

From: Farrell, Willa

Sent: Thursday, September 20, 2018 2:11 PM

To: 'Donna Reback' <DonnaReback@FlintSpringsAssociates.com>; 'Joy Livingston' <JoyLivingston@FlintSpringsAssociates.com>

Subject: RE: Diversion CBA & YSASP Evaluation Design

Donna,

As we just discussed, here are the notes from the team's review of proposals received and CRG's proposal.

Regards,
Willa

**Office of the Attorney General
Court Diversion Cost Benefit Analysis
Youth Substance Abuse Safety Program Evaluation Design**

PROPOSAL DATA SHEET

BIDDER: Crime Research Group, Inc.

FORM OF BUSINESS ORGANIZATION: Non-profit

ADDRESS: P.O. Box 1433

CONTACT PERSON: Karen Gennette

EMAIL ADDRESS: karen@crgvt.org

TELEPHONE: (802) 747-8659

___x___ Check here to indicate your ability to meet minimum State of Vermont insurance and other contracting requirements as itemized in "Attachment C" at this link.

<http://www.bgs.vermont.gov/sites/bgs/files/files/purchasing-contracting/pcard/ATTACHMENT%20C%20-%20rev%20Dec%202017%20CLEAN.docx>

REFERENCES

Name	Organization & Address	Telephone	Email	Date and brief description of project completed for this reference
Stephen Klein or Maria Belleveau	Joint Fiscal Office 1 Baldwin St., Montpelier, VT 05602	(802) 828-2295	sklein@leg.state.vt.us mbelleveau@leg.state.vt.us	Benefit Cost Evaluations using Results First for the Criminal Justice Programs, Hub and Spoke Model, and Intensive Family Based Services.
Kim Owens	Court Administrator's Office, 111 Main St., Montpelier, VT 05609	(802) 786-5587	Kim.owens@vermont.gov	Process and outcome evaluations and cost-benefit analysis for the Windsor DUI Docket.
Anne Van Donsel	Dept. of Health, ADAP, 108 Cherry St. #202, Burlington, VT 05401	(802) 651-1550	Anne.vandonsel@vermont.gov	Under a BJS Grant, we worked with Anne to provide a cost benefit analysis for the Hub and Spoke Model.



To: Willa Farrell, Court Diversion and Pretrial Services Director, Office of the Attorney General
From: Karen Gennette, Executive Director, Crime Research Group, Inc.
Date: May 25, 2018

Proposal for the Court Diversion Cost-Benefit Analysis

Please find enclosed our proposal to conduct the Court Diversion Cost-Benefit Analysis. Included herein is the narrative, the budget and resumes of key personnel.

The narrative describes the following:

- a) Ability to deliver on the scope of work, including experience, qualifications, and skills of individuals who will work on this project and their supervisors.
- b) Proposed approach and methodology, written in plain language, data items to be used, and data sources
- c) Narrative explanation of budget submitted

Narrative

a) Ability to deliver on the scope of work, including experience, qualifications, and skills of individuals who will work on this project and their supervisors.

Crime Research Group has been operating since 2014 with researchers who have over 80 years collective experience in the criminal justice field. Starting in November 2014, CRG has provided Statistical Analysis Center services to Vermont through a contract with the Department of Public Safety. Prior to November 2014, CRG staff worked for the Vermont Center for Justice Research (VCJR). VCJR was the named SAC in Vermont, established in 1987 until 2014 when the parent company dissolved. The staff then incorporated as CRG. VCJR staff conducted a previous recidivism study for the Court Diversion programs. The staff person who conducted the study has retired but current staff retain this expertise.

State SACs provide justice research and technical assistance to the legislature, judiciary, corrections, state and local law enforcement agencies, and justice partners. CRG's purpose includes the following 1) to collect and analyze justice information; 2) to produce general information and statistical reports on crime, criminal offenders, victims, and the administration of criminal justice; 3) to provide and coordinate technical assistance to the legislature and to state and local law enforcement agencies, the courts, victims' services, and corrections; and 4) to assist in the creation of an evidence-based criminal justice system. CRG supports policy and data-driven decision making through research, analysis and program evaluation.

Staffs' Experience, Qualifications, and Skills:

Robin Joy, J.D., Ph.D.: Robin joined the VCJR (former SAC) in 2005, started working for CRG in 2014 and is the Director of Research. She is responsible for research/evaluation design and developing new ways to merge and analyze administrative records data. Recently, Robin has worked on the evaluations for the Windsor DUI Docket and the Electronic Monitoring Program, the Criminal History Audit and the Law Enforcement Data Quality Assessment. Robin was the lead in conducting Vermont's Results First projects (benefit-cost analysis) for the Intensive Family Based Services at DCF, the Hub and Spoke Model at the Vermont Department of Health/ADAP, and Criminal Justice Programs in conjunction with the Pew Charitable Trusts. Robin earned a Juris Doctorate from the University of California at Berkeley and a Ph.D. from Northeastern University. She started her career as a public defender in California.

Marcia Bellas, Ph.D.: Marcia is a sociologist with research interests in social inequality, particularly in the areas of gender, race/ethnicity, and social class. She was a faculty member at the University of Cincinnati for a decade before joining the VCJR staff in 2002. She left in 2007 to work as an independent contractor for the State of Vermont, monitoring Juvenile Justice and Delinquency Prevention Act (JJDP) requirements, including those related to DMC. She returned to VCJR in late 2012 and in July 2014 moved to CRG. She recently worked on the benefit cost analysis for IFBS and the Hub and Spoke Model and completed a comprehensive process evaluation for the DUI Court in Windsor County. Currently she is working on an evaluation for the Washington County Treatment Court. Marcia holds a Ph.D. in sociology from the University of Illinois at Urbana-Champaign, an M.S. in sociology, and a B.S. in psychology from Illinois State University.

Karen Gennette, Esq., Executive Director: Karen Gennette has spent the last 25 years working to improve community outcomes at the local and state levels. Karen joined CRG as the Executive Director in October 2014. For the previous ten years, she worked for the Vermont Judiciary developing evidence-based alternatives to the traditional criminal justice system, providing information and training opportunities on evidence-based sentencing, program development and evaluation, collaborating with other justice partners and obtaining funding for evidence-based programs. Karen will provide administrative oversight and supervision.

