

Improving Mississippi's Budgeting Process

Revitalization of Performance Budgeting, including the Pew-MacArthur Results First Initiative



Prepared by Legislative Staff at the Request of the Subcommittee on State Performance Goals of the Joint Legislative Budget Committee

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Introduction

Why is Mississippi revitalizing performance budgeting?

Twenty years ago, the Legislature passed the Mississippi Performance Budget and Strategic Planning Act of 1994. The intent of the act was to improve the state's budgeting process by changing its focus from what government is buying (traditional line-item budgeting) to what government is accomplishing (performance budgeting). Toward this end, the act required the collection and analysis of data measuring the performance of state agency programs relative to the goals and objectives articulated in agencies' five-year strategic plans. This framework was intended to create a more efficient, effective, transparent, and accountable state government.

While the act resulted in the annual creation of five-year strategic plans by all state agencies and the inclusion of program-based performance data in agency budget requests and selected appropriation bills, the utility of this information for making appropriation decisions has been limited.

While there are exceptions, typically state agencies have reported the number of actions taken (e. g., licenses issued, inspections conducted, people served, reports issued) with no data documenting the results achieved through the actions, how these results contribute to progress toward agency goals and objectives, or whether the agency is achieving results as efficiently as possible.

What steps is Mississippi taking to move performance budgeting forward?

Mississippi's legislative leadership and staff identified three major steps designed to move performance budgeting forward:

- identifying statewide priorities for the work of state government;
- creating a comprehensive inventory of state agency programs, including the development and analysis of robust performance measures for each program; and,
- implementing the Pew-MacArthur Results First Initiative.

What is the Pew-MacArthur Results First Initiative?

The Pew-MacArthur Results First Initiative works with states to implement an innovative approach to evidence-based policymaking. The Results First cost-benefit analysis model was originally developed by the Washington State Institute for Public Policy and continues to be refined in partnership with that body. In implementing the model, states assess the universe of programs offered to determine which programs have been tested and are considered to be effective or promising, based on national research. States then compare the expense of public programs to the returns they deliver, enabling policymakers to direct limited dollars toward the most cost-effective programs and policies while curbing spending on those programs that have proven to be ineffective.

Identifying Statewide Priorities

Why identify statewide priorities?

By clearly identifying state government's vision, mission, philosophy, priority goals and benchmarks, the Legislature will help state agencies to align individual state agencies' strategic plans (that direct agencies' efforts and resources) to achieve statewide priority outcomes. To the extent that state agencies' missions, goals, and objectives align with statewide priorities, state agencies' performance data will provide a feedback loop that informs progress on statewide benchmarks.

What is the conceptual framework for identifying statewide priorities?

Borrowing heavily from work of the State of Texas (the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board), Mississippi's legislative staff has adopted a unified model of strategic planning for state government that links individual agencies' strategies to the statewide vision, strategic goals, and benchmarks identified by the Legislature.

Exhibit 1 on page 3 illustrates how state agencies' strategic plans will flow from the newly identified statewide priorities referenced in the top two layers of the exhibit.

How is Mississippi identifying statewide priorities?

In September 2013, Mississippi's Lieutenant Governor and Speaker of the House of Representatives appointed a Subcommittee on State Performance Goals of the Joint Legislative Budget Committee. The subcommittee subsequently articulated the vision, mission, and philosophy of Mississippi state government, shown in Exhibit 2 on page 4.

The subcommittee also identified the following priority policy areas of Mississippi state government:

- economic development;
- education (K-12 and higher education);
- public safety and order;
- health;
- human services;
- natural resources;

- infrastructure; and,
- government and citizens.

Legislators designated by the subcommittee held five focus group meetings with executive directors of twenty-one state agencies covering the priority policy areas. From information discussed in these focus groups, the subcommittee developed a statewide goal and benchmarks for each of the policy areas (see Exhibit 3, page 5, for the statewide goals).

The statewide strategic planning elements identified by the subcommittee will be used as part of the FY 2016 budget cycle and will be distributed by August 2014 as part of agencies' budget instructions. Agencies will be instructed to align the strategic plans submitted with their budget requests to the statewide strategic planning elements to the extent possible to create a unified statewide strategic plan.

