results First Connecticut staff contacted those agencies previously required to comply (JB-CSSD, DOC, DCF, and DMHAS) as well as the Department of Social Services (added through the 2017 legislation) to reiterate the new requirement to include all agency programs.

During the spring and summer of 2018, Results First staff met with staff from the following agencies (DMHAS, on February 14; JB-CSSD, on June 27; DOC, on August 2; and DSS, on August 15) to discuss compliance and offer training and technical assistance. The DSS meeting included the commissioner and introduced that agency to the Results First project. Each session focused on preparation of the agency's program inventory in preparation for the October 1, 2018 submission deadline.

By October, IMRP had received detailed program inventories from JB-CSSD and DOC. Through several follow-up contacts, Results First and agency staff clarified elements of the inventories – particularly with respect to identifying programs that matched those in the Results First model and their marginal cost calculations. Both agencies devoted additional time and resources to refine, confirm, and finalize elements of the inventory in agreement with the Results First staff.

The departments of Children and Families, Mental Health and Addiction Services, and Social Services did not submit program inventories. IMRP expects to explore with those agencies the reasons they did not. We will confer and attempt to remedy difficulties such as insufficient information about or understanding of the project and its utility, or the lack of data required to complete the inventory. However, we expect that the inability to prioritize and devote resources to this effort was the main basis for noncompliance. It seems that more and closer collaboration would improve the results, as would direction and support from the governor's budget office to place a high priority on this effort.

Recommendations and Next Steps

- The effort to collect and report program inventory data is significant and requires ongoing commitment by agency leadership as well as dedicated and knowledgeable staff. The management practices supported by the Results First Initiative, when integrated into an agency's administrative procedures and practices, help to assure not only better inventory data for this particular purpose, but also generally more successful program performance and outcomes.

    - The state should determine and allocate the resources needed to comply with the data collection requirement, including mechanisms for calculating their program marginal costs, which is necessary to apply the Results First model and produce a program's benefit-cost ratio and return on investment.

    - Because the law requires annual inventories, agencies should adopt an ongoing process to monitor programs and collect the necessary data. Detailed tracking of program participation data and program expenditures is necessary to provide a more complete inventory in the future.

    - The state should encourage and incentivize agencies to incorporate in their management processes the program evaluation and fidelity aspects of this project.

    - The program inventory template identifies the core information necessary for benefit-cost analyses. Agencies should feel free to add data components that will assist their own fiscal and program management efforts, for their internal use.

- Agencies should be required to substantiate their budget option proposals by showing that any new program is evidence-based and likely to solve an identified problem. Procedures for the award, implementation, and payment of state grants and contracts should include requirements for program evaluation, data collection, and evidence-based practices.

- In anticipation of the new executive branch administration and any changes in the membership and leadership of the General Assembly that will assume office in January 2019, IMRP plans to introduce and train newly elected and appointed officials to the Results First program in Connecticut. A renewed effort to promote Results First will support its further implementation and integration within agencies, OPM, and legislative committees.

- The 2017 legislative requirement expanding implementation of the Results First project is an important step in integrating the principles of data collection and evidence-based program evaluation in Connecticut state government. The Institute met with agency staff implementing the program inventory requirement and should continue to offer technical assistance to support the development of routine, robust program inventories.

- In order to maximize the utility of the program inventories and benefit-cost analyses, IMRP should provide information and any necessary training to the statutory recipients on how best to understand and apply them, whether in the Office of Policy and Management or the legislature, particularly the Appropriations Committee and its subcommittee members and the Office of Fiscal Analysis. Policy and budget decision makers should take advantage of the investment in analysis supported by the Results First Initiative and make better use of its findings.

- IMRP should maximize features in the upgraded cloud-based Results First model by expanding user access to include other stakeholders, easily updating data, producing additional benefit-cost analyses, and generating reports.

- IMRP should complete the update of Connecticut-specific data in the Results First model to assure the most up-to-date generation of its benefit-cost analyses.

- IMRP, in consultation with the Pew-MacArthur Results First Initiative, should consider expanding the program inventory and benefit-cost analysis project to other public policy areas, such as education. While continuing to improve its work with the adult criminal and juvenile justice agencies and now social services, IMRP can use its experience to help develop program inventories in other policy areas and enhance departments' utilization of evidence-based practices.

- The Pew-MacArthur Results First Initiative began in 2011. Since then, 26 states and 10 counties have partnered with Results First. Although all have received varying amounts of technical assistance from Pew, each jurisdiction controls implementation of the initiative (i.e., location of the oversight entity, funding, and statutory requirements). Some state and local jurisdictions have placed oversight within the executive branch management and budget agency, while others have delegated it to a particular agency or commission or legislative committee. For example Minnesota houses the Results First Model in the Minnesota Management and Budget (MMB) Office while New Mexico's Legislative Finance Committee (LFC), a non-partisan fiscal and program evaluation office in the state legislature, oversees the Results First Initiative there. Illinois utilizes the Results First Model through the Illinois Sentencing Policy Advisory Committee (SPAC). In Minnesota, seven MMB staff members are

dedicated to Results First; in New Mexico two LFC staff members are tasked with maintaining the model and working with state agencies to conduct cost-benefit analyses; and finally SPAC has three full-time staff members and is advised by a council of state and local officials. Other states (e.g., Mississippi) have incorporated in statute and legislative procedures requirements for introducing new state programs that must be evidence-based. The Pew-MacArthur Results First Initiative website describes different strategies in other states for implementing Results First.

