

# Results First Initiative

January 2019

## Overview

Results First is a capacity building initiative that provides technical assistance to state and local governments seeking to engage in evidence-based policymaking. Results First provides training to jurisdictions on building a comprehensive program inventory, and using benefit cost analysis to monetize the jurisdiction-specific benefits of operating programs. Pew MacArthur works in multiple states and counties nationwide. The California Association of Counties (CSAC) partnered with Pew to bring the initiative to Ventura County.

## Implementation Process

The Ventura County Board of Supervisors endorsed the county's participation in the Pew-MacArthur Results First Initiative on November 8, 2016. The Board is committed to expanding the use of evidence-based practices and implementing a systematic approach to evidence-based policy making. Since June of 2017, using Results First tools and technical assistance, stakeholders from across the county have worked together to:

- build a comprehensive inventory of Ventura County's adult criminal justice programs;
- calculate a cumulative 5-year recidivism rate for Ventura County;
- specific criminal justice costs used to calculate the cost of recidivism
- build a Ventura County local model to project long-term investment value of offender treatment programs.



## The Results First Approach

Results First utilizes Ventura County data to calculate and monetize the benefits of operating a program in the County based on its expected effect on recidivism. The Ventura Results First model relies on county specific recidivism rates and calculates the cost of recidivism using the marginal costs associated with each part of the criminal justice system, including victimization, arrest, prosecution, defense, court processing, jail, probation, prison, and parole.

### 1. Develop Program Inventory

The first step in the Results First approach is to develop a comprehensive inventory of all funded criminal justice programs. We define a program as a systematic intervention (or practice) that engages specific participants to achieve a discrete, well defined outcome.

### 2. Match to Evidence Base

Evidence-based means programs or practices whose level of effectiveness has been determined by rigorous evaluations. Programs in the inventory are examined to determine their evidence base utilizing the Results First Clearinghouse Database<sup>1</sup>. The database which provides information on effectiveness of various interventions as rated by eight national research clearinghouses.

<sup>1</sup>The Results First Clearinghouse Database is available online at:

<http://www.pewtrusts.org/en/multimedia/data-visualizations/2015/results-first-clearinghouse-database>

### 3. Benefit Cost Analysis

Identifying the programs that most effectively achieve outcomes with the best values for taxpayers is achieved by monetizing an offender's trip through the criminal justice system.

### 4. Evidence Based Decision Making

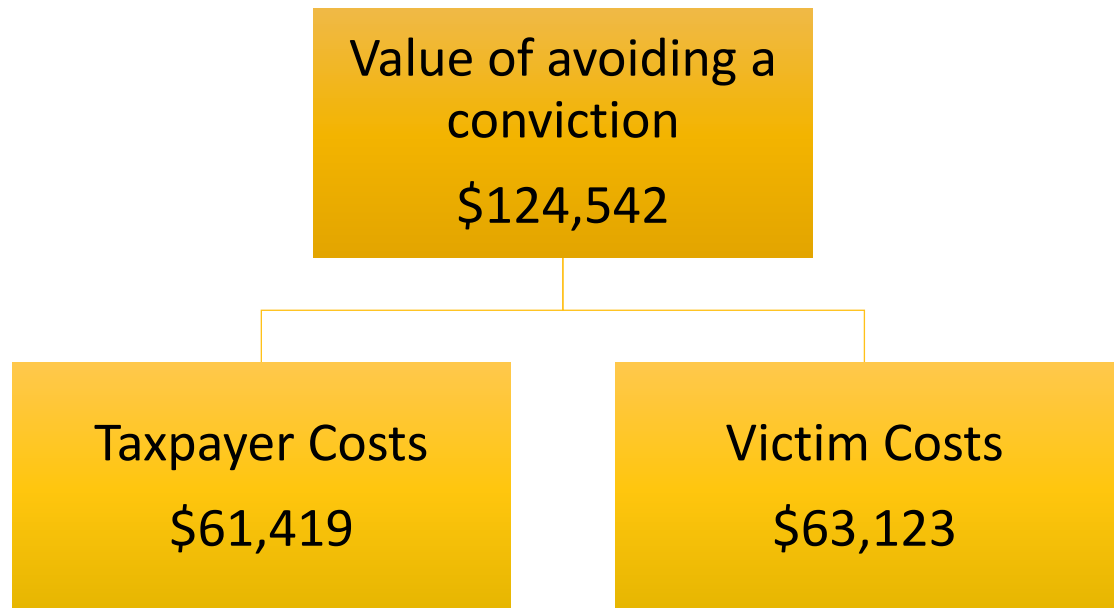
Equipped with the details from the program inventory and benefit cost analysis, the County can now make more informed policy and programming decisions that direct county funds toward programs that are cost effective and most likely to reduce recidivism.

