

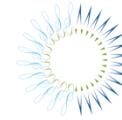
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The Pew-MacArthur Results First Initiative:
INVESTING IN PROGRAMS THAT WORK

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Ashleigh Holand, Manager, State Policy

May 28, 2014



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The Policy Challenge

- Government leaders want to make strategic budget choices, but often don't know:
 - What programs are currently funded
 - What each costs
 - What programs accomplish
 - How they compare to alternatives





Results First Approach

1 Use the best **national research** to identify what works



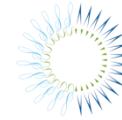
2 Predict the **impact** in your state



3 Calculate long-term **costs** and **benefits**

COST
BENEFIT

STEP 1: Conduct a Program Inventory



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ADULT PROGRAMS

Cognitive behavioral therapy

Electronic monitoring

Correctional education in prison

Vocational education in prison

Drug court

Domestic Violence treatment

JUVENILE PROGRAMS

Aggression replacement training

Coordination of services

Drug court

Scared Straight

**Washington State 2012 dollars*

STEP 2: Assess Program Costs

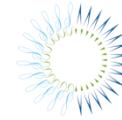


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ADULT PROGRAMS	BUDGET	PARTICIPANT COST
Cognitive behavioral therapy	\$300,000	\$419
Electronic monitoring	\$75,000	\$1,093
Correctional education in prison	\$600,000	\$1,149
Vocational education in prison	\$705,000	\$1,599
Drug court	\$2,010,005	\$4,276
Domestic Violence treatment	\$900,000	\$1,390
JUVENILE PROGRAMS		
Aggression replacement training	\$205,000	\$1,543
Coordination of services	\$92,002	\$403
Drug court	\$1,500,030	\$3,154
Scared Straight	\$400,002	\$66

*Washington State 2012 dollars

STEP 3: Predict and Monetize Outcomes



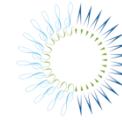
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ADULT PROGRAMS	BUDGET	PARTICIPANT COST	LONG-TERM BENEFITS
Cognitive behavioral therapy	\$300,000	\$419	\$9,954
Electronic monitoring	\$75,000	\$1,093	\$24,840
Correctional education in prison	\$600,000	\$1,149	\$21,390
Vocational education in prison	\$705,000	\$1,599	\$19,531
Drug court	\$2,010,005	\$4,276	\$10,183
Domestic Violence treatment	\$900,000	\$1,390	-\$7,527
JUVENILE PROGRAMS			
Aggression replacement training	\$205,000	\$1,543	\$55,821
Coordination of services	\$92,002	\$403	\$6,043
Drug court	\$1,500,030	\$3,154	\$11,539
Scared Straight	\$400,002	\$66	-\$12,988

*Washington State 2012 dollars

STEP 4: Compare Costs & Benefits



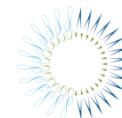
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ADULT PROGRAMS	BUDGET	COST	LONG-TERM BENEFITS	CB RATIO
Cognitive behavioral therapy	\$300,000	\$419	\$9,954	\$24.72
Electronic monitoring	\$75,000	\$1,093	\$24,840	\$22.72
Correctional education in prison	\$600,000	\$1,149	\$21,390	\$19.62
Vocational education in prison	\$705,000	\$1,599	\$19,531	\$13.21
Drug court	\$2,010,005	\$4,276	\$10,183	\$3.38
Domestic Violence treatment	\$900,000	\$1,390	-\$7,527	-\$4.41
JUVENILE PROGRAMS				
Aggression replacement training	\$205,000	\$1,543	\$55,821	\$37.19
Coordination of services	\$92,002	\$403	\$6,043	\$16.01
Drug court	\$1,500,030	\$3,154	\$11,539	\$4.66
Scared Straight	\$400,002	\$66	-\$12,988	-\$195.61

*Washington State 2012 dollars

Program Fidelity is Critical



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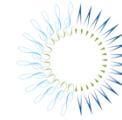
- Implementation fidelity is "the degree to which...programs are implemented...as intended by the program developers"

Dusenbury L, Brannigan R, Falco M, Hansen W: *A review of research on fidelity of implementation: Implications for drug abuse prevention in school settings. Health Educ Res* 2003, 18:237-256

- Can have huge impact on results
- Features of fidelity:
 - Program design
 - Program theory
 - Appropriate staff training & certification
 - Targets appropriate offenders

