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# Santa Clara County Results First

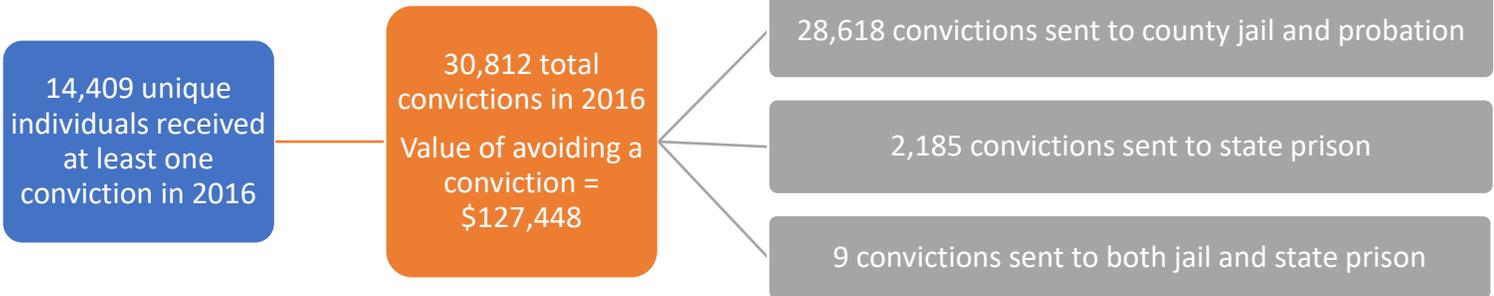
## AN EVIDENCE-BASED FRAMEWORK FOR ADULT CRIMINAL JUSTICE PRACTICES

**WHAT IS RESULTS FIRST?**  
A collaborative county effort over 18 months with public and safety justice (PSJ) agencies to create evidence to use for policy decision-making.

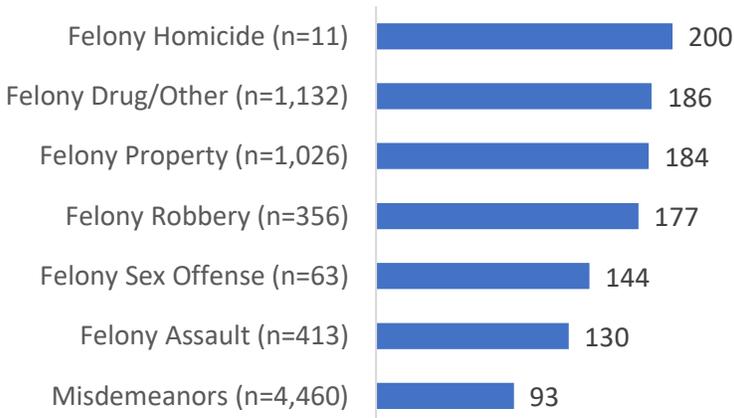


**NOTE:** This is not an actual evaluation of practices in the County. The process estimates what the potential impact for the community could be based on results from scientific research. The Results First process can be used to help drive data-driven policy decisions.

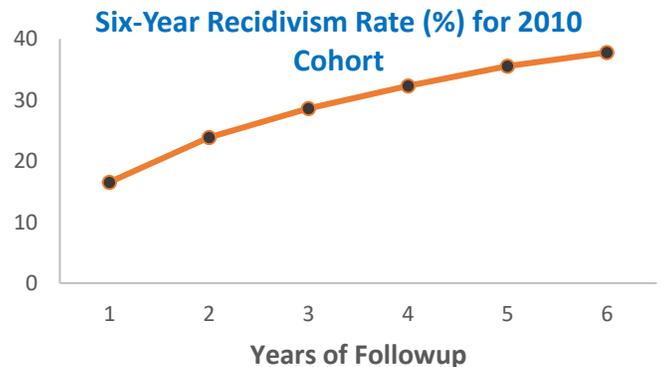
## Convictions in Santa Clara County



**AVERAGE LENGTH OF STAY (IN DAYS) POST CONVICTION BY OFFENSE TYPE FOR JAIL RELEASES IN 2016 (N=7,561)**



**In a sample of Probation cases from 2010, 38% of clients on supervision recidivated (i.e., committed a new offense within six years).**