CRG will collaborate with **Marc Wennberg**. Marc is currently working as a co-facilitator of a planning process for the Vermont Consortium (for restorative justice) providing facilitation, strategic planning, and coordination to assist the group in developing governance structure, mission and vision, and a strategic plan. Before this, Marc co-facilitated the planning process to develop an AmeriCorps victim services initiative at Vermont's restorative justice organizations.

b) Proposed approach and methodology, data items, and data sources.

CRG will analyze the cost and benefits of Adult Court Diversion including recidivism rates and compare them to similar cases that are not diverted. The analysis will compare recidivism rates and monetary costs of cases that are referred to Court Diversion with those that remain in the traditional system, on a county/local level and statewide basis.

Cost Benefit Analysis

The assessment of the cost differences between the Court Diversion program and traditional court processing requires a matching of outcome costs to investment costs. This is usually expressed as the “cost-benefit ratio.” CRG will determine the Court Diversion costs using marginal costs defined simply as the cost of adding one more person to the program. Marginal costs are distinguished from average costs (total budget divided by the total number of people serviced by the program) because average costs include fixed costs such as administration and other overhead costs that aren’t necessarily affected by changes in policy or programming. This investment combined with the benefits due to positive outcomes results in a projected cost-benefit ratio. This will determine the cost savings (avoidance) for taxpayers in criminal justice system for every dollar (\$1) spent on the Court Diversion program. CRG will work with Court Diversion to identify other benefits.

Recidivism Analysis

The first objective of the cost benefit analysis will be to determine the extent to which Court Diversion programs have an impact on recidivism. Recidivism is commonly measured by criminal acts that resulted in re-arrest and/or reconviction during a three-year period following the program. A comparison group will be developed to compare the recidivism rates of participants in the Court Diversion program to similar individuals in the traditional court process. The study is designed to answer three questions associated with the post-program behavior of Court Diversion participants:

1. Which subjects were convicted of crimes – statewide and by county? Is there a difference between those who complete the program and those who don’t?
2. For those subjects who were convicted of crimes, when were they convicted (how long did it take them to recidivate), statewide and by county?
3. For those subjects who were convicted of crimes what crimes did they commit, statewide and by county?

Participant Population

CRG will conduct an analysis of the criminal history records of Court Diversion participants who completed the program during a two-year period from July 1, 2014 – June 30, 2016, provided by the Vermont Crime Information Center (VCIC). The opportunity to recidivate for this cohort is two to four years after the participants have completed the Court Diversion program - through June 30, 2018. The Vermont criminal history records will include all charges and convictions prosecuted in a Vermont Superior Court - Criminal Division.

Successful completion of the Court Diversion program results in the original charge being sealed so there may be no criminal history record at VCIC if they were not charged with additional crimes after leaving the program. If possible, CRG will confirm the possibility of any inaccuracies in the name and/or DOB data for the Court Diversion participants that did not have matching VCIC records. Court Diversion participants who do not have matching VCIC records will be assumed to be non-recidivists for this study. The criminal history records do not contain Federal prosecutions, out-of-state prosecutions, or civil traffic tickets.

Comparison Group Development

A comparison group will be developed using the court location, criminal history of defendants, and other demographic characteristics (age, race, gender) of the participants in the Court Diversion program matched to similar characteristics of individuals who did not participate in Court Diversion program during the same period. Developing a comparison group takes a significant amount of testing and matching to ensure that the comparison cohort is as closely matched to the participant cohort as possible. This analysis will provide information on whether participation in the Court Diversion program results in a reduction in recidivism compared to similar offenders who did not experience the Court Diversion program and who were prosecuted through the traditional court process. The reduction of recidivism and avoidance of future criminal justice involvement will be monetized.

CRG will provide the following:

- Total Court Diversion participant recidivism rate compared to non-participants
- Graduates, non-graduates, and non-participant recidivism rates and dispositions
- Recidivism by county compared to non-participants
- Comparison of recidivism rates for subjects with no previous criminal records with subjects who have one or more than one pre-Court Diversion conviction
- An analysis of time to recidivate / eligibility to reoffend
- All post-Court Diversion crimes for which subjects were convicted – offense levels and types of crimes
- All post-Court Diversion crimes for which subjects were convicted - total statewide and by county

Marginal Costs

The Cost Benefit Working Group report defines the marginal cost as the amount the total cost changes when a person is added to the program. Said another way, the marginal cost is the amount of change in an agency's total operating cost when outputs such as arrests, prosecutions, or incarcerations change over time because of changes to policies or programs. (Christian Henrichson and Sarah Galgano, *A Guide to Calculating Justice-System Marginal Costs*; New York: Vera Institute of Justice, 2013). Marginal costs are distinguished from average costs (total budget divided by the total number of people in the program) because average costs include fixed costs such as administration and other overhead costs that aren't necessarily affected by changes in policy or programming. Further, marginal cost should be measured over the long-term, as the implications for criminal justice policies examined in cost-benefit analysis have incremental impacts on taxpayers' resources and victimization over the long-term. (*Cost Benefit Working Group Report*, CRG, 2014)

The second objective is to answer the question: What's the marginal cost of the Court Diversion program statewide compared to the standard criminal justice case processing? CRG will work with three to four representative programs to conduct a time study to document the activities and services provided by the Court Diversion program staff. CRG will use the time study to determine the cost of doing business for the Court Diversion programs and compare them to the costs of using the traditional court system. For the standard cost of doing business in the criminal justice system, CRG will update the Criminal Justice Consensus Cost-Benefit Working Group Report (<http://www.crgvt.org/news/report-criminal-justice-consensus-cost-benefit-working->

[group-final-report-2014](#)) to reflect changes in the cost of living. This report calculated the marginal cost of arrest, prosecution, defense, adjudication, sentences and costs to victims for a variety of crimes. Comparisons could include the marginal cost of adding a person to the program, cost per offense type, cost by county and statewide, cost by age and gender.

Benefits/Cost Avoidance

CRG will assess the cost of avoided crimes to the courts, victims, and society in general, including:

- 1) The benefits to the criminal justice system are the costs associated with recidivism and court processing.
- 2) The benefits in avoided victimization include tangible and intangible costs to victims of crimes. Tangible costs are defined as direct out-of-pocket expenses which the victim incurs due to being victimized. Examples of tangible costs include medical expenses, property loss, or property damage. Intangible victim costs include pain and suffering because of a violent victimization.
- 3) The benefits to taxpayers are the savings that are anticipated to accrue because the participants have a lower overall re-offense rate than non-participants.