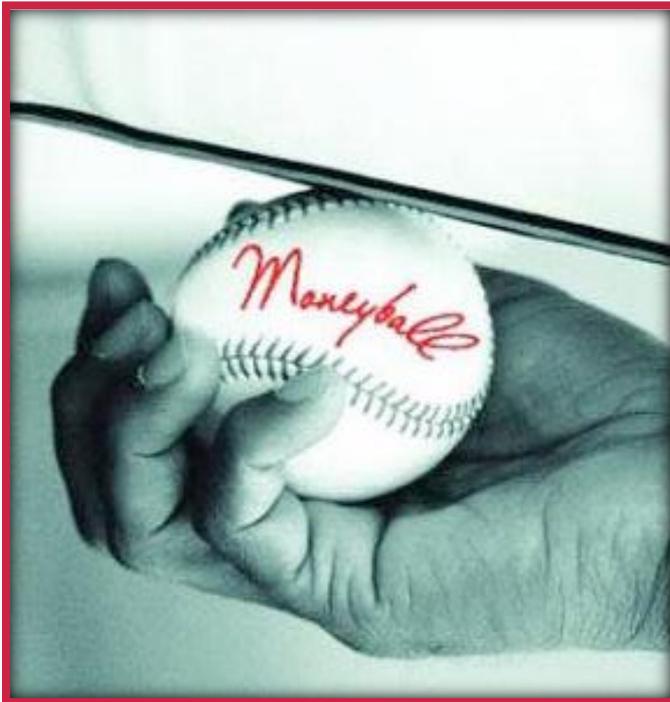


The Solution: Bring Evidence into the Process



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- Identify program budget portfolio and what we know about each program
- Target funds using rigorous evidence
- Ensure programs are implemented effectively
- Achieve dramatic improvements without increased spending



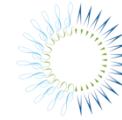
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Long-Term Use in Washington State

Washington State's Long-term Success

- 15+ years of using approach to help steer budget decisions
- Achieved better outcomes at lower costs
- Developed a culture of evidence-based policymaking

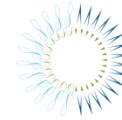


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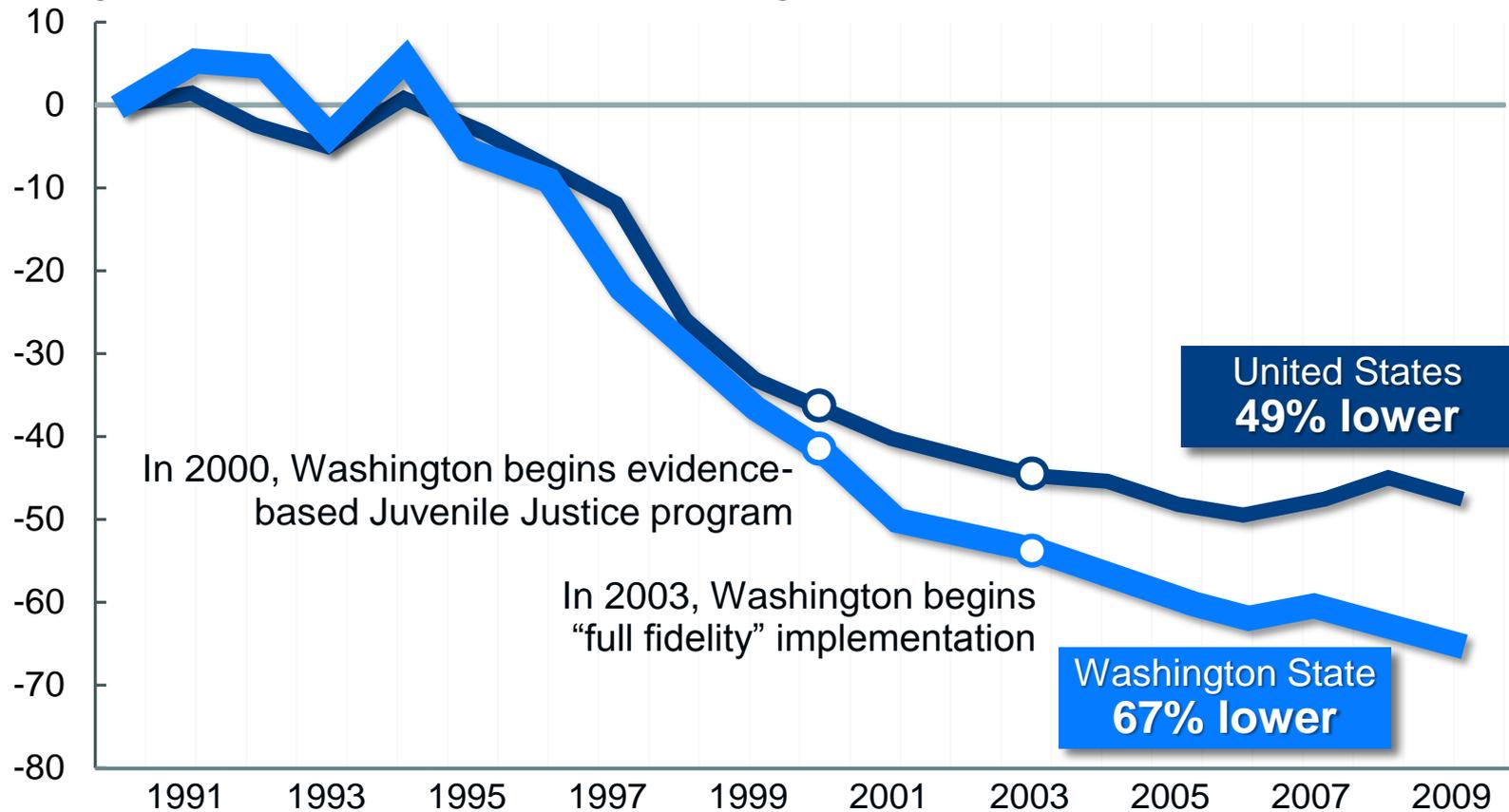
Juvenile Crime Reduction Benefits



