



STATE OF CONNECTICUT

***Connecticut Analyses of
Evidence-Based Programs***

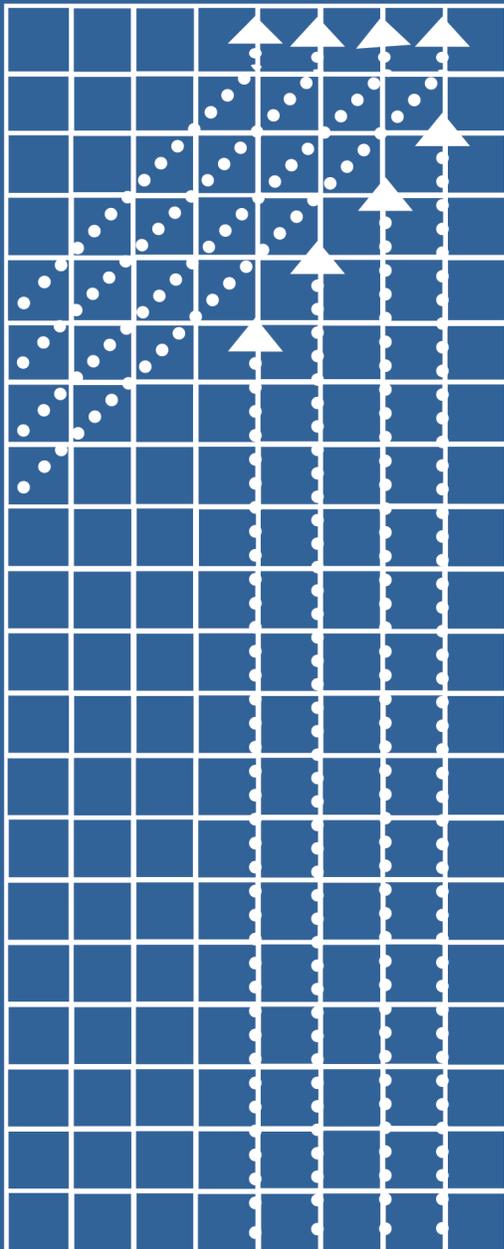
November 2020

INSTITUTE FOR MUNICIPAL AND
REGIONAL POLICY



Central Connecticut State University

RESULTS FIRST CONNECTICUT





Connecticut Analyses of Evidence-Based Programs

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

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“Supposing is good, but finding out is better.”

-Mark Twain in *Eruption; Mark Twain’s Autobiography*

States, including Connecticut, spend billions of dollars annually on programs and services intended to address a population’s needs.

- **Do these taxpayer-funded programs work? Do policymakers have information, and can they use data to find out what programs achieve the desired outcome?**
- **What is the best return on the state’s investment?**
- **Is a program the most effective and appropriate intervention for addressing an identified need?**
- **How can Connecticut make the most of limited resources?**
- **Has Connecticut adopted a climate for decision-making that is based on research and evidence?**

The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation started the Results First Initiative to help states and counties answer these questions. Results First promotes the use of evidence-based programs and supports ways to analyze their effectiveness. Since 2010, 27 states and 10 counties have applied customizable tools to inform policy and budget processes and direct funding to effective programs that are proven to work.

In 2019, Pew-MacArthur began scaling back its work in multiple states, including Connecticut. There are now just 10 Results First states. The cost-benefit model is no longer available for use in Connecticut. To date, the work of Results First in Connecticut has featured a comprehensive benefit-cost analysis of the state’s adult criminal and juvenile justice programs. The utilization of cost-benefit analysis faces difficulty unless another tool or method of performing CBAs is identified.

Due to unavailability of the Results First cost-benefit model, this report contains no Connecticut specific benefit-cost analysis but rather a presentation of the program inventories submitted by both DOC and JB-CSSD and recommendations on how Connecticut can continue working towards utilizing benefit-cost analysis in the state budget processes.



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Executive Summary and Key Findings

This report on evidence-based policymaking and budgeting is prepared by the Institute for Municipal and Regional Policy (IMRP). The **November 2020 Benefit-Cost Analyses of Evidence-Based Programs** presents program listings submitted by the CT Department of Correction (DOC) and CT Judicial Branch's Court Support Services Division (JB-CSSD) that are agency-identified as an evidence-based program/service. We expect that this will continue a conversation on what programs work and which need further consideration.

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 are encouraged to use program inventories and the resulting benefit-cost analyses to allocate resources, prioritize program offerings, and improve program effectiveness and outcomes.

In 2019, three of the five required agencies submitted program inventories (the Judicial Branch's Court Support Services Division [JB-CSSD], the Department of Children and Families (DCF) and the Department of Correction [DOC]). The departments of Mental Health and Addiction Services (DMHAS) and Social Services (DSS) did not. Both DMHAS and DSS have previously indicated an interest in working with IMRP to pursue this effort.

In 2020, two of the five required agencies submitted program inventories – DOC and JB-CSSD – and notably without prompt. The departments of Mental Health and Addiction Services (DMHAS), Children and Families (DCF) and Social Services (DSS) did *not* submit inventories.