Other Benefits

Lowering recidivism rates and criminal justice costs is the absence of a negative event; not explicit evidence of positive outcomes. Recidivism outcomes do not shed light on why the participants' behavioral change took place, nor does it speak to the outcomes for the other key stakeholders in a restorative response: victims and community. Without a randomized control group, the benefits cannot be compared to those in the traditional criminal justice system, however, CRG will partner with Marc Wennberg to work with Court Diversion staff and stakeholders to explore the program's positive impact. The team will seek to identify work that is already being done through multiple strategies that may include online surveys, focus groups, and interviews. Input will be gathered from the program's principle stakeholders, including: panel members, staff, and system stakeholders (State's Attorneys, etc.). The information will be presented in the final report. The report will also offer recommendations for additional future data collection that will contextualize and enhance the story of the Court Diversion program.

Data Items and Data Source:

- 1) The AGO's Court Diversion records will provide the following data for participants between July 1, 2014 and June 30, 2016: name (last, first, middle initial in separate columns), date of birth, docket number, criminal charge, county in which the person participated in Diversion, disposition (successful or not), and date case closed. This data will be provided to CRG in an Excel spreadsheet.
- 2) CRG shall obtain criminal records for the subjects in the study from the Vermont Crime Information Center (VCIC). The VCIC criminal histories will be the data source for determining recidivism.
- 3) The comparison group will be developed using data from the Court Adjudication Database at CRG and VCIC.
- 4) Cost information will be obtained from the time study conducted by CRG.
- 5) Cost of the standard court process will be updated from the Criminal Justice Consensus Cost-Benefit Working Group Report.
- 6) Benefits information will be gathered through surveys, focus groups, and/or interviews.

c) Narrative explanation of budget

CRG will provide brief written reports on each month’s work with a description of any challenges and strategies to address those challenges, a report within two months of start of the project outlining proposed methodology and data sources.

CRG will provide the following services at \$100 per hour:

1. Data Collection and Matching Criminal Histories

The data collection for the Court Diversion participants will consist of contacting the Attorney General’s Office and, if necessary the local Court Diversion programs to collection the demographics information. CRG staff will clean the data, encrypt it, and provide it to VCIC to obtain the criminal histories. Once the data is returned from VCIC it will be reviewed for mismatches or no matching of names. CRG will contact the AGO and local programs to further identify and confirm those not having a criminal history or to correct any erroneous data entries. The data will then be resubmitted to VCIC to obtain the best match possible with criminal history data.

Data Collection, Cleaning Submit to VCIC:	15 hours	1,500	
Review data, Contact Agencies, Resubmit to VCIC:	10 hours	1,000	
Sub-Total:			2,500

2) Conducting recidivism analysis. Using the criminal history records from VCIC, CRG will analyze participant data to determine if they were arrested or committed any crimes after they completed the program. CRG will provide the rate of recidivism of the Court Diversion participants by county and statewide, which participants were convicted of crimes by county and statewide, any difference between those who complete the program and those who didn’t, how long it took them to commit a new crime, and a listing of the crimes that were committed, statewide and by county. After developing the comparison group, analyzing recidivism for participants in Court Diversion vs non-participants.

Recidivism Analysis for Participants	75 hours	7,500	
Recidivism Analysis Comparison	30 hours	3,000	
Sub-Total:			10,500

3) Developing comparison group. Using the criminal history records from VCIC, CRG will identify a cohort of similar defendants using court location, age, race, gender, charge/crime, first/second misdemeanor or first felony, etc. to create a comparison group. This includes coding the data and constructing files for analysis, merging the files, filtering the matches, and testing until the match is complete.

Identifying the Cohort:	20 hours	2,000	
Coding and File Construction	55 hours	5,500	
Merging files, analyzing for filtering match	35 hours	3,500	
Test filtering procedures for match	10 hours	1,000	
Sub-Total:			12,000

- 4) Cost Benefit Analysis. CRG will update the Cost Benefit Working Group Report to determine the cost of the traditional criminal justice system. For the cost of the Court Diversion program, CRG will conduct a time study for three to four representative agencies. Once the information is gathered the cost analysis comparison will be completed. To identify benefits, CRG will work with Marc Wennberg. Marc will conduct focus groups and interview of staff and stakeholders and review the benefit data collected by the Court Diversion programs.

Updating the Costs:	10 hours	1,000	
Conducting the time study (6 days):	48 hours	4,800	
Analyzing the Costs & Benefits:	40 hours	4,000	
Identifying the Other Benefits:	85 hours	8,500	
	(Interviews, focus groups, and/or surveys)		
Sub-Total:			18,300

- 5) Deliverables / Reports: CRG will provide brief written reports on each month's work with a description of any challenges and strategy to address those challenges, a report within two months of start of the project outlining proposed methodology and data sources, and a final comprehensive report detailing the analysis, methodology and findings, a summary highlighting the costs and benefits, and a list of recommended data variables for data collection to assist in future evaluations.

Monthly reports (4):	16 hours	1,600	
Two-month report:	4 hours	400	
Creating Graphics & Tables	40 hours	4,000	
Final Report:	40 hours	4,000	
Summary:	10 hours	1,000	
Recommendations for Future Data Collection:	8 hours	800	
Sub-Total:			11,800

Total: \$55,100

Crime Research Group Budget for Court Diversion Cost Benefit Analysis

Deliverable	Activity	Hours	Cost
Data Collection \$2,500	Collecting, cleaning, and organizing Court Diversion participant data / submission to VCIC	15	1,500
	Responding to mismatches, contact with agencies, resubmission	10	1,000
Recidivism Analysis \$10,500	Conducting recidivism analysis for participants	75	7,500
	Recidivism analysis comparison	30	3,000
Comparison Group \$12,000	Identifying the cohort / configuring participant & control data for analysis	20	2,000
	Coding & file construction	55	5,500
	Merging files & working on combined comparison & participant data, run analysis for filtering match	35	3,500
	Test filtering procedures for matching comparison & participant data	10	1,000
Cost Benefit Analysis \$18,300	Updating the costs of the traditional criminal justice system	10	1,000
	Conducting the time study	48	4,800
	Analyzing the costs and benefits	40	4,000
	Identifying other benefits	85	8,500
Report \$11,800	Monthly reports (4)	16	1,600
	Month two report	4	400
	Creating graphs and tables	40	4,000
	Final report	40	4,000
	Summary document	10	1,000
	Recommendations for future data collection	8	800
TOTAL		551	55,100



Proposal for the Youth Substance Abuse Safety Program (YSASP)

Please find enclosed CRG's proposal to develop the research design for YSASP. If awarded, CRG will collaborate with consultant Marc Wennberg on the work described. Included herein is the narrative, the budget and resumes of key personnel. The program evaluation design will examine the effectiveness and efficiency of YSASP. The design utilizes the Results Based Accountability framework and includes both quantitative and qualitative evaluation. This design has been developed to fit with existing resources or other readily identified grant funding.