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Change since 1990 in the U.S. and Washington State



Source: Washington State Institute for Public Policy

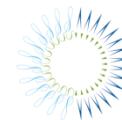


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Results First Work in States

Key Results First State Activity



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9 States

Completed implementation of the model and presented results to legislators and stakeholders

3 States

Enacted legislation incorporating Results First into their policymaking process

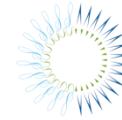
2 States

Used models to analyze legislation

5 States

Used their models to target **\$75.5 million** in funding

Iowa



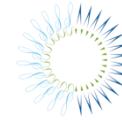
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- Replacing ineffective domestic violence treatment program with new program statewide
- Expanding Cognitive Behavioral Therapy (CBT) and vocational education programs
 - Received federal grant to train staff on new CBT program



New York



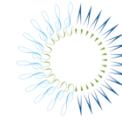
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- Used model to develop Governor's public safety budget
 - Referenced in 2013 and 2014 State of the State reports
- Targeted \$15M to evidence-based programs
 - Awarded \$5M through competitive grant process incorporating cost-benefit analyses



Massachusetts



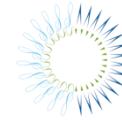
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- Dedicating state and federal funds to evidence-based programs
- Sharing and analyzing data across criminal justice agencies
- Identifying multiple uses for Results First data
 - Developed comprehensive recidivism analyses and used findings to address policy questions
 - Made administrative changes to maximize program utilization



