

Results First - Santa Cruz County, CA

October 2017

Juvenile Division

OVERVIEW

The Santa Cruz County Board of Supervisors endorsed the Results First Initiative in the Fall of 2013 which identified ways to utilize a cost-benefit analysis model to assist in making evidence-based programmatic and policy decisions. The county's initial work focused on adult criminal justice and expanded to juvenile justice. Santa Cruz County has implemented and used the Results First model to compare evidence-based programs by cost and impact, measuring expected return on investment of tax dollars. The goals are to increase public safety by improving services for victims, communities, and offenders; to reduce recidivism; and make the best use of limited public resources.

IMPLEMENTATION PROCESS

Participating in the Results First initiative allows the County to use public safety performance data (the degree to which a program or strategy reduces recidivism) and County costs to inform decisions about how resources are allocated. By considering cost-benefit analysis, the County can identify and invest in effective programs, allowing the County to reduce recidivism; increase the success of youth on supervision; increase program referrals; and generate public and stakeholder support. The model assists the county in determining which investments will yield the best and most cost-effective results.

A collaboration of criminal justice partners assembled a comprehensive inventory of programs offered by the county, collected and analyzed recidivism and cost, data, and conducted cost-benefit analyses of evidence-based programs and practices. Programs and practices were matched to evidence-based programs to determine each program's level of effectiveness. A subset of programs was then run through the cost-benefit model found in the table on the reverse side.

KEY FINDINGS

Santa Cruz County customized the Results First model, which utilizes County-specific data to calculate and monetize the benefits of operating a program in the County based on its expected effect on recidivism and cost.

- On average, 63% of youth recidivate within a 6-year period in the adult or juvenile system; 33% recidivate within the first year of being placed on formal probation.
- The average cost per juvenile recidivist in Santa Cruz County is \$113,000. Criminal recidivism costs include both the societal costs of changing a youth's educational and earnings trajectory as well as the public costs of arrest, conviction, incarceration, supervision, and costs to crime victims. Early intervention and alternatives to detention can reduce these costs.
- Alternatives to detention saved 3,135 days in juvenile hall in 2016. Bed days saved is defined as the amount of time spent on Alternatives to Detention in contrast to the amount of time that would otherwise be spent in Juvenile Hall. These calculations are based on work done through the JDAL initiative.
- Evidence-based programs can improve public safety, reduce recidivism, and reduce costs to the county and community. Findings for specific types of programming are found in the table on the reverse side.

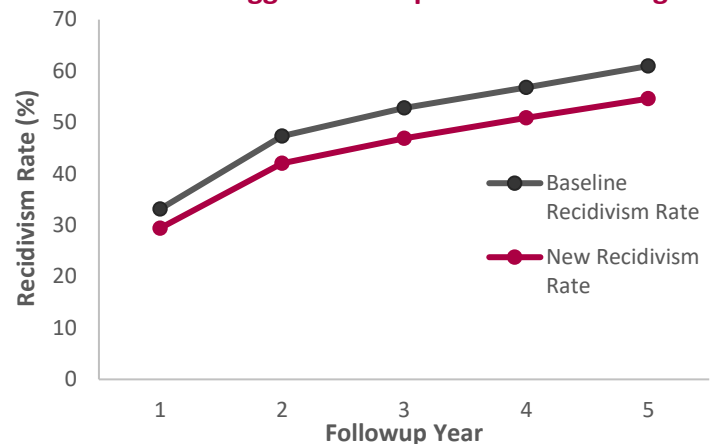
RECOMMENDATIONS

- Maintain, expand and recruit programs and services that are rated highest effective to reduce recidivism.
- Continue to expand alternatives to detention.
- Use results to develop a competitive Request for Proposal (RFP) process to maintain and expand existing programs and develop new juvenile justice programs that demonstrate evidence-based effective strategies that contribute to a reduction in recidivism.

COST-BENEFIT ANALYSIS EXAMPLE: Aggression Replacement Therapy (ART)

Benefits Per Participant	County 2016 Dollars	Type of Benefits
Total benefits per participant	\$8,667	Lower County, criminal justice system and victim costs, as well as increased earnings.
Cost per participant	(\$600)	
Net benefit per participant	\$8,067	
Benefits per dollar of cost	\$14.44	
Total participants 15	Recidivism Reduction: 10.9%	

Effect of Aggression Replacement Training



ART Benefit-Cost Ratio (BCA) Discussion:

ART is considered cost beneficial with a return of \$14 for every dollar invested. These benefits come from increases in earnings, decreases in crime, and avoided health care, education and employment costs.