The narrative describes the following:

- a) Ability to deliver on the scope of work, including experience, qualifications, and skills of individuals who will work on this project and their supervisors.
- b) Proposed approach and methodology, written in plain language, data items to be used, and data sources
- c) Narrative explanation of budget submitted

Narrative

- a) Ability to deliver on the scope of work, including experience, qualifications, and skills of individuals who will work on this project and their supervisors.**

Crime Research Group has been operating since 2014 with researchers who have over 80 years collective experience in the criminal justice field. Starting in November 2014, CRG has provided Statistical Analysis Center services to Vermont through a contract with the Department of Public Safety. Prior to November 2014, CRG staff worked for the Vermont Center for Justice Research (VCJR). VCJR was the named SAC in Vermont, established in 1987 until 2014 when the parent company dissolved. The staff then incorporated as CRG. VCJR staff conducted a previous recidivism study for the Court Diversion programs. The staff person who conducted the study has retired but current staff retain this expertise.

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assist in the creation of an evidence-based criminal justice system. CRG supports policy and data-driven decision making through research, analysis and program evaluation.

Staffs' Experience, Qualifications, and Skills:

CRG will collaborate with **Marc Wennberg**. Marc is currently working as a co-facilitator of a planning process for the Vermont Consortium (for restorative justice) providing facilitation, strategic planning, and coordination to assist the group in developing governance structure, mission and vision, and a strategic plan. Before this, Marc co-facilitated the planning process to develop an AmeriCorps victim services initiative at Vermont's restorative justice organizations.

Karen Gennette, Esq., Executive Director: Karen Gennette has spent the last 25 years working to improve community outcomes at the local and state levels. In her former role as Coordinator for the Rutland Regional Board for Family Services and as the Treatment Court Coordinator for the Judiciary, Karen trained local community groups and court programs on using Results Based Accountability (RBA). She also developed an RBA template for legislative reports. As the Executive Director for CRG, Karen has consulted with organizations and provided technical assistance for using RBA for program performance. Karen will provide administrative oversight and supervision.

Robin Joy, J.D., Ph.D.: Robin joined the VCJR (former SAC) in 2005, started working for CRG in 2014 and is the Director of Research. She is responsible for research/evaluation design and developing new ways to merge and analyze administrative records data. **Marcia Bellas, Ph.D.:** Marcia is a sociologist with research interests in social inequality, particularly in the areas of gender, race/ethnicity, and social class.

Marcia and Robin along with other staff provided a day-long training in Results Based Accountability and technical assistance to twenty-seven practitioners from seven different agencies in September 2014. Teams from criminal justice projects were invited to attend the training based on their readiness to develop an evaluation model for their organization which was based on the principles of RBA. Staff from CRG worked with RBA trainers from Flint Springs Associates to conduct the training and facilitate team RBA exercises during the day. The overall goal of the training was to assist participants to develop RBA community outcome indicators and performance measures for the specific programs in which they are involved.

Evaluation Design for YSASP

According to the 2015 Youth Risk Behavior Survey, Vermont's youth use of alcohol has been steadily declining since 1995, nearly halving their stated rate of use. Illegal drug use has also declined although not as substantially as the rate of alcohol abuse. These trends, while promising, still contain alarming rates of substance abuse. Twenty percent of Vermont youth reported riding in a vehicle with someone who had been drinking; 7% reported driving while under the influence; and 3% reported needing but not accessing addiction treatment. In short, substance abuse still presents a risk. The work of this project aligns with the state's legislatively approved RBA desired outcome: *Vermont's Children and Young People Thrive*.

YSASP is an important part of the state's larger efforts to bend the curve on this RBA Outcome. YSASP provides a 'early-warning' for both parents and youth, who have come into contact with

law enforcement for illegal substance use. The program also provides a substance abuse screening and/or assessment for a subset of youth who are at higher risk of addiction.

Court Diversion seeks to develop an RBA/Performance Based Accountability (R/PBA) evaluation framework to measure the quantity and quality of the YSASP services and outcomes. The goal is to develop an evaluation design that identifies the effectiveness and efficiency of YSASP and provides meaningful data that will support improvements in program delivery and client outcomes.

CRG and consultant Marc Wennberg will partner with YSASP program staff to develop a R/PBA framework focused on the “performance measures” that are key to program evaluation in the RBA framework. The collaborative R/PBA Design Process will be:

- Aspirational: To establish high standards of program service delivery and client outcomes.
- Relevant and Measurable: To identify indicators of effective and efficient service and client outcomes that can be tracked and quantified.
- Actionable: To provide training on R/PBA implementation, including the establishment of accurate baseline data.

The objective of creating the R/PBA evaluation framework is so YSASP can answer three transformational questions:

1. How much did we do?
2. How well did we do it?
3. Is anyone better off? (number and percent)

Once the indicators for the quadrant are developed, a template will be created for reporting and self-evaluation. The Attorney General’s Office and YSASP staff can use the template to provide reports and conduct internal evaluations for their work.

Phase 1: Developing a Leadership/Advisory Team

CRG and Marc will begin by working with Court Diversion and YSASP program coordinators to identify and form a R/PBA leadership team. The leadership team will serve as advisors throughout the duration of the evaluation design process. Their active participation in the design process will also create buy-in and informed support for the eventual R/PBA evaluation framework.

With the expertise and participation of the leadership team, indicators and outcomes will be developed to answer the questions: How much did we do? How well did we do it? Is anyone better off? This will begin with an orientation to the R/PBA framework that highlights key concepts as well as answering the seven process questions. Another early task will be to obtain current available baseline data for YSASP and collectively explore whether this information is either applicable or meaningful within the R/PBA framework.

Phase 2: Designing the Evaluation

After the orientation, CRG and Marc will facilitate a process, and work with the leadership team to identify the information needed for the evaluation. The work will include: identifying program stakeholder groups; questions/areas of exploration; and the strategies for achieving the inquiry. R/PBA's seven core questions will assist with this process design.

For Example: YSASP customers (youth and parents, among others) hold critical information about YSASP's quality of service. A survey may prove useful in obtaining this information and establishing baseline data.