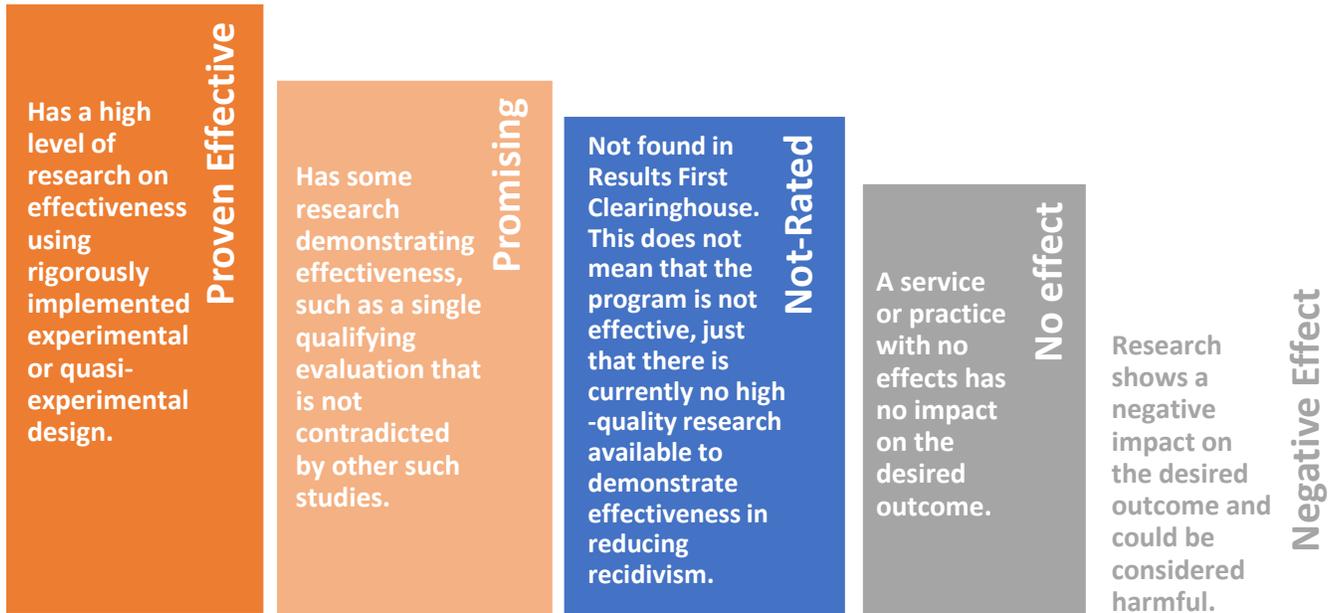
Considered: 03/20/2018

# STEP 1: Program Inventory<sup>1</sup>

A Program Inventory Workgroup of county agencies working with criminal justice clients was developed to create an inventory of funded evidenced-based practices (EBPs). All known research on criminal justice related programming was reviewed, ranked and aggregated into the searchable Results First Clearinghouse: <http://www.pewtrusts.org>. The following graphic displays the ranking system used by Santa Clara County during this project.

## What is an EBP?

**An evidence-based practice (EBP) refers to approaches of practice that is validated by some form of documented research.**



One valuable lesson from this process was the need to ensure selected EBPs are implemented with fidelity. There is a growing body of research<sup>2</sup> that demonstrates an EBP not implemented to fidelity can cause more harm than good in some instances. The literature on fidelity suggests the following are key areas to be monitored to ensure program fidelity:

**Adherence:**  
Is the program delivered as desired?

**Dosage:**  
How much of the program was delivered?

**Quality of Delivery:**  
What was the manner of program delivery (i.e., respectful, prepared, enthusiasm, etc.)?

<sup>1</sup> Inventory was based on FY15-16 funded programs to attempt to obtain actual costs and total clients served for a full year.  
<sup>2</sup> Duwe, G., & Clark, V. (2015). Moving On: An Outcome Evaluation of a Gender-Responsive, Cognitive-Behavioral Program for Female Offenders. Retrieved from: <https://whatworks.csgjusticecenter.org/evaluation/duwe-clark-2015>; Barnoski (2004). Outcome evaluation of Washington State's research-based programs for juvenile offenders. Olympia: Washington State Institute for Public Policy, Document No. 04-01-1201; Sexton T, Turner CW. The Effectiveness of Functional Family Therapy for Youth with Behavioral Problems in a Community Practice Setting. Journal of family psychology: JFP: journal of the Division of Family Psychology of the American Psychological Association (Division 43). 2010;24(3):339-348. doi:10.1037/a0019406.