- **DMHAS** reports the agency has been working over the past year to collect the program and fiscal data for its inventory and continues its process for completing and submitting one.
- **DSS** reports the agency plans to complete a list and descriptions of its current programs.
- **DCF** has not provided an update.
- **JB-CSSD** and **DOC** submitted program inventories that listed a total of 108 programs and services, 18 in JB-CSSD (8 for adults and 10 for juveniles) and 90 in DOC, of which were identified by the agency as evidence-based programs or services with evidence-based programs.

As the analyses of evidence-based programs and the underlying program inventories become more robust and sustainable, the state will be able to:

- Identify the programs it funds and determine the economic 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 evidence-based policymaking and budgeting analyses can be improved by developing and sustaining the agency and analytic infrastructure to support improved decision-making. Steps include:

1. Passage and implementation of performance-review budget processes by the General Assembly in the 2021 legislative session.
2. Re-engaging the [Results First Policy Oversight Committee](#) or [Appropriations Accountability subcommittee](#).
3. Identifying and utilizing another cost-benefit analysis model.
4. Supporting agencies with training and technical assistance.
5. Supporting technology development for data collection and program inventory reports.
6. 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.
7. Dedicating adequate resources in each agency to support the preparation of complete and consistent program inventories.
8. Training staff in evidence-based policy and budget decision-making.

Guide to Evidence Based Policy and Budgeting Analyses Report

The intent of this guide is to assist users of the “Evidence-Based Policy and Budgeting Analyses.” This report is produced by the Institute for Municipal and Regional Policy (IMRP) on November 1, 2020, 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.

The 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 utilize state-specific data. Each agency’s program inventory lists all programs and identifies 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.

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. However, as noted previously in this report, the Results First model and data is no longer active in Connecticut.

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:

- the state’s program priorities (Vision, Mission, Goals, Objectives, Activities, etc.)
- which agencies and programs advance these priorities
- which priority agency’s programs fit within the state priorities*

With this fundamental understanding, evidence-based policy and budgeting can be used as a tool to help inform decision-makers as to which of these inventoried and analyzed programs are likely the most productive (efficient and effective) at achieving the established priorities. 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

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 initially focused on the agencies associated with adult criminal and juvenile justice policy (the Judicial Branch’s Court Support Services Division and the departments of Children and Families, Correction, and Mental Health and Addiction Services) and their state-funded programs that are evidence-based.

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 JB-CSSD, DOC, DCF, and DMHAS to develop program inventories in even-numbered years that would provide the data for implementation of the Results 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.

In 2017, the law was expanded by extending the program inventory requirement to include the DSS and require all specified agencies to incorporate all programs, not just their criminal and juvenile justice programs. It also required annual, rather than biennial, program inventories be submitted for analyses. The IMRP analyses report must use the additional and expanded inventories as the basis for its annual report.

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.

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>.

Program inventories 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.

Such program inventories may be useful when considering OPM's and the Office of Fiscal Analysis' annual fiscal accountability reports, as well as developing and implementing within the state and agency budget processes.

Legislative Proposals

In an effort to continue the state's work toward utilizing cost-benefit analyses and increasing accountability in the state and agency budget processes, the Appropriations Committee introduced [H.B. 5484: An Act Concerning Performance-Informed Budget Review](#) in the 2020 legislative session.

The purpose of the legislation is “to update the performance-informed budget review process of state agencies. Performance-informed budget review means consideration of information and analysis concerning the programs administered by a budgeted agency...Such review shall involve a results-oriented approach to planning, budgeting and performance measurement for programs that focus on the quality of life results the state desires for its citizens and that identify program performance measures and indicators of the progress the state makes in achieving such results.” (See Appendix B for the complete bill language.)

Due to COVID-19 impacting the General Assembly's work, though, there was no movement on the proposal and the work currently stands stagnant.

II. THE RESULTS FIRST INITIATIVE

Background and Update

The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation started the Results First Initiative to help states and counties answer these questions starting in 2010. Results First promotes the use of evidence-based programs and supports ways to analyze their effectiveness. Since inception, 27 states and 10 counties have applied customizable tools to inform policy and budget processes and direct funding to effective programs that are proven to work, including Connecticut.

In March 2011, at the request of then Governor Dannel P. Malloy, previous Senate President Pro Tempore Donald E. Williams, Jr., and former House Speaker Christopher G. Donovan, Results First provided state leaders with the tools, resources, and training to use the Results First cost-benefit model to help identify and support cost-effective interventions for adult criminal and juvenile offenders. Representative Toni Walker, House Chair of the Appropriations Committee, and Mike Lawlor, then undersecretary for criminal justice policy and planning, co-chaired the initial policy work group that oversaw the first phase of the effort. The Institute for Municipal and Regional Policy (IMRP) at Central Connecticut State University staffed Connecticut's Results First work to produce a program inventory and cost-benefit analysis of programs in Connecticut's adult criminal justice system.