Creating a Comprehensive Inventory of State Agency Programs

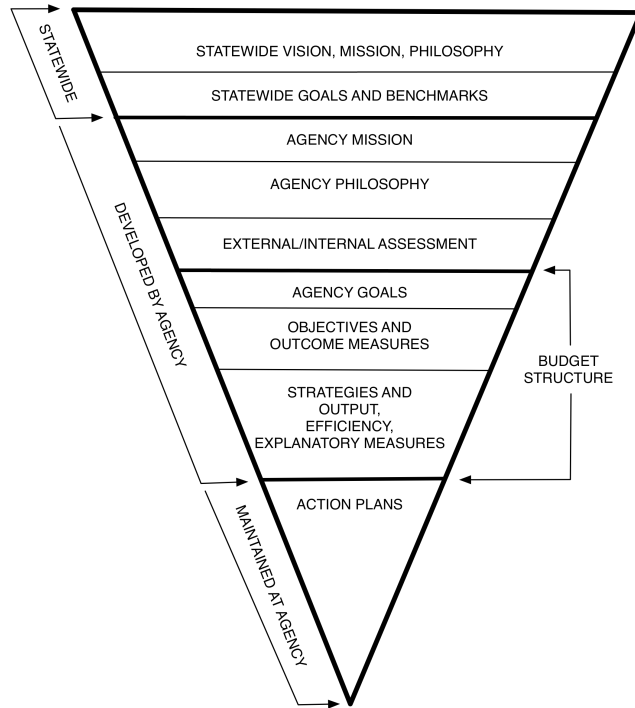
Why create a comprehensive inventory of state agency programs?

The current effort to create a comprehensive inventory of state agency programs is to drill down into agency budgetary programs to identify what could be referred to as performance accountability *programs*--i. e., any set of activities designed to achieve a specific outcome.

The purpose of developing a comprehensive inventory of state agency performance accountability programs and activities is to make available the detailed information necessary to help ensure that public funds are being expended efficiently and effectively. The inventory requires that every state agency expenditure is tied to a program or activity with a specific purpose(s) and that program performance is tracked through the collection of detailed data recording the program's inputs (i. e., dollars and full-time equivalents), outputs, and outcomes (results), including outcomes linked to statewide benchmarks.

Through rigorous analysis and interpretation of data, legislators and their staff will be in a position to assess whether the intended results of the program or activity are being achieved, whether the results are being achieved as efficiently as possible, and how

Exhibit 1: Strategic Planning Template for Mississippi Government



SOURCE: Adapted by Mississippi legislative staff from the strategic planning template presented in the State of Texas's Instructions for Preparing and Submitting Agency Strategic Plans, Fiscal Years 2011-2015.

the results are impacting progress on statewide benchmarks.

What is the conceptual framework for developing the comprehensive inventory of state agency programs?

The success of developing the inventory hinges on building it in the state's new enterprise resource planning database management system, which became partially operational on July 1, 2014. When fully operational, the system will have the capacity to capture detailed program performance and expenditure information and to tie that information back to state

agency appropriation units, budgetary programs, and statewide priority policy areas and benchmarks.

The system will also enable the state's budget and policy makers to compare unit cost data among effective programs in order to identify more efficient service providers and possibly replicate their methods for achieving efficiencies. The system could also be used to reduce state government expenditures by identifying opportunities for state agencies' sharing of selected administrative program services.

**Exhibit 2: Vision, Mission, and Philosophy of Mississippi State Government,
Articulated by the Subcommittee on State Performance Goals of the
Joint Legislative Budget Committee**

Vision

The Legislature envisions a lean and effective Mississippi state government that empowers its people to live healthy, productive lives through the provision of quality, appropriate services and strategic investment in the state's human capital. Through this empowerment, our state's citizens will experience a better quality of life than the generation before them and will leave their individual communities better for the generation that follows.

Mission

In general terms, the primary role of state government is to:

- protect the safety and well-being of its citizenry;
- preserve the dignity of every human life; and,
- promote economic growth and the public good through the advancement of the individual.

The Tenth Amendment to the United States Constitution reinforces the sovereign powers of the states by providing that:

. . .the powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people.

In drafting this amendment, the framers of the Constitution recognized that when state and local communities take the lead on public policy, the people are that much closer to the policymakers, which makes the policymakers that much more accountable to the people.

Philosophy

The State of Mississippi provides quality and appropriate services to its citizenry guided by the principles of:

- preserving the liberty of all citizens by providing the least intrusive state government;
- practicing accountability and transparency at every level of government; and,
- placing ultimate value on efficiency and effectiveness of government service to taxpayers and citizens.