The leadership team will similarly work through each of the R/PBA design questions, identifying potential stakeholders, customers, areas of inquiry, and process for engagement. The questions include:

- Who are the customers?
- How can YSASP measure if the customers are better off?
- How can YSASP measure if services are being delivered well?
- How is YSASP doing on the most important of these measures?
- Who are the Partners that have a role to play in doing better?
- What works to do better?
- How should YSASP adapt/change their services (and data collection/analysis) to be more effective?

We do not expect to extensively address questions 6 or 7, which will be a subsequent phase of analysis beyond the scope of this RFP. We will, however, work with YSASP to identify proxy indicators, and establish a list of data that will allow the program to track and analyze success over time. This information will be critical to addressing questions 6-7, which could eventually lead to changes in program strategies to better achieve R/PBA goals.

Phase 3: Reports

Upon completion of the data gathering, a report will be delivered that describes the evaluation design and includes a list of data (data that is currently collected and a plan for getting other needed data), a template for reporting on indicators and outcomes (based on the R/PBA quadrant), and any other recommendations for the design of the YSASP R/PBA evaluation.

Budget Narrative:

CRG and Marc Wennberg will facilitate the work of the leadership/advisory team that includes answering the seven questions central to performance accountability, developing the performance indicators for evaluating the YSASP using RBA, and developing an evaluation template using the R/PBA quadrant, and provide a report that describes the evaluation design.

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|--|----------|
| ○ Development of, meetings and calls with leadership team: | 30 hours |
| ○ Preparation and follow up for meetings: | 24 hours |
| ○ Data collection, review and recommendations: | 30 hours |

- Create the RBA evaluation template: 20 hours
- Monthly reports: 12 hours
- Final report: 30 hours

Total: 146 hours at \$100 / hour = \$14,600

CRG Budget for the Evaluation Design of the YSASP

Deliverable	Activity	Hours	Cost
Development of leadership team	Membership identified and invitations sent out	5	500
	Initial meeting & orientation	5	500
	Meetings (1/month) & calls	20	2,000
	Preparation & follow up	24	2,400
Data collection recommendations	Data collection & review	20	2,000
	Data recommendations	10	1,000
RBA evaluation template	Identify data for each quadrant	20	2,000
Reports	Monthly reports	12	1,200
	Final report	30	3,000
Total		146	14,600

Robin Weber

Education:

Ph.D. Law, Policy and Society Northeastern University
J.D. University of California at Berkeley
B.S. Northeastern University

Employment

2015 Research Director, Crime Research Group, Inc.
2014 Interim Executive Director, Crime Research Group, Inc.
2005-2014 Research Director, Vermont Center for Justice Research
2004- 2013 Lecturer, Norwich University
2000-2004 Lecturer, Department of Sociology, Northeastern University
2003-2004 Lecturer, Department of Criminal Justice, University of Massachusetts

Professional Activities

Current Projects:

Results First Initiative, Local Research Partner
DPS Data Store
DUI Court Evaluation
IDVD-Windham Evaluation
Electronic Monitoring Evaluation

SJS Funded Research:

Drug Crime in Vermont (August 2014)
Race and Sentencing in Vermont (April 2014)
Cost Benefit Analysis of IDVD Benning Docket (December 2013)
Child Sex Offender Recidivism (December 2012).
Domestic Violence Case Processing (December 2011).
Domestic Violence Recidivism (December 2011)
Analysis of effect of Act 117 on DUI processing and Typography of DUI Offenders (December 2010)
Felony Sentencing in Vermont 2002-2006 (January 2009)

Other Reports/Activities

Domestic Violence Homicide Reduction Project, Local Research Partner
Bennington County Integrated (Domestic Violence Docket Project: Process Evaluation (2013)

An Analysis of Domestic Violence and Arrest Patterns in Vermont Using NIBRS Data (2012) (winner of the JRSA

Douglas Yearwood National Publication Award)
Vermont Department of Corrections Work Camp Outcome Evaluation (2011)
Evaluation of S.A.D.D. in Vermont (2009)
Evaluation of Teen Driver Safety Program (2008)
NIBRS Analysis of Sexual Assault (2007)
Evaluation of Rutland Drug Court (2007)
Docket Reduction Strategy Evaluation (2006)

Peer Reviewed Publications:

Articles "Enforcing the Right to Counsel: Can the Courts Do it? The Failure of Systemic Reform Litigation". 7 Journal of the Institute of Justice & International Studies 59-75 (2007).

Published Opinions *Commonwealth v. Gavin* 56 Mass. App. Ct. 698 (2002)
United States v. Mojica-Baez 229 F.3d 292 (2000)

Student Research Supervised “Eyewitness Testimony Error” Stephanie Hurly ’07 Poster Session, Miscarriages of Justice Conference, Warrensburg MO, (February 2007)
“Racial Bias in the Death Penalty” Andrew Kettner ’07 Poster Session, Miscarriages of Justice Conference, Warrensburg MO (February 2007)
“Coercive Interrogations” Eric Melanson ’07 Poster Session Miscarriages of Justice Conference (February 2007)
“Use of Torture in Terrorism Investigations” Michael Self ’08 Poster Session at Homeland Security Conference, Warrensburg MO (February 2008)

Presentations and Conferences

Papers presented

Law and Society Annual Meeting, Honolulu HI “Domestic Violence Arrest Patterns” (June 2012)
Justice Research and Statistics Annual Meeting, Pittsburg, PA, “The Process of Sentencing Reform in Vermont” (October 2007)
Miscarriages of Justice Conference, Warrensburg, MO, “Civil Litigation Strategies for Enforcing the Right to Counsel” (February 2007)
Justice Research and Statistics Annual Meeting, Denver CO, “Guns and Drugs (or not) in Vermont” (October 2006)
Greater New England ACURP and SAC Meeting, Killington, VT “Characteristics of Sexual Assault in VT, NIBRS Demonstration Project” (June 2006).
Governor’s Highway Safety Committee, Montpelier, VT “Characteristics of Fatal and Serious Injury Crashes in Vermont 1995-2005” (January 2006)
Law and Society Annual Meeting, Las Vegas, NV, “Public Choice Theory and Legislative Behavior Regarding Indigent Defense Reform” (June 2005)

Invited legislative testimony

U.S. Commission on Civil Rights (VT Division) “Race Data Collection Issues in Vermont” January 2011.
Joint Special Session of the Senate and House Judiciary Committees on Child Sexual Assault “Sexual Assault Processing and Sentencing” (October 2008)
House Judiciary, “DUI Arrests and Processing” (March 2008)
House Institutions, “Women and Crime in Vermont” (March 2006)
Senate Judiciary, “Child Sexual Assault Case Processing” (February 2006).
Joint Committee on Criminal Justice, Massachusetts General Court “Structural Deficiencies in Indigent Defense in Massachusetts” (February 2004).