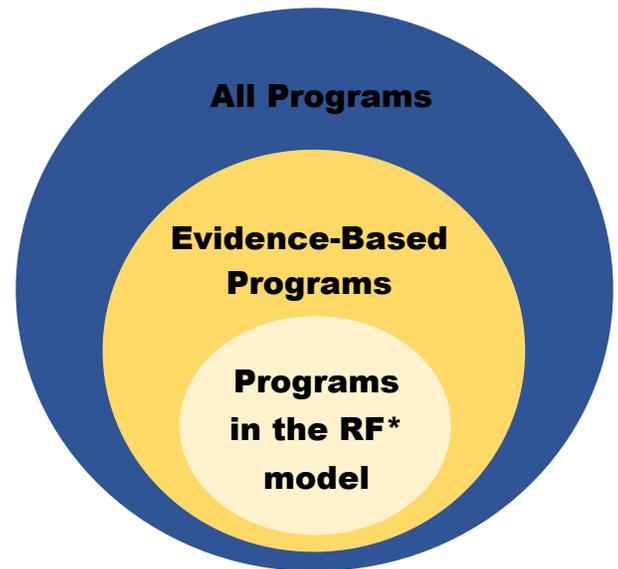
The legislature in 2013 and 2014 supported the state's Results First work by appropriating funds to IMRP to continue staffing the initiative, along with designating funds to evaluate adult and juvenile justice programs. Subsequently, in the 2014-15 biennium budget, and every state budget implemented since, the legislature has appropriated funding to IMRP to continue to assist in the development and use of the Results First cost-benefit model. In July 2015, lawmakers passed legislation requiring all state agencies to provide a program inventory to the legislature by January 1 of every subsequent year. The legislation directed IMRP to develop a benefit-cost analysis for programs in the inventory and produce a report by March 1, 2016 and annually by November 1, thereafter. Legislation enacted in 2017 further created a pilot program within the Office of Policy and Management to apply the principles of Results First cost-benefit analysis to eight grant-funded programs.

As of December 2019, though, Pew expressed concerns that the Results First Initiative is not currently being utilized by the state of Connecticut as discussed and envisioned and, without active direction from the legislature and the executive branch agencies, the state's user agreement for accessing the Results First cost-benefit model lapsed. The Pew-MacArthur Results First Initiative is currently only working with 10 states.

To date, the work of Results First in Connecticut has focused on conducting a comprehensive benefit-cost analysis of the state's adult criminal and juvenile justice programs. Thus, the expansion of cost-benefit analysis faces difficulty unless another tool or method of performing CBAs is identified.

Findings Overview and Implementation Assessment

The evidence-based policy and budgeting project involves two distinct phases: (1) preparation of an agency's program inventory, complete with descriptions and specified participant and fiscal data for all its programs; (2) identification of those programs that are evidence-based and those that match the programs included in the clearinghouses of evidence-based programs. 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.



Description of Elements of the Program Inventory

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-based 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.

Agencies indicate that supporting the use of evidence-based programs and determining their effect 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.

*There is no current benefit-cost analysis model at this time

III. EVIDENCE-BASED PROGRAM INVENTORY INFORMATION

In October 2020, JB-CSSD and DOC submitted inventory spreadsheets to IMRP.

Tables 1 and 2 list the programs or services that JB-CSSD and DOC respectively identified as evidence-based. The tables below show important details as reported in the agency program inventories for the evidence-based programs and services they manage in Connecticut. General 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.
- *Service Name*: In the case of JB-CSSD, more than one program may be included in a service. Program treatments vary and are based on the participant's risk and needs.
- *Evidence-Based Programs 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 2020.
- *Budget*: The total amount budgeted by the agency for the program or service for the year.
- *Percent of Total FY 20 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.

IV. AGENCY PROGRAM INVENTORIES AND FINDINGS

Judicial Branch – Court Support Services Division (JB-CSSD)

We address JB-CSSD differently in the case where two or more “programs” are offered within a single designated “service.” Table 1 shows data from JB-CSSD’s Adult and Juvenile program inventories the separate listings for (1) programs and (2) services, including the evidence-based programs offered within each.

For FY 20 JB-CSSD identified a total of 18 programs as evidence-based; 8 adult criminal justice programs and 10 programs justice-involved juvenile programs.

**Table 1: Judicial Branch-Court Support Services Division
Evidence-Based Program Inventory Information**

Program or Service Name	Evidence-Based Program Offered	Number of Participants Served	Program Budget FY 20	Percent of Total Program Inventory Budget*
ADULT				
Adult Behavioral Health Services	Seeking Safety	16,568	\$16,804,423	31%
Adult Sex Offender Treatment Services	Treatment in the community for individuals convicted on sex offenses	1418	3,241,845	6%
Advanced Supervision Intervention & Support Team/Start Now	Cognitive behavioral therapy (CBT) for individuals classified as high- or moderate-risk (Non-name brand only)	CSSD Sites 344 DMHAS Sites 107	969,226	2%
Electronic Monitoring	Electronic monitoring - probation	3,498	1,169,032	2%
Domestic Violence – EVOLVE	Domestic violence perpetrator treatment (Duluth-based model)	628	1,132,800	2%
Domestic Violence – EXPLORE	Domestic violence perpetrator treatment (Duluth-based model)	CSSD: 1,946 Parole: 685 Total: 2,631	1,993,297	4%
Family Violence Education Program	Domestic violence perpetrator treatment (Duluth-based model)	2761	1,116,162	2%
Alternative in the Community	Cognitive behavioral therapy (CBT) for individuals classified as high- or moderate-risk	5962 (CSSD) 137 (Parole)	16,317,620	30%