# Cost of Recidivism

Recidivism is costly to the community. Recidivism includes both the cost to crime victims as well as the public costs of arrest, conviction, incarceration, and supervision. In Ventura County, the estimated cost of avoiding a conviction is \$124,542. The cost is derived by combining the cost and criminal justice usage data to estimate the overall avoided cost to taxpayers and crime victims of going through the adult criminal justice system.

## Next Steps

- Continuously update program inventory
- Continue to educate staff, stakeholders, and service providers on Results First Initiative
- Develop results based milestones for contracted service providers
- Create a program inventory for juvenile criminal justice programming



In an average year Ventura County has approximately 363 recidivists costing crime victims and tax payers an estimated \$45,208,746 per year.

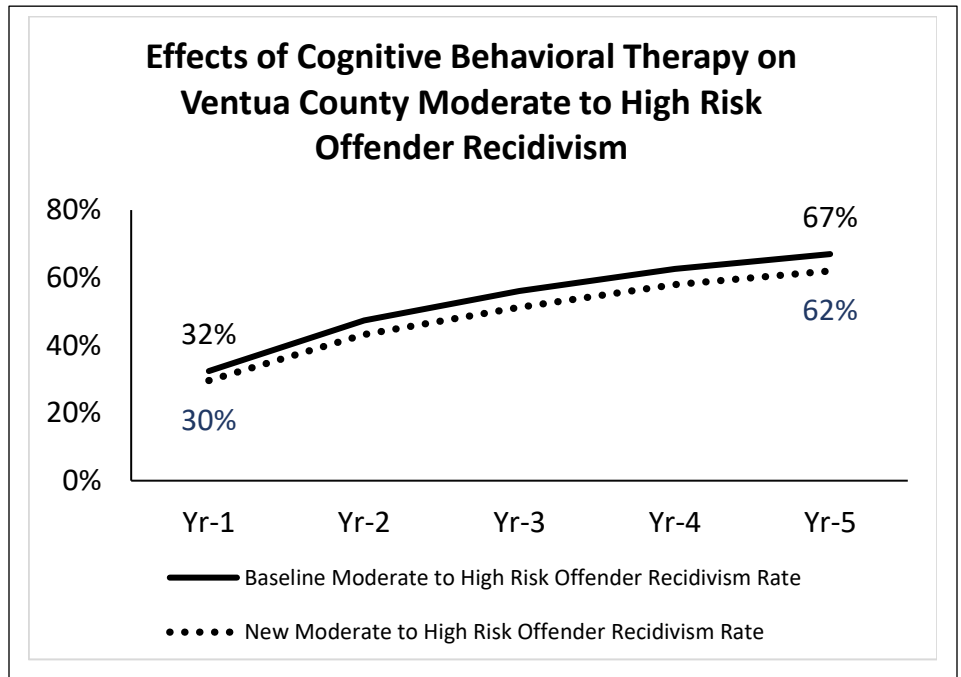
Results First measures the benefits of effective programming by avoided future criminal justice system administration costs and avoided future victimization costs. Ventura County specific data in combination with state data and Washington State Institute for Public Policy (WSIPP) estimates were used to determine the following criminal justice administration costs:

- Average cost of adjudication (prosecutors, public defenders, courts)
- Average cost of incarceration
- Average annual cost of community supervision
- Average cost of an Arrest

Avoided future victimization costs were based on national data on tangible victim costs (property damage and loss, medical and mental health care, lost wages) and jury awards for intangible costs (pain, suffering, reduced quality of life).

| Program   | Benefits per Participant | Cost per Participant | Benefit Cost Ratio | Recidivism Reduction |
|---|--------------------------|----------------------|--------------------|----------------------|
| Cognitive Behavioral Therapy                                  | \$5,160                  | \$589                | \$8.76             | -8.17%               |
| Electronic Monitoring   | \$1,141                  | \$355                | \$3.21             | -2.25%               |
| Electronic Monitoring Program (in lieu of jail)               | \$8,110                  | \$1,328              | \$6.11             | -5.58%               |
| Employment Readiness  | \$2,574                  | \$578                | \$4.45             | -4.08%               |
| Living in Balance   | \$5,327                  | \$275                | \$19.37            | -2.25%               |
| Print Shop  | \$8,374                  | \$1,594              | \$5.25             | -13.73%              |
| Specialized Training & Employment Project for Success (STEPS) | \$3,545                  | \$902                | \$1.34             | -5.31%               |

Ventura County was able to determine the benefit to cost ratio for seven of our local programs. The results for three of the programs are listed above. Cognitive Behavioral Therapy (CBT) is a program that emphasizes individual accountability and teaches participants that cognitive deficits, distortions, and flawed thinking processes cause criminal behavior. In Ventura County CBT programs that are currently being offered are Thinking for a Change, Moral Reconciliation Therapy, and Seeking Safety. These programs are offered in custody as well as in the community and are known to reduce recidivism by over 8% in the long term. Benefits per participant are based on Ventura County specific cost data. The cost data was determined by examining how the programs are currently being implemented in Ventura County. The benefit to cost ratio can be determined by dividing the total benefits by the cost and tells you the avoided costs to taxpayers and crime victims per dollar invested in the program. For every dollar invested in CBT programs generated \$8.76 in benefit to taxpayers and victims.