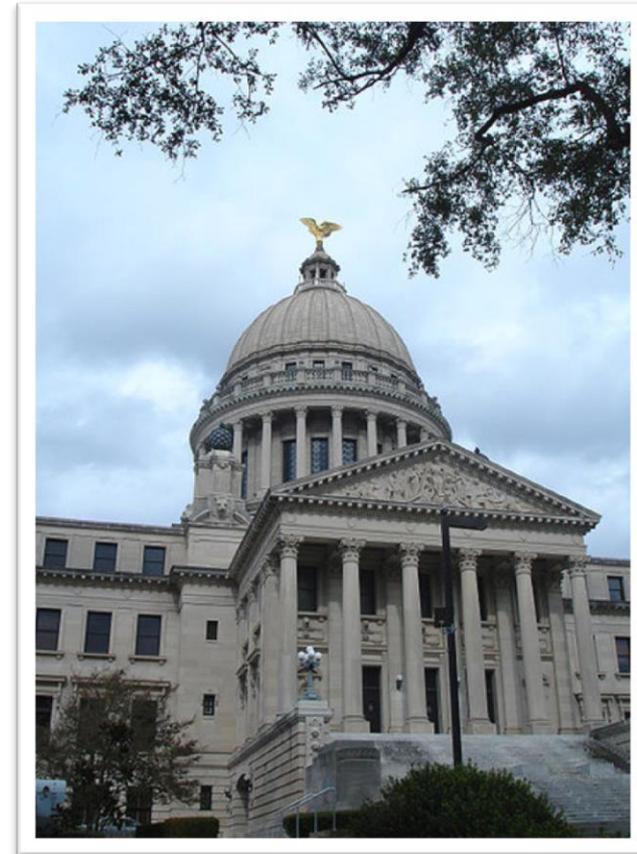
Mississippi



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- Recently completed initial analysis of adult criminal justice programs
- Program inventory underway for juvenile justice and K-12 education
- Passed 3 bills in 2014 session to build data infrastructure:
 - Requires data reporting by local courts and enforcement agencies
 - Authorizes access to certain juvenile justice records the purpose of data collection and reporting
 - Requires comprehensive program inventories for 4 pilot agencies
 - Defines evidence-based, research based, and promising programs



Complementary Initiatives



Results First

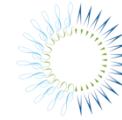
- Informs the budgetary process and increases investment in evidence-based programs across many policy areas
- Not designed to address sentencing policies and practices

Justice Reinvestment

- Generates policy recommendations to promote system-wide reform in criminal justice
- Identifies policy options to manage the growth in corrections costs and increase public safety

The Initiatives have worked together in states
—*both consecutively and concurrently*—
to achieve complementary and successful outcomes

New Mexico



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- Partnership between the LFC, Sentencing Commission, and agencies
- Implemented in all available policy areas
- Produced Innovative Reports:
 - “Cost of Doing Nothing”





RESULTS FIRST

Evidence-Based Options To Improve Outcomes

Report Issued: July 2013

**FY11 Release - Estimated
Prison Costs (15 Years)
=\$360 million**

Cohort Total
Trips=7074

Average Stay
Per Trip=548
days

Average Daily
Cost=\$92.89

FY11
Release
Cohort
Projected
Cost=
**\$360
million**

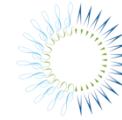
Source: LFC Projections based on NMCD data

Evidence-Based Programs to Reduce Recidivism and Improve Public Safety in Adult Corrections.

Background. Costs of offenders who recidivate are substantial and result in general expenses to taxpayers and specific expenses to victims. Ninety-five percent of incarcerated offenders will be released back into the community. About 50 percent of offenders will return to prison within five years. The average offender will have three trips to a New Mexico Corrections Department (NMCD) facility, while others many more. Therefore the citizens of New Mexico pay costs of arresting, prosecuting, housing, rehabilitating and supervising offenders many times over. A 2012 Legislative Finance Committee program evaluation estimated that if current trends hold, offenders released in FY11 will cost taxpayers an estimated \$360 million in corrections costs alone over the next 15 years.

Reducing recidivism, even by just 10 percent, can save millions. Rigorous research has demonstrated that some programs and strategies can improve public safety and reduce recidivism. In many cases the benefits to taxpayers and society outweigh the costs to implement. Strategic investments in these programs, along with careful attention to implementation and monitoring performance, could help the state achieve reductions in recidivism and improve public safety. The use of cost-benefit analysis can assist policymakers on what investments will yield the best and most cost-effective results and support the state's performance-based budgeting process.

New Mexico



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- Implemented in all available policy areas
- Produced Innovative Reports:
 - “Cost of Doing Nothing”
 - Report on Impact of State Budget Cuts



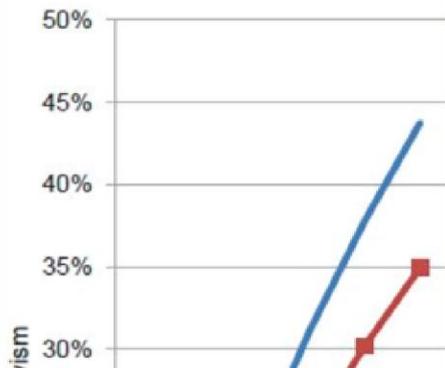


LFC RESULTS FIRST

Evidence-Based Options To Improve Outcomes

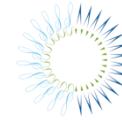
Effectively implemented In-prison drug treatment programs reduce recidivism by about 20%.