	Motivational interviewing to enhance treatment engagement			
Total Expenditures on Evidence-Based Programs and Services			\$42,744,405	79%
Total Expenditures on All Programs Reported in Program Inventory*			\$54,494,289	100%
Notes: Highlighted programs are included the benefit-cost analyses. * Additional program expenditures may have occurred.				
<i>Program or Service Name</i>	<i>Evidence-Based Programs Offered</i>	<i>Number of Participants Served</i>	<i>Program Budget FY 20</i>	<i>Percent of Total Program Inventory Budget*</i>
JUVENILE				
Adolescent Sexual Behavioral Treatment and Education	Sex offender treatment (non-MST) for juveniles convicted of sex offenses	57	\$698,765	2%
Multisystemic Therapy	Multisystemic Therapy for juvenile offenders	52	3,824,616	12%
Treatment Foster Care Oregon - Adolescent	Multidimensional Treatment Foster Care	8	829,126	3%
Youth Mentoring	Mentoring for juvenile offenders	51	589,101	2%
Boys Therapeutic Respite and Assessment Center	Cognitive Behavioral Therapy for child trauma Cognitive Behavioral Therapy for juvenile offenders	27	1,464,051	5%
Intermediate Residential	Multidimensional Family Therapy for substance abusers Cognitive Behavioral Therapy for juvenile offenders	18	2,351,192	8%
Adolescent Male Intermediate Program (AMIR)	Dialectical Behavioral Therapy (DBT) for juvenile offenders	10	895,843	3%
Regions Limited (Previously 'Journey House')	Dialectical Behavioral Therapy (DBT) for juvenile offenders	13	3,900,290	13%
Juvenile Staff Secure Residential Facility (JSSRF)	Cognitive Behavioral Therapy for child trauma Cognitive Behavioral Therapy for juvenile offenders	47	5,447,097	18%
Linking Youth to Natural Community	Parenting with Love and Limits	431	7,193,201	23%

	Aggression Replacement Training Cognitive behavioral therapy for juvenile offenders			
Total Expenditures on Evidence-Based Programs and Services		\$27,193,282	93%	
Total Expenditures on All Programs Reported in Program Inventory*		\$31,034,103	100%	
Notes: Highlighted programs are included the benefit-cost analyses. * Additional program expenditures may have occurred.				

Department of Correction (DOC)

For FY20, DOC identifies 90 programs as being evidence-based.

**Table 2: Department of Correction
Evidence-Based Program Inventory Information**

Program or Service Name	Number of Participants Served	Program Budget FY20	Percent of Total Program Inventory Budget*
Alternatives to Violence – Advanced Workshops	83	\$0 (Volunteer)	0%
Alternatives to Violence – Basic Workshops	181	0 (Volunteer)	0%
Anger Management Program	453	42,570	0.08%
Beyond Violence: A Prevention Program for Women	84	1,980	<0.00
Charlene Perkins Center	N/A	0 (Volunteer)	0.0%
Domestic Violence-Facility Based	1,186	196,020	0.36%
DUI: Home Confinement Program	720	151,640	0.28%
Electronic Monitoring	2,025	683,874	1.25%
Embracing Fatherhood	96	8,910	0.02%
Good Intentions - Bad Choices	381	36,846	0.07%
Intensive Aftercare Program – Facility Addiction Services	108	24,220	0.04%
Life Skills - A New Freedom	0	0	0
Living Free Comprehensive Reentry Services	212	34,400	0.06%
Medication Assisted Treatment (MAT) (Methadone Treatment Program [MTP])	1,400	765,274	1.4%
Non-Residential Behavioral Health\Domestic Violence\Sex Offender	1,312	1,156,570	2.12%
People Empowering People	51	0 (Volunteer)	0%
Residential Mental Health\Substance Abuse\Sex Offender	636	4,206,960	4.76%
Residential Temporary and Scattered Site Supportive Housing	887	6,283,727	12.95%
Residential Work Release (including 20 providers)	2,992	21,199,407	38.66%
Security Risk Group Program Phases 1 – 5	578	33,906	0.06%
Seven Challenges	90	30,275	0.06%
Sex Treatment Program	0	0	0
Short-Term Sex Offender Program	133	22,591	0.04%
Start Now: Units 1- 4	0	0	0
Stress & Management & Relaxation (SMARTS)	0	0	0
Technical Violators Program (TOP Program)	386	60,864	0.11%
Thresholds	1,294	0 (Volunteer)	0%
Tier One Addiction Services	396	24,977	0.05%
Tier Two Addiction Services	1,090	171,871	0.31%
Tier Four Addiction Services	560	117,734	0.22%