Statewide Commissions

Appointed Member Vermont Governor’s Cabinet on Criminal Justice 2005-2010.
Appointed Member Vermont Sentencing Commission 2007-2009 (Commission defunded)

MARCIA L. BELLAS

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(802) 272-3198 (cell)
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residence:



EDUCATION

Ph.D. Sociology, University of Illinois, Urbana-Champaign
M.S. Sociology, Illinois State University, Normal, Illinois
B.S. Psychology, Illinois State University, Normal, Illinois

EMPLOYMENT

2014-present Research Associate, Crime Research Group, Montpelier, Vermont
2012-2014 Research Associate, Vermont Center for Justice Research, Northfield, Vermont
2010-2012 Development Director, Food Works at Two Rivers Center, Montpelier, Vermont
2007-2009 Interim Executive Director, Central Vermont Humane Society, Barre, Vermont
2006-2009 Disproportionate Minority Contact Coordinator and Compliance Monitor, State of Vermont, Agency for Human Services (contractor), Waterbury, Vermont
2002-2007 Research Associate, Vermont Center for Justice Research, Montpelier, Vermont
1999-2003 Associate Professor (1999-2003) & Assistant Professor (1993-1999), Department of Sociology, University of Cincinnati; Faculty Affiliate, Women's Studies Program and the Kunz Center for the Study of Work and Family
1986-1988 Grants Writer, Knox College, Galesburg, Illinois
1982-1986 Social Worker (R.S.W.), City of Bloomington, Illinois

RESEARCH

Publications (selected):

- Toutkoushian, Robert K., Marcia L. Bellas and John V. Moore. 2007. "The Interaction Effects of Race, Gender, and Marital Status on Faculty Salaries." *Journal of Higher Education* 78 (5):572-601.
- Toutkoushian, Robert K. and Marcia L. Bellas. 2003. "The Effects of Part-Time Employment and Gender on Faculty Earnings and Satisfaction: Evidence From the NSOPF:93." *Journal of Higher Education* 74 (2):172-195.
- Bellas, Marcia L. 2001. "Investments in Education: Do Labor-Market Opportunities Differ by Age of Recent College Graduates?" *Research in Higher Education* 42 (1):1-25.
- Bellas, Marcia L. and Barbara Thomas Coventry. 2001. "Salesmen, Saleswomen, or Salesworkers? Determinants of the Sex Composition of Sales Occupations." *Sociological Forum* 16 (1):73-98.
- Maume, David J. and Marcia L. Bellas. 1999. "Do Workers Prefer Work to Home?: An Empirical Assessment of 'The Time Bind'." *Women & Work: A Journal of the Business and Professional*

Women's Foundation 1 (1):67-81. Reprinted in *WorkPlace/Women's Place: An Anthology*, edited by Paula J. Dubeck and Dana Dunn. 2003. Roxbury.

Bellas, Marcia L. and Robert K. Toutkoushian. 1999. "Faculty Time Allocations and Research Productivity: Gender, Race, and Family Effects." *The Review of Higher Education* 22 (4):367-390. Reprinted in *The Economics of Higher Education*, edited by Clive R. Belfield and Henry M. Levin. 2003. Edward Elgar Publishing Ltd.

Bellas, Marcia L. 1999. "Emotional Labor in Academia: The Case of Professors." *The ANNALS of the American Academy of Political and Social Science* 561 (1):96-110.

Bellas, Marcia L. 1994. "Comparable Worth in Academia: The Effects on Faculty Salaries of the Sex Composition and Labor-Market Conditions of Academic Disciplines." *American Sociological Review* 59 (6):807-821.

Recent Reports:

Bellas, Marcia L. 2015. *Vermont Center for Crime Victim Services Needs Assessment*. Montpelier, VT: Crime Research Group.

Bellas, Marcia L. 2014. *Disproportionate Minority Contact Assessment: Court and Diversion Referral Decisions in Vermont's Juvenile Justice System*. Northfield, VT: Vermont Center for Justice Research.

Bellas, Marcia L. 2014. *Chittenden County Rapid Intervention Community Court: Process Evaluation*. Northfield, VT: Vermont Center for Justice Research.

Bellas, Marcia L. 2010. *Evaluation of Lethality Assessment Program Data, Barre, Vermont: Pilot Period, January 28-July 31, 2010*.

TEACHING

Gender Issues in Higher Education (graduate); Seminar on Race (graduate); Social Inequality (advanced undergraduate); Sociology of Education (advanced undergraduate); Race in Modern Society (undergraduate); Social Construction of Gender (undergraduate); Contemporary Social Issues (introductory undergraduate)

SERVICE (selected)

1999-2002 Committee W (Committee on the Status of Women in the Profession), American Association of University Professors (1999-2002)

1996-1998 Advisory Editor, *The Sociological Quarterly*

1993-2003 Reviewer, *American Sociological Review*, *Social Forces*, *Sociology of Education*, *Sociological Quarterly*, *Social Science Quarterly*, *Gender & Society*, *Teaching Sociology*, *Sociological Focus*, *Social Science Research*, *Sociological Inquiry*, *Feminist Economics*, *Sociological Perspectives*, *Social Problems*, *Journal of Comparative Family Studies*, *Work and Occupations*, *Sociological Forum*

1992-1994 Committee on Women in the Profession, Midwest Sociological Society (Chair, 1994)

Marc Wennberg

47 Maple Street, Suite 204, Burlington, Vermont 05401 | 802-249-0397 | marc@communityreentry.net

Skills & Abilities

- Restorative Justice Practitioner: Restorative Panels and Conferencing, Circles Processes, Family Group Conferencing, Circles of Support and Accountability
- Strategic Planning
- Meeting Facilitation
- Restorative Justice Programs Service Design, Implementation, and Evaluation
- Collaborative Processes
- Training Design and Delivery
- Systems Coordination
- Grant and Report Writing
- Bilingual in Spanish/English

Consultant Work

Vermont Consortium

Co-facilitated leadership and strategic planning services for the Vermont Consortium. Provide facilitation, coordination, and strategic development to assist the group in moving from planning to action.