Estimated Impact of In-Prison Drug Treatment



Corrections Industries. The purpose of Corrections Industries is to provide training and work experience opportunities for inmates, to instill a quality work ethic, to prepare them to perform effectively in employment, and to reduce idle time of inmates while in prison. Research indicates corrections industries is a low-risk program that reduces recidivism and can deliver monetary along with public safety benefits. Participation in this program has continued to drop, and struggles to operate as an enterprise program. The 2013 Legislature made an appropriation of \$150 thousand from the general fund that could be used to shore up the program as the NMCD implements a new business plan. Even with this additional subsidy, if run properly, corrections industries could reduce recidivism by about nine percent with a benefit cost ratio of \$13. Most of the benefits would accrue to society over time (\$4,000 per participant), but taxpayer would benefit as well (\$1,000 per participant). As this program is revitalized, NMCD and LFC should track performance over time to ensure the program's outcomes, such as recidivism reduction, are in-line with expected results.

Although institutional support jobs such as those offered at the NMCD have been recognized as valuable, programs that offer private sector experience, fair wages, and include vocational training have been proven to be effective more often. Further research is needed on the availability of community employment services for offenders. If implemented in New Mexico, research and LFC's Results First cost-benefit analysis indicate that for every dollar invested would generate benefits of \$4 to taxpayers and society.



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New Mexico

- Implemented in all available policy areas
- Produced Innovative Reports:
 - “Cost of Doing Nothing”
 - Report on Impact of State Budget Cuts
- Used Results First approach to target \$49.6M for evidence-based programming in early education, child welfare, and criminal justice



aw ALBUQUERQUE WINE FEST MEMORIAL DAY WEEKEND
LIVE ENTERTAINMENT | NEW MEXICO WINES | FOOD
MAY 24-26 | NOON - 6
\$20 Adult Includes Souvenir Glass
Albuquerque Balloon Fiesta Park | Use Ballon Fiesta Pass

Editorial: NM must ensure early education dollars deliver

Editorials Opinion

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By [Albuquerque Journal Editorial Board](#)

PUBLISHED: Thursday, April 24, 2014 at 12:05 am

ALBUQUERQUE, N.M. — In fiscal 2015, New Mexico will spend about \$222 million on multiple early-childhood programs. So it's important to make sure those millions are spent as wisely as possible with an eye toward what's best for those children.

A new Legislative Finance Committee study puts the emphasis squarely on education, pointing out prekindergarten programs deliver more educational benefits and a greater return on taxpayers' investment than state subsidized child care. The report, titled "LFC Results First: Evidence-Based Early Education Programs To Improve Education Outcomes," shows in a stark graph which programs result in improved educational outcomes.

And which deliver less than nothing.

LFC Chairman Rep. Luciano "Lucky" Varela, D-Santa Fe, is correct that the report will help lawmakers prioritize early-childhood spending, and it is refreshing to hear his demand for "some outcomes in there." But the fact remains that it's not as simple as putting all childcare eggs in a Pre-K basket. That's because Pre-K only serves around 10,000 four-year-olds for three hours a day, and subsidized child care goes to centers and homes licensed or registered with the state that serve children up to age 13 at whatever hours the center or home determine.

Thursday, Oct 9 and lawmakers got together to come up with solutions.

HOME

Pre-K

ABQnews S

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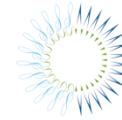
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Examples of Legislative Action

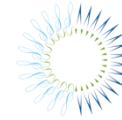


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Options for Legislative Consideration

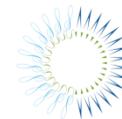
- Establish statutory framework for evidence-based policies and programs
- Create statutory working group to oversee Results First
- Use approach to ask tough questions of agencies about programs and results