## Risk-Need-Responsivity (RNR Model)

The risk-need-responsivity (RNR) model is a model used in criminology to develop recommendations for how adults and juveniles in the criminal justice system should be assessed based on the risk they present and what they need, and what kinds of environment they should be placed in to reduce recidivism. In general, the model's three principles—**Risk, Need, and Responsivity**<sup>3</sup>—provide guidance in designing programs to promote critical behavioral changes.

### Risk Principle (WHO)

- **Level of services provided should be based on the level of risk for reoffending.** Research demonstrates that providing intensive services to lower-risk youth is not only an inefficient use of resources, it may actually increase the likelihood that those youth will reoffend.

### Need Principle (WHAT)

- **Target interventions to criminogenic needs.** The key criminogenic needs are related to anti-social behavior (such as anti-social thinking, criminal peers, educational/vocational issues, etc.).

### Responsivity Principle (HOW)

- **Be responsive to temperament, learning style, motivation, gender, and culture when assigning to programs.** Programs also have the strongest impact when they use strategies from cognitive social learning, such as modeling and reinforcement.

## STEP 2: Develop Cost Benefit Analysis

The PSJ Stakeholders convened a Resource Costs Workgroup to define programs, share program costs and utilization, and provide input on the cost-benefit analysis.

Example of Criminal Justice Focused Practice	Effectiveness Rating	Annual Cost per Participant/Average	Benefit-Cost Ratio <sup>4</sup>
Supportive Housing/AB 109 rental assistance program	Promising	\$6,500	Pending
Cognitive behavioral therapy (high & moderate risk offenders)	Promising	\$1,047	
Employment training/job assistance in the community	No Effect	\$2,000	
Employment training with subsidized employment	Proven Effective	\$1,678	
Inpatient/intensive outpatient in the community	Proven Effective	\$13,288	
Outpatient in the community	Proven Effective	\$5,021	

<sup>3</sup> Andrews, D., & Dowden, C. (2007). The Risk-Need-Responsivity Model of assessment in human service and prevention and corrections: Crime prevention jurisprudence. *Canadian Journal of Criminology and Criminal Justice*, 49(4), 439–464.

<sup>4</sup> Benefits – Costs Ratio was calculated by taking the net present value of future cash flows related to recidivism reductions divided by the cost to operate the program. A ratio above one dollar indicates that the benefits to run the program outweigh the cost to implement, meaning the program is cost-beneficial.

# STEP 3: Results for Spending/Policy Decision-Making

After 18-months of collaborative meetings, data collection/analysis and research, five key lessons were discovered.

1

**Lesson 1:** Cross-collaboration helps communication and coordination of care for clients

- **RECOMMENDATION:** Continue to have cross-agency meetings to review and discuss programming for clients.

2

**Lesson 2:** Standard definition and approach to EBP to help direct RFPs and internal program development

- **RECOMMENDATION:** Develop a county-wide EBP definition and approach; and develop a framework for interpreting research studies.

3

**Lesson 3:** Need to develop consistent methodology to collect and analyze criminal justice data

- **RECOMMENDATION:** Create a team of research and evaluation staff from each PSJ agencies to coordinate data analysis for criminal justice.

4

**Lesson 4:** Value of common performance metrics and contract monitoring

- **RECOMMENDATION:** Develop a county-wide set of PSJ performance metrics connected to EBPs and work on refining how contracts are monitored related to performance metrics.

5

**Lesson 5:** Program fidelity needs to be addressed

- **RECOMMENDATION:** Build capacity within PSJ agencies to monitor and respond to fidelity issues and help build capacity of providers to monitor fidelity of their programs.