For purposes of the cost-benefit model, recidivism is measured as a conviction for a new offense over the county defined follow up period. One of the recidivism measurements used in the cost-benefit model is the cumulative recidivism rate. This measurement reports the percentage of offenders who have a new conviction in each year of the follow up period. The cumulative rate grows each year because it counts the number of individuals who have been convicted by the end of each follow up year. For example, if there are 100 individuals in the cohort and 20 recidivate in the first year the cumulative recidivism rate at the end of year one is 20%. If 10 of the remaining offenders recidivate in year two the cumulative rate grows to 30%, 20 from year one plus 10 from year two divided by the 100 in the cohort. While the number of new recidivists typically goes down in each follow up year the cumulative recidivism rate will continue to rise.

| Program Name  | Population Served                                   | Effectiveness Rating    |
|---|---|-------------------------|
| <b>Cognitive Behavioral Therapy</b>                           |   |                         |
| Moral Reconciliation Therapy                                  | Formal Probation & AB109                            | 2 <sup>nd</sup> Highest |
| Thinking for a Change (T4C)                                   | Formal Probation                                    | 2 <sup>nd</sup> Highest |
| Seeking Safety  | AB109   | Highest                 |
| <b>Domestic Violence</b>                                      |   |                         |
| Batterer's Intervention Program (Duluth)                      | Clients convicted of a domestic violence offense    | No evidence of effects  |
| <b>Employment</b>   |   |                         |
| Employment Readiness  | Formal Probation                                    | No evidence of effects  |
| Specialized Training & Employment Project for Success (STEPS) | AB109   | Highest                 |
| <b>Educational</b>  |   |                         |
| English as a Second Language                                  | In-custody Clients                                  | 2 <sup>nd</sup> Highest |
| Hi SET/GED  | In-custody Clients                                  | 2 <sup>nd</sup> Highest |
| Positive Parenting Program (Triple P)                         | Formal Probation & AB109                            | Highest                 |
| <b>General</b>  |   |                         |
| Supervision using Risk, Need, & Responsivity Principles       | Moderate to High Risk Probation Clients             | Highest                 |
| <b>Specialty Courts</b>                                       |   |                         |
| Mental Health Court   | Formal Probation                                    | 2 <sup>nd</sup> Highest |
| Reentry Court   | AB109 & Parolees                                    | 2 <sup>nd</sup> Highest |
| <b>Sex Offender</b>   |   |                         |
| Outpatient Treatment (community)                              | Formal Probation & AB109 convicted of a sex offense | 2 <sup>nd</sup> Highest |
| <b>Substance Abuse</b>  |   |                         |
| Alcohol & Drug Adult Outpatient Treatment                     | Any criminal justice client                         | Highest                 |
| DUI 1 <sup>st</sup> & Multiple Offender                       | Clients convicted of a DUI                          | Highest                 |
| Living in Balance   | Formal Probation                                    | Highest                 |
| Matrix  | AB109   | 2 <sup>nd</sup> Highest |
| Methadone   | Any criminal justice client                         | Highest                 |
| Naltrexone  | Any criminal justice client                         | 2 <sup>nd</sup> Highest |
| Relapse Prevention Therapy                                    | Formal Probation                                    | Highest                 |
| Residential Treatment   | Any criminal justice client                         | Highest                 |
| Sober Living  | Any criminal justice client                         | Highest                 |
| <b>Technology Assisted Supervision</b>                        |   |                         |
| Electronic Monitoring   | Formal Probation & AB109                            | 2 <sup>nd</sup> Highest |
| Electronic Monitoring (in lieu of jail)                       | Eligible criminal justice client                    | 2 <sup>nd</sup> Highest |
| Ignition Interlock  | Court ordered DUI Clients                           | 2 <sup>nd</sup> Highest |
| <b>Vocational</b>   |   |                         |
| Food Service and Hospitality Program (Culinary)               | In-custody Clients                                  | 2 <sup>nd</sup> Highest |
| Print Shop  | In-custody Clients                                  | 2 <sup>nd</sup> Highest |
| ServSafe Food Handler Certificate                             | In-custody Clients                                  | 2 <sup>nd</sup> Highest |

**Highest Rated- the program had a positive impact based on the most rigorous research**

**Second Highest Rated- the program had a positive impact based on high quality evidence**

**No Effects- The program had no impact based on high-quality evidence**

The following programs are included in the program inventory, but are not rated meaning there is no current research to support a level of evidence: Homeless Court, Elder Law Court, Domestic Violence Court, Community Intervention Court, Anger Management, Case Management Services, Education Services/GED, Correctional Interactive Video Learning World (CIVIL WORLD), Hazelden's Co-Occurring Disorders, A Woman's Workbook, Child Abuser's Counseling, and Common Sense Parenting.