Unlock Your Thinking includes Behavior Intervention	62	3,274	0.01%
USD #1 - ABE – ESL - GED	3,250	12,804,277	23.45%
USD #1 – College	0	0	0
USD #1 Life Skills	N/A	48,536	0.09%
USD #1 - Voc.Ed.: Auto Body Technology	48	4,969,642	9.3%
USD #1 - Voc.Ed.: Automotive Technology	59		
USD #1 – Voc.Ed.: Auto Detailing	30		
USD #1 - Voc.Ed.: Bicycle/Wheelchair Repair	27		
USD #1 - Voc.Ed.: Building Maintenance	8		
USD #1 - Voc.Ed.: Business Education	132		
USD #1 - Voc.Ed.: Carpentry	87		
USD #1 - Voc.Ed.: Commercial Cleaning	62		
USD #1 - Voc.Ed.: Computer Education	125		
USD #1 - Voc.Ed.: Computer Repair	85		
USD #1 - Voc.Ed.: Cosmetology/Barbering	86		
USD #1 - Voc.Ed.: Culinary Arts	149		
USD #1 - Voc.Ed.: Drafting CAD/CAM	30		
USD #1 - Voc.Ed.: Electro-Mechanical	42		
USD #1 - Voc.Ed.: Electronics	N/A		
USD #1 - Voc.Ed.: Graphic & Printing Technology	110		
USD #1 - Voc.Ed.: Horticulture/ Landscape	17		
USD #1 - Voc.Ed.: Hospitality Operations/ Technology	99		
USD #1 - Voc.Ed.: Machine Tool	29		
USD #1 - Voc.Ed.: Small Engine Technology	20		
VOICES (Victim Offender Institutional Correctional Educational Services)	1,294	196,020	0.36%
Total Expenditures on Evidence-Based Programs		\$52,593,175	96%
Total Expenditures on All Programs Reported in Program Inventory*		\$54,618,403	100%

*Additional program expenditures may have occurred.

V. FINDINGS AND RECOMMENDATIONS

Assessment of Compliance

After the expansion of the 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 deadline. IMRP 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. As indicated in this report, though, only JB-CSSD and DOC submitted program inventories and DMHAS, DCF and DSS did not.

Findings, Recommendations and Next Steps

The Institute for Municipal and Regional Policy (IMRP) supports the principles of a deliberative, transparent, and outcome-based approach to policymaking. Even though access to the Results First Model is no longer available in Connecticut, the IMRP still believes in evidence-based policy and budgeting of which Results First was one form. The IMRP looks towards an alternative.

Since 2011, IMRP has committed itself to a vigorous implementation of the Connecticut Results First Initiative. As such, the IMRP developed relationships with those agencies required to complete the work needed to complete program inventories and apply the Results First model. Beyond that, the IMRP has reached out to the Office of Policy and Management and the General Assembly (legislative leaders, the Appropriations Committee, and staff) to promote the use of evidence-based programs and the evidence-based policy and budgeting [and former benefit-cost analyses] IMRP publishes.

Yet more could be done. If this approach is to be fully implemented in Connecticut, policy- and budget-decisionmakers must not only recognize the advantages and applications of evidence-based policy and budgeting, they must also support its integration into agency practices and the budget process, from initial development to enactment by the legislature. To realize its “highest and best use,” this evidence-based tool must be supported and utilized by all the intended stakeholders. Does the state prioritize the use of evidence-based programs? What is the value of evidence-based policy and budgeting in determining the allocation of state resources to achieve agreed-upon policy outcomes? These questions linger a full nine years after Connecticut’s establishment as a Results First site.

Other states such as [Minnesota](#) and [Colorado](#) provide good examples of an effective and comprehensive application of the Results First Initiative. The Minnesota Management and Budget Office (MMB) oversees the Results First Initiative there. A team of MMB analysts works with legislators, state agency and county officials, and practitioners to develop that state’s inventories and reports. Since 2018, agencies must complete MMB’s budget proposal form documenting evidence-based program results. Governor Walz based parts of his 2019 proposed budget on the information, and legislators use the forms to prioritize evidence-based proposals. The MMB Results First team maintain program assessments in a database,

the Minnesota Inventory. In addition, two MMB evidence policy specialists maintain an archive of benefit-cost analyses. A November 2019 Pew issue brief reports that the MMB Commissioner Frans “finds it rewarding to make possible the use of quality evidence in decision-making processes.” Legislators recognize the importance of a “culture of evidence” in long-term fiscal management, particularly when anticipating a downturn in the economy. In 2018, MMB’s Results First Initiative was a recipient of the University of Minnesota’s Humphrey School of Public Affairs’ State Government Innovation Award.