SOURCE: *Building a Better Mississippi: The Statewide Strategic Plan for Performance and Budgetary Success.*

Exhibit 3: Statewide Goals of Mississippi State Government, Articulated by the Subcommittee on State Performance Goals of the Joint Legislative Budget Committee

Key Policy Area	Statewide Goal
Economic Development	To develop a robust state economy that provides the opportunity for productive employment for all Mississippians
Education: Public Schools	To make available a quality K-12 public education for all Mississippians that prepares them, upon high school graduation, to either enter the labor force with an employable skill or to successfully complete a higher education program
Education: Higher Education	To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research
Public Safety and Order	To protect the public's safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice
Health	To protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to increase the length and quality of their lives
Human Services	To ensure that Mississippians are able to develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support
Natural Resources	To ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation, and wise development of those resources
Infrastructure	To ensure the construction and maintenance of infrastructure (including roadways, waterways, railways, airports, water and sewer systems, pipelines, electricity lines, broadband connections, public buildings) adequate to meet the needs of citizens and the business community and to foster economic growth
Government and Citizens	To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism

SOURCE: *Building a Better Mississippi: The Statewide Strategic Plan for Performance and Budgetary Success.*

How is Mississippi creating the comprehensive inventory of state agency programs?

Legislation passed during the 2014 session requires legislative staff to work with agency staff to complete the program/activity inventory and associated performance measures for four pilot agencies (the departments of Corrections, Education, Health, and Transportation) and to make recommendations as to how this information can be incorporated into budget recommendations and the appropriations process, ideally for use in the 2017 budget cycle.

The steps involved in this process are:

- identifying programs:
- identifying performance measures; and,
- analyzing, interpreting, and presenting performance data for decisionmaking.

Identifying programs--Legislative staff has begun the process of program identification at each of the four pilot agencies by searching for evidence of programs described in each agency's organization chart, strategic plan, budget request, and enabling legislation, as well as other sources. To the extent possible, legislative staff is trying to standardize the naming of programs so that all programs in state government designed to achieve the same objective will have the same name. This is especially the case with respect to state agency administrative programs, where legislative staff has developed a tentative administrative program inventory that would be used by all agencies.

Identifying performance measures--In order to identify the full range of performance measures for each state agency program, legislative staff is researching potential performance measure information sources such as the agency's appropriation bill and budget request, applicable research literature, federal performance reporting requirements, and applicable agency accreditation or certification standards.

Analyzing, interpreting, and presenting performance data for decisionmaking--The most important part of the current effort to revitalize performance budgeting is to find a way to analyze (including auditing data for validity and reliability), interpret, and

present the performance data so that it is useful to legislators in making state budgeting decisions and to agency personnel in managing their programs and resources. At the most basic level, performance data for all state government programs must be presented longitudinally, preferably in relation to a feasible performance target or goal.

The Pew-MacArthur Results First Initiative is a particularly useful decisionmaking tool that uses a sophisticated econometric model to analyze the costs and benefits of potential investments in public programs. The model relies on the best available rigorous research on program effectiveness to predict the outcomes of a program based on a state's unique population characteristics and the cost to provide the programs in that state. For each potential investment, the model produces separate projections for benefits that would accrue to program participants, nonparticipants, and taxpayers. These are combined to produce a total state "bottom line" benefit. The model then calculates the cost of producing these outcomes and the benefit that the state would realize if it chose to fund each program. This information becomes a useful tool to help policymakers and state agency leaders consider resource allocation decisions during the budgeting process.

Implementing the Pew-MacArthur Results First Initiative

What is the status of Results First implementation in Mississippi?

Legislative leadership met with officials of the Pew-MacArthur Results First Initiative in late 2012 and formalized an agreement to implement Results First in Mississippi. Legislative staff began working with the Department of Corrections in 2013 to populate the cost-benefit model with data on Mississippi's adult criminal justice intervention programs for the pilot implementation.

Legislative staff provided an initial status report on its work to the Legislative Budget Committee in November 2013. The staff plans to begin providing cost-benefit information for use during the 2015 legislative session.

What has Mississippi learned thus far from its pilot implementation of the Results First analysis of the state's adult criminal justice intervention programs?

How Mississippi Implemented the Pilot

For the pilot implementation, legislative staff inventoried adult criminal justice intervention programs in Mississippi¹ and matched them to programs in the Results First model whose effectiveness in reducing recidivism had been established through meta-analysis of research on program effectiveness.

Staff analyzed nine intervention programs in two categories:

- programs offered to offenders in prison:
 - correctional education in prison;
 - vocational education in prison;
 - outpatient/non-intensive alcohol and drug treatment in prison;
 - work release (compared to cost of incarceration); and,
 - correctional industries in prison; and,
- programs offered to offenders in the community:
 - electronic monitoring (compared to incarceration);
 - mental health courts;
 - domestic violence perpetrator treatment; and,
 - drug courts.