Statutory Framework for Using Evidence

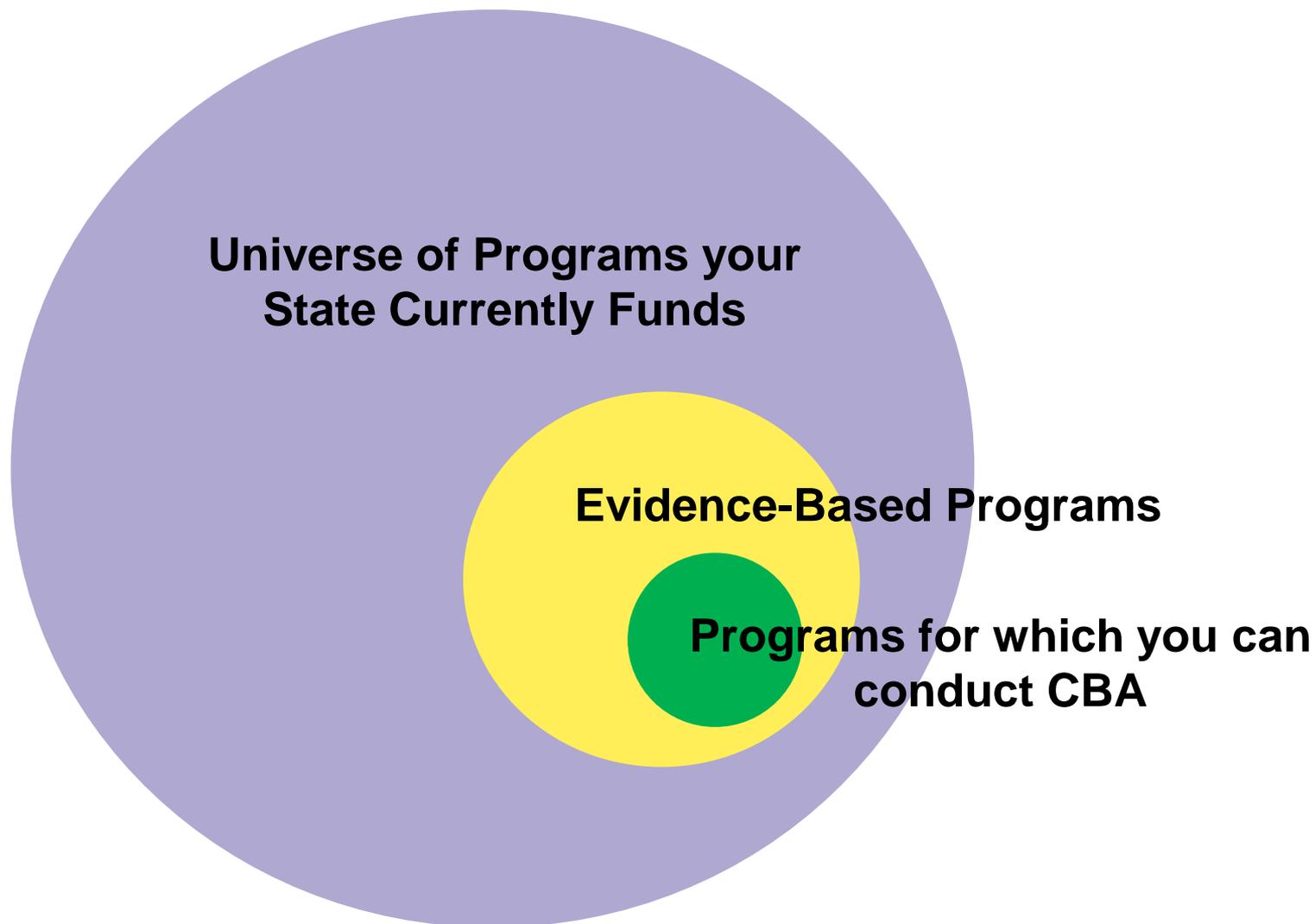
- **Washington**
 - Chapter 232, Laws of 2012
- **Massachusetts**
 - MA Senate Ways and Means FY15 budget recommendations
- **Mississippi**
 - Section 22 27-103-159, Mississippi Code of 1972

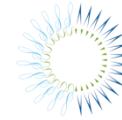
Codifying the Program Inventory



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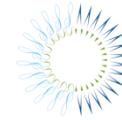
Standing Committees or Formalized Working Groups

- **Connecticut**
 - PA 13-247, (S. 42), (2013 session)
- **Massachusetts**
 - Chapter 68, (S. 189), (2011 session)
- **Vermont**
 - Act 61 (S.3), (2013 session)



Results First in NM is currently an informal partnership

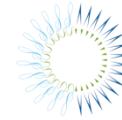
- Role of New Mexico Sentencing Commission
- Support of executive agencies
 - Corrections Department
 - Children, Youth and Families Department
- Results First criminal justice stakeholder group



Asking Tough Questions

- Do you have an inventory listing each program that your agency administers?
- What percentage of your agency's program budget is spent on nationally recognized evidence-based programs?
- How do you know if your programs are working?
- Can you identify the return on investment that each program is generating for taxpayers?
- How do you use this information to manage your programs?

Results First Approach to Improving Government



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Use Evidence

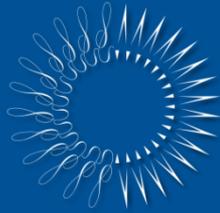
- Fund programs that are proven to work

Ensure Program Quality

- Programs must be properly implemented
- Must target the right people

Track Results

- Compare outcomes to predictions
- Require new programs to prove success



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www.pewstates.org/ResultsFirst