With a newly-elected governor, constitutional officers and members of the General Assembly, Connecticut should consider a broad assessment of Results First across the country and incorporate best practices into its implementation approach.

Appendix A

Program Inventories of Agency Programs and Cost-Benefit Analysis Report Statutory Requirements

CGS §§ 4-68r and -68s, 4-68m, and 4-77c

(as amended by PA 15-5, June Special Session, §§ 486 – 489 and PA 17-2, June Special Session, § 247)

CGS Sec. 4-68r. Definitions. For purposes of this section and sections 4-68s and 4-77c:

(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.

CGS Sec. 4-68s, as amended by PA 17-2, June Special Session. Program inventory of agency criminal and juvenile justice programs. Reports.

(a) Not later than **[**January 1, 2016, and not later than October first in every even-numbered year**]** October 1, 2018, and annually thereafter, the Departments of Correction, Children and Families, **[**and**]** Mental Health and Addiction Services **[**,**]** and Social 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, as applicable: (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 to the **[**Criminal Justice Policy and Planning Division within**]** Secretary of the Office of Policy and Management, the joint standing committees of the General Assembly having cognizance of matters relating to children, human services, 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**]** November 1, 2018, 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**]** Secretary of the Office of Policy and Management, the joint standing committees of the General Assembly having cognizance of matters relating to children, 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.

(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 children, appropriations and the budgets of state agencies and finance, revenue and bonding on or before November fifteenth annually, pursuant to subsection (b) of section 2-36b.

(e) Not later than January 1, 2019, the Secretary of the Office of Policy and Management shall create a pilot program that applies the principles of the Pew-MacArthur Results First cost-benefit analysis model, with the overall goal of promoting cost-effective policies and programming by the state, to at least eight grant programs financed by the state selected by the secretary. Such grant programs shall include, but need not be limited to, programs that provide services for families in the state, employment programs and at least one contracting program that is provided by a state agency with an annual budget of over two hundred million dollars.

(f) Not later than April 1, 2019, the Secretary of the Office of Policy and Management shall submit a report, in accordance with the provisions of section 11-4a, to the joint standing committee of the General Assembly having cognizance of matters relating to appropriations and the budgets of state agencies. Such report shall include, but need not be limited to, a description of the grant programs the secretary has included in the pilot program described in subsection (e) of this section, the status of the pilot program and any recommendations.

Section approved October 31, 2017

Sec. 4-68m. Criminal Justice Policy and Planning Division. Duties. Collaboration with other agencies. Access to information and data. Reports. (a) There is established a Criminal Justice Policy and Planning Division within the Office of Policy and Management. The division shall be under the direction of an undersecretary.

(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 4-68s and consider incorporating such inventories and analyses in its budget recommendations to the General Assembly;

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

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

(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;

(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;

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

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

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

CGS Sec. 4-77c. Estimates of expenditure requirements for implementation of evidence-based programs. 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, 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, an estimate of the amount required by said agencies for expenditures related to the implementation of evidence-based programs.

Appendix B

"A Guide to Calculating Justice-System Marginal Costs"
Vera Institute of Justice, May 2013

TYPES OF GOVERNMENT COSTS

The costs of a government agency—or a private firm, for that matter—are said to be variable, fixed, or step-fixed. (See the table below for examples of each type of cost.) Identifying these costs is the first step in calculating marginal costs.

Variable costs are those directly related to workload and change immediately as workload increases or decreases.

Fixed costs, in contrast, are those that remain fixed over a given period and are not usually affected even if the workload changes.

Step-fixed costs remain constant for a certain range of workload, but can change if the workload exceeds or falls below that range. The most common examples of step-fixed costs are staff salaries and benefits. These step-fixed costs are sometimes said to be lumpy or tiered, because positions are typically added or subtracted only if the workload reaches a certain threshold. For example, a probation department might not hire a new officer in response to a small increase in its caseload, but is likely to wait until the caseload reaches a point at which the work would fully occupy the time of an additional officer. Similarly, a county corrections department cannot reduce jail staffing if the inmate population decreases slightly, but if the decline is sufficient to close an entire housing area, the corrections department could eliminate the positions related to that unit.

Examples of each type of cost are below.

Variable Costs	***Fixed Costs***	***Step-Fixed Costs1***
Overtime	Rent	Staff salaries
Supplies	Utilities	Fringe benefits, such as health care and pensions and possibly some fixed costs when staffing levels change by a large amount
Contracted services	Central administration	
Client subsidies	Debt service	
Travel	Equipment	
Fuel		
Food		