Legislative staff collected data and sentencing outcomes for convictions, as well as data on crimes and victimizations, to populate the Results First model and measure the impact over time that evidence-based programs should have, based on effect sizes and other factors established in meta-analysis. Staff analyzed data on offenders released from prison and offenders directed from court to community supervision, including how many returned to prison, the types of crimes committed upon return, the length of sentence, how many times an offender returned since release, the total number of crimes per trip committed, and the time between release and return.

The staff used historical data to simulate future recidivism patterns and events, then

¹The program inventory currently excludes county-regional and private correctional facilities.

applied data from the meta-analysis to the Mississippi offender population data to measure the change in recidivism from an offender receiving treatment and successfully staying out of prison.

The Results First model calculated long-term savings not only from the change in the recidivism rate, but also by considering all the probabilities of crime types committed, then projecting future events based on that. Using a combination of per unit costs in the criminal justice system and victimization costs, the model computed the long-term monetary value associated with a change in recidivism based on the impact that evidence-based programs are projected to have over a seven- to ten-year period.

The Results First model employs an adjusted average cost of providing a program, which excludes certain fixed aspects of costs that would be expended regardless of whether the program was offered (using a fixed program cost would also overstate the long-term savings). In order to allow an “apples to apples” comparison across each program, including among programs offered by the Department of Corrections, private providers, and other cost estimates in the model not relating specifically to programs (such as total operating costs), legislative staff arrived at a set of internally consistent monetary valuations that would allow programs to be equally comparable.

Legislative staff will evaluate program implementation with regard to the standards set in evidence-based literature to ensure program fidelity and to fine-tune the projected benefits of these programs over future years.

Conclusions from the Pilot's Implementation

Legislative staff projects that seven of Mississippi's nine adult criminal justice intervention programs will generate a positive return on investment. Two adult criminal justice programs are projected to provide little to no return on investment. In one case, these issues are thought to stem from fidelity issues with program implementation, and in the other case, from the absence of better evidence-based alternatives.

Exhibit 4, page 10, summarizes the results of the Results First cost-benefit analysis of

Mississippi's nine adult criminal justice intervention programs. Columns F through H of Exhibit 4 list the net present value, benefit to cost ratio, and measured risk of the programs analyzed. (See Exhibit 4 for definitions of these terms.)

Prison-Based Programs:

The analysis showed that all five prison-based programs are projected to generate a positive return on investment, assuming 100% fidelity to program design. The outpatient/non-intensive alcohol and drug treatment in prison program (see Line 3 in Exhibit 4) is projected to achieve \$44.06 for every \$1 invested and should provide \$9,602 per participant in net benefits over the next several years. However, these results will only be realized when the program is delivered with strict adherence to program design.

The other four prison-based programs (i. e., correctional education, vocational education, work release, and correctional industries [lines 1-2 and 4-5 in Exhibit 4]) also represent good investments.

Community-Based Programs:

The four community-based programs represent a mixed investment, as described below.

- Legislative staff compared electronic monitoring in the community (Line 6, Exhibit 4) to the cost of incarcerating an individual and the analysis showed one hundred percent odds of a positive net present value.
- Mental health courts (Line 7, Exhibit 4) also appear to be a good investment; however, only one provider is currently running this program statewide, is operating on a limited budget, had served less than twenty participants at the time of the evaluation, and also is working with limited staffing. This program could be considered as a candidate for future program and fidelity evaluation to ensure that these courts are implemented according to research-based program design and offered to all eligible offender populations to maximize return on investment.

- Drug courts, although proven in research to be effective in reducing recidivism, are not projected to provide a positive return on investment in Mississippi based on the data available (Line 9, Exhibit 4). Evaluation of drug courts in the future should include expansion of the sample, assessment of compliance with minimum standards and methods for programs, and inclusion of a broader range of types of offenders being served. Currently, fifty-one research studies demonstrate that this program is effective elsewhere, which suggests that Mississippi courts have an opportunity to improve implementation and increase return on investment.
- Domestic violence perpetrator treatment programs (Line 8, Exhibit 4) are considered to be a poor investment in Mississippi, as has also been proven by analysis in other states such as Washington and Iowa. Unlike drug courts, this is not due to an implementation issue. Research performed on the Duluth model (i. e., the model of treatment program implemented in Mississippi) in other states indicates that the program is ineffective in reducing recidivism among participants. It should also be noted that this program is funded at no cost to the state (i. e., by participant fees or private providers). Domestic violence program providers in the state should consider alternatives to the Duluth model.