ART Current Implementation:

ART is currently being administered by Probation to the youth in juvenile hall. Services are delivered in small groups. The ART program served 15 youth in 2016. The program is 10 weeks in duration for 3 hours per week for a total 30 hours of program services. New sessions start each quarter (4 times per year).

ART Recommendations:

Develop and expand the capacity for delivering ART through the current model and also explore program expansion through a competitive bid process and service contracts with providers.

NEXT STEPS

- Integrate the Results First analysis with the program improvement and treatment matching activities of the Risk Needs Responsivity Simulation Tool from George Mason University.
- Conduct additional analysis, separating effects by recidivism risk level (low, moderate, high).
- Update model periodically to reflect changes in programming, costs, services, policy and sentencing practices (reduced length of probation terms, etc.)
- The basis for measuring program impact in the *Results First Program Summaries* is the meta-analysis of outcome studies conducted by the Washington State Institute for Public Policy's (WSIPP). These studies were carried out in other locales and effect sizes are not specific to studies of local programs in Santa Cruz County. Measuring local program effectiveness will improve certainty of cost benefit results, and can be included in Results First once rigorous evaluation is conducted.

SANTA CRUZ PRELIMINARY RESULTS: COMPARING COSTS, BENEFITS, & CRIME REDUCTION

The Results First Model estimates a cost-benefit ratio to program types based on local costs and national outcome data analyzed by the Washington State Institute for Public Policy (WSIPP). The accuracy of this cost-benefit ratio and the resulting projected reduction in recidivism varies depending on the extent to which local programs match those included in the WSIPP research studies, in terms of program target population, content, and duration of services. In the table below local programs are grouped into those that fully match WSIPP studies and those that partially match. In addition, not all effective programs are currently listed in the Results First Model. The alternatives to detention table are local programs which are recognized as being promising practices, but for which cost benefit data is not currently available. When recommending investment strategies for criminal justice programming, it should be kept in mind that a variety of interventions are essential; some may not yet be considered evidence-based or cost effective but are still necessary. Results First is a tool to help inform funding decisions and provide investment advice; it is *not* a program evaluation.

	PROGRAM TYPE	PROGRAM NAME	BENEFITS PER PARTICIPANT	COST PER PARTICIPANT	NET BENEFIT PER PARTICIPANT	COST-BENEFIT RATIO	RECIDIVISM REDUCTION	CHANCE BENEFITS WILL EXCEED COSTS
Highest Rated Programs (positive impact and numerous high quality studies)	Vocational and Employment Training	Job Training and Mentorship Program (JTMP)	\$9,752	\$300	\$9,452	\$32.51	-9.2%	63%
	Psycho-educational Intervention	Aggression Replacement Training (ART)	\$8,667	\$600	\$8,067	\$14.44	-10.9%	92%
	Restorative Justice: Mediation	Victim Offender Dialogue Program (VODP)	\$3,830	\$581	\$3,249	\$6.59	-4.9%	82%
	Cognitive Behavioral Therapy (CBT)	Families United in Respect, Tranquility and Hope Program (FUERTE) – CBT Component	\$7,225	\$1,300	\$5,925	\$5.56	-9.2%	89%
2 nd Highest Rated Programs (positive impact and a high quality study)	Substance Use Disorder Treatment	SCORE/7 Challenges	\$430	\$186	\$244	\$2.31	-0.5%	54%

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

ALTERNATIVES TO DETENTION (ATD): Over 2 decades ago, Santa Cruz County Probation implemented ATD's to safely reduce the unnecessary use of detention. Detention alternatives provide structured and supervised custody alternatives to allow youth to remain in school and participate in intervention and treatment services and restorative justice within their community so that youth don't languish in detention. In 2016 Alternatives to Detention saved a total of 3,135 Bed Days.

PROGRAM TYPE	PROGRAM NAME	BUDGET	BED DAYS SAVED*	YOUTH SERVED**
Alternatives to Detention	Evening Center Programs and Services	\$103,500	846	142
Alternatives to Detention	Electronic Monitoring	\$22,000	1,743	140
Alternatives to Detention	Home Supervision	\$107,097	546	61
Alternatives to Detention	Probation Alternative Support Services (PASS)	\$27,000	NA	17
Alternatives to Detention	Parent Teen Mediation Program (PTMP)	\$16,200	NA	35

***Bed Days Saved** is defined as the amount of time spent on Alternatives to Detention in contrast to the amount of time that would otherwise be spent in Juvenile Hall. These calculations are based on work done through the JDAI initiative.

****Youth Served** are the unduplicated number of youth who are eligible for Alternatives to Detention