Likewise, in Colorado, the Results First team works in the Office of State Planning and Budgeting (OSPB) and has produced inventories and reports in the areas of adult criminal and juvenile justice, child welfare, behavioral health, prevention, and health policies. The OSPB’s Results First team coordinates with and provides support to the Performance Management and Pay for Success units in the Governor’s Office. More importantly, it consistently builds research, evidence, and data into the state’s budget process. In developing the budget, OSPB (1) requires agencies to document research and demonstrated program effectiveness in their budget requests; (2) runs predictive benefit-cost analyses and evaluation designs; and (3) includes Results First benefit-cost findings, when possible. In addition, a 2007 update notes that the Colorado Results First team “coordinates with the Governor’s Office chief operating officer on a long-term vision for sustaining good government practices” and offers training on evidence-based policymaking and benefit-cost analyses to stakeholders, including legislators.

When the goal is to “find out” what programs are proven to work, and maximize the benefits of taxpayer-funded spending, agencies in these states utilize evidence-based programs and have the built-in capacity to measure its program costs and benefits. The most effective way to implement the evidence-based policy and budgeting approach requires agencies to develop an accounting system that produces cost data by program and a formula for calculating its marginal costs. Armed with the evidence-based policy and budgeting information supplied by IMRP, the state budget office can then use this tool to help determine appropriate budget allocations to recommend to the governor and the legislature. Concurrently, the General Assembly’s Appropriations Committee, indeed all legislators, can make more informed decisions regarding the budget, approving program expenditures based on costs and outcomes.

The implementation of evidence-based policy and budgeting in Connecticut to date confirms that a combination of additional resources and re-alignment of priorities must be devoted to this effort if the IMRP and state agencies are to comply with existing statutory requirements and reap the full benefits of this model. Staff with the knowledge and expertise to complete this project must be hired. In addition, based on positive interactions with the mandated agencies as they complete their critical element of the project, it is clear they must dedicate a considerable amount of time, effort, and resources to produce a usable program inventory. Agency budgets must include the funding to support these efforts as well.

VI. CONCLUSION

Although Pew is no longer working with Connecticut to use the Results First model and collected data thus far, the work towards utilizing evidence-based outcomes and cost-benefit analysis can continue if Connecticut seeks to move forward with alternatives. Such alternatives are discussed below.

Firstly, when alerting Connecticut Results First stakeholders that they would no longer be working in our state, alternative technical assistance opportunities were offered by Pew that would provide value to state leaders and staff without requiring significant staff resources. Such technical assistance would include: 1) assistance with state-specific research identifying gaps and opportunities for strengthening the use of evidence in budget decisions; 2) short-term training for staff on developing and using program inventories; and 3) as requested, feedback on proposed policy language or budget guidelines related to evidence-based policymaking.

Secondly, another tool that can be utilized by the Governor's Office, General Assembly, and state agencies when developing budgets is the [Washington State Institute for Public Policy's Benefit-Cost Clearinghouse](#) (WSIPP). Since the 1990s, the Washington State legislature has directed WSIPP to identify "evidence-based" policies. The goal is to provide Washington policymakers and budget writers with a list of well-researched public policies that can, with a high degree of certainty, lead to better statewide outcomes coupled with a more efficient use of taxpayer dollars.

WSIPP has developed a three-step process to draw conclusions about what works and what does not in order to achieve particular outcomes of legislative interest. First, they systematically assess all high-quality studies from the United States and elsewhere to identify policy options that have been tested and found to achieve improvements in outcomes. Second, they determine how much it would cost Washington taxpayers to produce the results found in Step 1, and calculate how much it would be worth to people in Washington State to achieve the improved outcome. That is, in dollars and cents terms, they compare the benefits and costs of each policy option. Third, they assess the risk in the estimates to determine the odds that a particular policy option will at least break even.

It is important to note that the benefit-cost estimates information available on WSIPP's website are *specific to Washington State only* and are not numbers for the state of Connecticut; however, the clearinghouse information is generic and robust enough to use as a baseline. Topics in the clearinghouse include but are not limited to: juvenile justice, adult criminal justice, child welfare, pre-k-12 education, children's mental health, health care, substance use disorders, adult mental health, public health, workforce development, and higher education. See Table 3 for examples in Adult Criminal Justice.

Program name <small>(click on the program name for more detail)</small>	Date of last literature review	Total benefits	Taxpayer benefits	Non-taxpayer benefits	Costs	Benefits minus costs (net present value)	Benefit to cost ratio	Chance benefits will exceed costs
Employment counseling and job training (transitional reentry from incarceration into the community)	Aug. 2016	\$46,030	\$13,277	\$32,753	(\$2,528)	\$43,502	\$18.21	88 %
Offender Reentry Community Safety Program (for individuals with serious mental illness)	Apr. 2012	\$72,384	\$24,750	\$47,635	(\$38,067)	\$34,318	\$1.90	96 %
Circles of Support and Accountability	Nov. 2016	\$29,658	\$7,199	\$22,459	(\$4,060)	\$25,597	\$7.30	92 %
Correctional education (post-secondary education)	Jul. 2016	\$25,614	\$6,986	\$18,628	(\$1,298)	\$24,316	\$19.74	100 %
Drug Offender Sentencing Alternative (for persons convicted of drug offenses)	Nov. 2016	\$23,582	\$7,015	\$16,567	(\$1,690)	\$21,892	\$13.95	99 %
Vocational education in prison	Jul. 2016	\$18,541	\$5,138	\$13,403	(\$1,553)	\$16,988	\$11.94	98 %
Case management ("swift, certain, and fair") for drug-involved persons	Nov. 2016	\$15,582	\$4,536	\$11,046	\$396	\$15,978	n/a	99 %
Electronic monitoring (probation)	Dec. 2014	\$14,357	\$4,058	\$10,299	\$1,181	\$15,538	n/a	93 %
Mental health courts	Oct. 2016	\$17,893	\$5,187	\$12,706	(\$3,221)	\$14,672	\$5.56	96 %

*You can find all information pertaining to WSIPP's Adult Criminal Justice cost-benefit information [here](#).