January 2017 — Ongoing

RestoreCorps

Co-facilitator of a planning process to develop an Americorps victim services initiative at Vermont's restorative justice organizations. Project deliverables include (among others): development of mission/vision/principles; training curriculum; outcomes development; and job descriptions.

Sept. 2016 — July 2017

Community Justice Network of Vermont

Author and lead researcher of 360° Review of Vermont's Circle of Support and Accountability Programs (COSA). Project includes mapping regional variations in service delivery; identifying promising practices and systemic barriers; gathering stakeholder feedback; and preparing a report for the Network and the Vermont Department of Corrections.

March — Nov. 2016

Thrive Communities of Massachusetts

Provided strategic planning assistance and meeting facilitation to the Thrive's Board of Directors. Provided training assistance to staff and volunteers of Thrive's COSA Program.

May 2016 — Jan. 2017

Vermont Agency of Education

Sept. — Nov. 2016

Planned and facilitated a meeting of Trainers and Vested stakeholders of school-based Restorative Practices. Prepared a meeting report for the Agency of Education that may guide future support of school-based restorative practices.

Mansfield Hall

Jan. 2015 — Ongoing

Co-facilitated an introductory training on Restorative Justice and provided targeted technical assistance to staff and leadership to develop formal processes for understanding and responding to incidents through restorative lens.

Council for State Governments Justice Center

Provided strategic planning and staff training services for Colorado COSA, a Second Chance Act Grantee. Facilitated an inclusive strategic planning process that brought together institutional and service stakeholders and lay the groundwork for the development of a comprehensive strategic plan.

March 2015—Oct. 2015

Additional Work History

Director, St. Albans Community Justice Center

Re-launched the shuttered program in 2009 and led the Center through a period of growth of funding, staff, and Restorative Justice Services. Co-facilitated the merger of two restorative justice organizations in 2015 to establish a single point of referral for restorative justice services in Franklin/Grand Isle Co.

2009—July 2015

(More details on other limited consultant engagements available upon request)

Education

Bachelors of Arts, Davidson College, Cum Laude,

Graduated 1988

Activities

Founder and Director of Triptych Journey

2004 to Present

Multimedia arts program

References Available Upon Request

Karen S. Gennette, Esq.

Middlesex, VT 05602 ♦ [REDACTED] (c) ♦ [REDACTED]

CAREER SUMMARY

Extensive hands-on experience performing systems level work as well as developing programs to improve the lives of children, families and individuals. Skilled at and enthusiastic about using data and research to guide the decision-making and system reform process. Demonstrated ability to work well with local, state and national partners.

PROFESSIONAL EXPERIENCE and SELECTED ACCOMPLISHMENTS

CRIME RESEARCH GROUP, Inc., Vermont, 2014 – Present

Executive Director

Manage the non-profit. Provide services as the State Statistical Analysis Center through a contract with the Department of Public Safety. Contract with outside organization to provide training, technical assistance and evaluation services. Conduct research on issues of interest in the field. Develop grant proposals for the organization and for community partners to improve the administration of justice.

AMERICAN UNIVERSITY, Washington, D.C., 2013 - 2015

Consultant

Provide consultation for the Bureau of Justice Assistance Technical Assistance Project, offering guidance to other state drug court programs to assess training needs and ensure use of evidence-based criminal justice practices. (Maine – six grantees, Iowa – six grantees, Georgia – one grantee)

VERMONT COURT ADMINISTRATOR'S OFFICE, Montpelier, Vt., 2004 - 2014

Program Manager

Oversee programs and develop strategies to intervene with individuals and families in the justice system that have substance abuse and mental health issues to facilitate recovery. Contract with and manage outside organizations to provide services. Hire and supervise coordinators who each lead an interdisciplinary team.

Team & Facilitation Achievements

- Convene, coordinate, and facilitate the Tri-Branch Task Force: A state level organization of twenty high level policy makers, representing all three branches of government, focused on developing a statewide evidence-based criminal justice system. (2007 – Present)
- Introduced the sequential intercept model (SIM) to Vermont policy makers providing a common conceptual framework to describe and manage the criminal justice system. (2007)
- Obtained local and national support to create an evidence-based criminal justice system. Vermont was one of three sites selected to participate in the ARK initiative (Annals of Research & Knowledge) which is based on the Vermont SIM. (2014)
- Facilitated processes that advanced two major legislative bills into law: Act 195 for Pretrial Services in 2014, and Act 79 for Mental Health in 2013.
- Participated on the Justice for Children Task Force committee on mental health and substance abuse to develop a progress matrix for parents. (2006 - 2013)
- Selected to participate in the Governor's committee on pretrial services, the Summit on Opiate Addiction, the Agency of Human Services Risk Reduction Initiative, and the Substance Abuse Treatment Collaborative. (2013 – 2014)
- New England Association of Drug Court Professionals Board Member, 2006 - Present, Secretary 2012 - 2014

Grant & Contract Achievements

- Secured \$5.8M in federal grants and state funding since 2004 including a three year federal earmark from Senator Patrick Leahy.
- Administer five federal grants and one state grant (totaling \$800,000 annually), and an appropriation from the Vermont Department of Health Division of Alcohol and Drug Abuse Programs for \$190,000. Manage all contracts under the grants.
- Research grants and other funding opportunities to create and sustain programs and system improvement initiatives. Developed and managed memoranda of understanding and contracts with state and community non-profits. (Grant list available upon request.)

Data Collection & Evaluation Achievements

- Advocated for and worked with Vermont Center for Justice Research to increase the understanding of and measures for recidivism levels.
- Known for increasing the awareness and use of program evaluations by criminal justice partners, resulting in measurable process and outcome improvements.
- Evaluated, selected, and coordinated implementation of the data collection and management system for Vermont treatment courts, and other specialty dockets.
- Contracted for process and outcome evaluations for all grants, participated in the evaluation process by providing data, developing surveys and editing reports with program evaluators including the Vermont Center for Justice Research.

Program Development & Maintenance Achievements

- Planned, implemented, and sustained adult treatment court programs for ten years in three counties (Rutland, Chittenden and Washington).
- Planned, implemented and obtained funding for the Windsor County DUI Court, the Bennington and Windham Integrated Domestic Violence Dockets, the Franklin County Juvenile Treatment Court and the Windsor County Sparrow Project (pretrial services).