Lastly, another resource that can be used in lieu of Pew's Results First model and data is the organization, Results for America. "Results for America is creating standards of excellence, supporting policymakers in implementation and mobilizing champions committed to investing in what works." Results for America provides a national benchmark for how governments (state and federal) can consistently and effectively use evidence and data in budget, policy, and management decisions to achieve better outcomes for their residents.

With their recent publication, [2020 Invest in What Works State Standard of Excellence \(State Standard of Excellence\)](#), Results for America identified 169 examples of data-driven and evidence-based practices, policies, programs, and systems in effect as of June 2020 in 35 states across the nation. Furthermore, Results for America has also been tracking the impact of COVID-19 on states. In their [2020 report](#), Connecticut is identified as one of 7 states "leading the way" toward better policy and budgeting due the state's use of data-driven and evidence-based practices. For more information on Results for America and their important work, please visit their website [here](#).

It is important to remind legislators, policymakers, and agency heads why utilizing evidence-based and cost-benefit analysis information in budget development is necessary and imperative, especially during a time of state fiscal frugality and cutbacks. Realizing the true payback to the state in tax dollars for each dollar spent is essential as we move forward into the new decade; however, this work and efforts need to be supported and implemented by the Connecticut General Assembly to truly be beneficial as intended.

Appendix A

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

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

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. Program inventory of agency criminal and juvenile justice programs. Pilot program re Pew-MacArthur cost-benefit analysis of state grant programs. Report.

(a) Not later than October 1, 2018, and annually thereafter, the Departments of Correction, Children and Families, 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 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 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 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 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.

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

House Bill 5484 – AAC Performance-Informed Budget Review

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

Section 1. Section 2-33b of the general statutes is repealed and the following is substituted in lieu thereof (*Effective from passage*):

(a) As used in this section:

[(1) "Program" means any distinguishable service or group of services within a budgeted agency, as defined in section 4-69, designed to accomplish a specific public goal and result in specific public benefits.]

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

(2) "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;

[(2)] (3) "Performance-informed budget review" means consideration of information and analysis concerning the programs administered by a budgeted agency, prepared by such agency in accordance with the provisions of subsection [(d)] (e) of this section, by the Governor and the General Assembly during the development of each biennial budget in accordance with the provisions of subsection [(e)] (g) of this section. Such review shall involve a results-oriented approach to planning, budgeting and performance measurement for programs. [that focus on the quality of life results the state desires for its citizens and that identify program performance measures and indicators of the progress the state makes in achieving such results.]

(4) "Program" means any distinguishable service or group of services within a budgeted agency, as defined in section 4-69, designed to accomplish a specific public goal and result in specific public benefits.

(5) "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;

(6) "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; and

(7) "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.

(b) Not later than October 1, 2020, and annually thereafter, the Departments of Correction, Children and Families, Mental Health and Addiction Services and Social Services and the Court Support Services Division of the Judicial Branch shall each compile a program inventory of each of said agency's programs and shall categorize such programs 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. For the biennium commencing July 1, 2019, and for each biennial budget thereafter, the joint bipartisan subcommittee established in subsection (e) of this section may identify one or more additional budgeted agencies to annually compile a program inventory in the manner prescribed in this subsection. The Office of Fiscal Analysis and the Institute for Municipal and Regional Policy at Central Connecticut State University shall provide technical support in the compilation of such inventories.

(c) Each program inventory required by subsection (b) of this section shall be submitted in accordance with the provisions of section 11-4a to the Secretary of the Office of Policy and Management, the joint standing committees of the General Assembly having cognizance of matters relating to the 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.

[(b) For the biennium commencing July 1, 2017, and for each biennial budget thereafter, the General Assembly shall identify one or more budgeted agencies to transmit the information and analysis specified in

subsection (d) of this section for purposes of a performance-informed budget review for the next succeeding biennium. The Office of Fiscal Analysis shall provide technical support in the identification of such agencies.]

[(c)] (d) There is established a joint bipartisan subcommittee on performance-informed budgeting consisting of seven members of the joint standing committee of the General Assembly having cognizance of matters relating to finance and seven members of the joint standing committee of the General Assembly having cognizance of matters relating to appropriations. Not later than [February] July 1, [2018] 2020, (1) the chairpersons of the finance committee shall appoint six members of the finance committee to such subcommittee, at least two of whom shall be members of the minority party, and the ranking member of the finance committee shall appoint one member of the finance committee to such subcommittee, and (2) the chairpersons of the appropriations committee shall appoint six members of the appropriations committee to such subcommittee, at least two of whom shall be members of the minority party, and the ranking member of the appropriations committee shall appoint one member of the appropriations committee to such subcommittee. The subcommittee shall be chaired by two chairpersons, each selected from among the subcommittee members. One chairperson shall be selected by the chairpersons of the finance committee and one chairperson shall be selected by the chairpersons of the appropriations committee. The term of such appointments shall terminate on December 31, [2018] 2020, regardless of when the initial appointment was made. Members of the subcommittee appointed on or after January 1, [2019] 2021, shall serve for two-year terms, which shall commence on the date of appointment. Members shall continue to serve until their successors are appointed, except that the term of any member shall terminate on the date such member ceases to be a member of the General Assembly. Any vacancy shall be filled by the respective appointing authority.

[(d)] (e) On or before October 1, [2018] 2020, and on or before October first of each even-numbered year thereafter, the administrative head of each budgeted agency identified in the biennial budget adopted for the immediately preceding biennium, in accordance with the provisions of subsection (b) of this section, shall transmit a report to (1) the Secretary of the Office of Policy and Management, (2) the joint standing committee of the General Assembly having cognizance of matters relating to appropriations, through the Office of Fiscal Analysis, (3) the joint standing committee of the General Assembly having cognizance of matters relating to finance, and (4) the joint standing committee of the General Assembly having cognizance of matters relating to such

budgeted agency. [, utilizing the results-based report format developed by the accountability subcommittee of said appropriations committee,] Such report shall include the following information and analysis for each program administered by such agency:

(A) [A statement of the statutory basis, or other basis, and the history of the program] The program inventory compiled pursuant to subsection (b) of this section.

(B) A description of how the program fits within the strategic plan and goals of the agency. [and an analysis of the quantified objectives of the program.]

[(C) A description of the program's goals, fiscal and staffing data and the populations served by the program, and the level of funding and staff required to accomplish the goals of the program if different than the actual maintenance level.]

[(D)] (C) Data demonstrating [the amount of service provided, the effectiveness of said service provision, and] the measurable impact on quality of life results for service recipients.

[(E) An analysis of internal and external factors positively and negatively impacting the change in quality of life outcomes over time.]

(D) Any other information as prescribed by the subcommittee.

[(F) The program's administrative and other overhead costs.

(G) Where applicable, the amount of funds or benefits that actually reach the intended recipients of the program.

(H) Any recommendations for improving the program's

performance.]

(f) Any agency or division that compiles a program inventory pursuant to subsection (b) of this section shall include in the estimates of expenditure requirements transmitted pursuant to section 4-77, and the Governor shall 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, in accordance with section 4-77c, as amended by this act.

[[e)] (g) The Governor and General Assembly shall consider the information and analysis transmitted by budgeted agencies pursuant to subsection [(d)] (e) of this section in developing each biennial budget. A public review of the reports transmitted by such agencies shall be incorporated into the agency budget hearing process conducted by the relevant subcommittees of the joint standing committee of the General Assembly having cognizance of matters relating to appropriations.

Sec. 2. Subsection (b) of section 4-68m of the general statutes is repealed and the following is substituted in lieu thereof (*Effective from passage*):

(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;

Sec. 3. Section 4-77c of the general statutes is repealed and the following is substituted in lieu thereof (*Effective from passage*):

[The Departments of Correction, Children and Families and Mental Health and Addiction Services, and the Court Support Services Division of the Judicial Branch may] Any agency or division that compiles a program inventory pursuant to subsection (b) of section 2-33b, as amended by this act, shall include in the estimates of expenditure requirements transmitted pursuant to section 4-77, and the Governor [may] shall 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, as defined in section 2-33b, as amended by this act.

Sec. 4. Subsection (h) of section 46b-121n of the 2020 supplement to the general statutes is repealed and the following is substituted in lieu thereof (*Effective from passage*):

(h) The committee shall complete its duties under this section after consultation with one or more organizations that focus on relevant issues regarding children and youths, such as the University of New Haven and any of the university's institutes. The committee may accept administrative support and technical and research assistance from any such organization. [The committee shall work in collaboration with any results first initiative implemented pursuant to section 2-111 or any public or special act.]

Sec. 5. Sections 2-111, 4-68r and 4-68s of the general statutes are repealed. (*Effective from passage*)

This act shall take effect as follows and shall amend the following sections:		
Section 1	<i>from passage</i>	2-33b
Sec. 2	<i>from passage</i>	4-68m(b)
Sec. 3	<i>from passage</i>	4-77c
Sec. 4	<i>from passage</i>	46b-121n(h)
Sec. 5	<i>from passage</i>	Repealer section

Statement of Purpose:

To update the performance-informed budget review process of state agencies.

[Proposed deletions are enclosed in brackets. Proposed additions are indicated by underline, except that when the entire text of a bill or resolution or a section of a bill or resolution is new, it is not underlined.]