Training & Technical Assistance Achievements

- Provide guidance on best practices to local interdisciplinary teams (judges, coordinators, prosecutors, defense attorneys, treatment providers, case managers and probation).
- Monitor and share new and relevant research and assure application to operating programs.
- Apply Results-Based Accountability framework to grant contracts starting in 2013.
- Provided consultation to Vermont Center for Justice Research on evaluation trainings.
- Participate in a national activities to develop best practice standards for adult drug courts and family dependency courts.

Legislative Work Achievements

- Testified on pretrial services in 2013 and 2014 for House Committees (Judiciary, Institutions and Corrections, Human Services) and Senate Committees (Judiciary, Health and Welfare) on pretrial services.
- Coordinated training for several legislative committees with a national expert on criminogenic risk and needs and the ARK initiative in 2014 to further their understanding of pretrial services and evidence-based strategies.
- Served as legislative liaison on criminal justice bills for the Judiciary in 2012, 2013 and 2014.
- Developed legislative reports detailing treatment court outcomes including a cost analysis.

PRIOR RELEVANT EXPERIENCE

RUTLAND MENTAL HEALTH SERVICES, Rutland, Vt.

Rutland Regional Board for Family Services Coordinator, 1994 - 2004

Convened, coordinated and facilitated the Rutland County Regional/Community Partnership, one of 12 partnerships developed by the Vt. Agency of Human Services with a mission to improve outcomes for children, families, and individuals.

- Co-facilitated the State Team for Children and Families work group focused on the *Youth Choose Healthy Behaviors* outcome.
- Grants: Children's Upstream Services grant for \$300,000 (1994), non-competitive grant from Congressman Jeffords for substance abuse services for adolescents for \$200,000. (2002)
- Provided training and technical assistance on Results-Based Accountability Performance Measures in Rutland County.

RUTLAND MENTAL HEALTH SERVICES, Rutland, Vt.

Rutland Area Prevention Coalition Coordinator, 2002 - 2004

Coordinated a county-wide coalition (and its committees and special projects) focused on the prevention of alcohol, tobacco, and other drug use/abuse.

- Supervised programs including school mentoring programs, school outreach and education, the community resource library, and media campaigns.
- Researched, developed, and managed state and federal grants. Managed contracts for services. Supervised seven staff. Administered a budget of \$750,000.
- Wrote and received a federal grant for \$350,000.
- Chaired Rutland's United Neighborhoods Board of Directors.

KEYSER, CROWLEY, MEUB, LAYDEN, KULIG & SULLIVAN, P.C., Rutland, Vt., 1990 - 1994

Law Clerk / Lawyer in Juvenile Law, Family Law, Trusts and Estates

SULLIVAN & SULLIVAN, LAW OFFICES, Rutland, Vt., 1986 - 1990

Law Clerk – Read the Law

EDUCATION and TRAINING

License to Practice Law, State of Vermont, 1993

BA, Sociology, University of Vermont, Burlington, VT 1980

Sample of trainings attended:

- *Multiple trainings on drug courts & evidence-based practices in criminal justice*
- *Integrated Domestic Violence Training, 2014*
- *DWI Court Training, National Association of DWI Courts, 2013*
- *ORAS Training, Ohio Risk and Needs Assessment System, 2012*
- *The Snelling Center for Government, Vt. Leadership Institute, 2000*
- *RBA Training, Results-Based Accountability, trained with Mark Friedman, 1997*

Sample of trainings coordinated for Judges and Interdisciplinary teams:

- *Douglas Marlowe, Ph.D., J.D., National Assoc. of Drug Court Professionals on Risk & Need, Sanctions & Incentives, other evidence-based practices, 2010, 2011, 2012, 2014*
- *Participated on the evaluation panel at the NADCP Conference, 2012*
- *Edward Latessa, Ph.D., University of Cincinnati, Vt. Judicial College, 2011, 2012*
- *Training on evaluations for state drug court coordinators, 2010*

OTHER SPECIAL SKILLS

- Experienced working with virtual teams
- Proficient with MS Office, including Word, Excel, PowerPoint, and Outlook

Farrell, Willa

From: Farrell, Willa
Sent: Wednesday, June 13, 2018 3:31 PM
To: Scherr, David; miche@acrjs.org; Heather Hobart (hhobart@lrcvt.org)
Subject: Diversion CBA proposal review notes

Here are notes from our discussion this morning about the proposals received for a Diversion cost-benefit analysis and YSASP program evaluation. Please let me know if they capture the meeting or if you have additions/changes.

Diversion cost-benefit analysis and YSASP program evaluation - Proposal Review Meeting

June 13, 2018

Present: David Scherr, Miche Modiba, Heather Hobart, Willa Farrell

The group reviewed the RFP and then discussed each proposal.

Diversion cost-benefit analysis

- Flint Springs Associates
 - a. Relevant experience in evaluation but not so much CBA
 - b. Qualified staff
 - c. Their proposal noted the importance of identifying variation among county policies/practices
 - d. Less knowledgeable about criminal justice system and Diversion
 - e. Thought precisely about what questions needed to be answered but didn't specify what they would do
 - f. We would be paying for them to get up to speed
 - g. Relatively few hours for analysis: is that realistic?
- Crime Research Group
 - a. Knowledge about Court Diversion and criminal justice system
 - b. Committee members have had good experience with Marc Wennberg's facilitation (RD/WM COSA; RJ Consortium)
 - c. Section on documenting qualitative benefits not clear; would interview stakeholders and staff – are the latter the most credible source of data?
 - d. Has agreements and relationships, and experience, gathering data from VCIC
 - e. Has already calculated cost of standard court process though needs updating
 - f. Details in budget demonstrate experience doing CBA
 - g. Work documenting qualitative benefits is a high budget line item and deliverable is not clear
- National Center for State Courts
 - a. Experienced staff but proposal didn't do good job showing expertise
 - b. Lack of specificity - standard boilerplate proposal?
 - c. Less knowledgeable about Vermont and Diversion
 - d. They would facilitate a process, not necessarily do the work themselves
 - e. Focus on cost comparison; less about post-program benefits
 - f. Similar hours to CRG
 - g. Budget is high

Group agreed to these next steps:

- Willa will call CRG references: what worked well; challenges; would you contract with them again; speak to precision and objectivity of reports; did work come in on time and within budget

- If references are positive, negotiate contract with CRG – question documenting qualitative benefits component; removing that would reduce cost

YSASP program evaluation

After reviewing CBA proposals' budgets, the group decided available funds are not adequate to do both CBA and YSASP program evaluation, and agreed the former is the priority.

Willa Farrell | Court Diversion & Pretrial Services Director | Attorney General's Office
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www.vtcourtdiversion.org