Next Steps

Next Steps: Integration of Statewide Priorities into Agency Budgets

The Legislative Budget Office is providing budget instructions to state agencies for aligning agencies' individual five-year strategic plans with the statewide strategic planning elements. Ultimately, the data collected during this process (along with data in the program inventory section) will be combined and reported via an online system that will provide direct public access to historical and current performance measures and descriptions, cost analysis, and analysis of program and agency performance.

Next Steps: Completing the Inventory of State Agency Programs

As noted previously, legislative staff is in the process of compiling a complete program inventory for four pilot agencies listed in law (the departments of Corrections, Education, Health, and Transportation). Once all programs are identified, legislative staff will work with each agency to identify performance measures (i. e., inputs, outputs, outcomes, efficiencies) and then determine the best method of presenting that data to the Legislature. Ultimately, this process will expand to all state agencies.

Next Steps: The Results First Initiative

The Pew-MacArthur Results First Initiative continues to develop and refine analytic models in other policy areas (e. g., human services). Mississippi's legislative staff will monitor the status of these models and will seek the guidance of legislative leadership on prioritizing the analysis of additional policy areas.

Other next steps for Mississippi in implementation of the Results First model include additional work with adult criminal justice and juvenile justice, as well as with education.

Adult Criminal Justice Component

For future reports on Mississippi's Results First Initiative, legislative staff will work to provide updated model projections to include Mississippi-specific data on costs and resource use for activities of police departments, sheriffs' offices, and court activities that are considered part of the criminal justice system.

Legislative staff will also begin confirming model projections by conducting fidelity assessments of providers on program implementation.

Additionally, future versions of the cost-benefit analysis model will begin integrating data from the program inventories and costs for county-regional facilities and private facilities.

The model will also be used to project the impact of funding evidence-based programs not yet offered in Mississippi by estimating the cost of delivering these programs and

the expected outcomes. These projections can then be compared to the return on investment of programs currently offered.

Finally, legislative staff will work with the Administrative Office of Courts to compile a statewide criminal disposition database that will further refine model projections and will begin providing usable data in 2015.

Juvenile Justice Component

Legislative staff has completed a preliminary inventory of juvenile justice programs offered by the Oakley Youth Development Center and statewide programs, as well as community-based programs. For the next phase of this component, legislative staff will begin calculating costs of providing programs to participants and establishing operational costs of facilities. Ultimately, the goal is to provide data on juvenile justice programs with the same level of analysis that is provided for adult criminal justice programs.

Historically, legislative staff has not had access to the crime data necessary to populate the juvenile justice model; however, legislation passed during the 2014 session provided legislative staff with access to such data as of July 1, 2014. Ultimately, both the adult and juvenile criminal justice models will become fully functional and legislative staff will report periodically to legislators on return on investment of programs offered.

Education Component

Although the education component of the Results First model has not been refined to the same extent as the adult and juvenile criminal justice components, the legislative staff is working with the Mississippi Department of Education and the Pew-MacArthur Foundation to complete a program inventory and begin program matching exercises.

Exhibit 4: Monetary Benefits and Costs of Mississippi's Evidence-Based Adult Criminal Justice Programs (in 2012 Dollars)

A. Intervention Program	Monetary Benefits Per Participant (Derived from Avoided Cost of Recidivism)				Summary Statistics, Per Participant				I. Positive Return on Investment in MS? Y or N	
	B. Total Benefits	C. Taxpayer Benefits	D. Non-Taxpayer Benefits	E. Cost Per Participant	F. Benefits Minus Costs (Net Present Value)	G. Benefit to Cost Ratio	H. Measured Risk of a Positive Net Present Value)			
<i>Prison-Based Programs</i>										
1. Correctional Education in Prison	\$13,051.00	\$2,041.00	\$11,010.00	\$(829.00)	\$12,222.00	\$15.74	100%	Y		
2. Vocational Education in Prison	12,467.00	1,955.00	10,512.00	(1,258.00)	11,209.00	9.91	100%	Y		
3. Outpatient/Non-Intensive Drug Treatment While Incarcerated	9,825.00	1,536.00	8,289.00	(223.00)	9,602.00	44.06	100%	Y		
4. Work Release Programs (Compared to Cost of Incarceration at an MDOC Facility)*	4,621.00	725.00	3,896.00	674.00	5,295.00	*	99%	Y		
5. Correctional Industries in Prison**	4,657.00	731.00	3,926.00	(3,613.00)	1,044.00	1.29	77%	Y		
<i>Community-Based Programs</i>										
6. Electronic Monitoring in Community (Compared to Cost of Incarceration)*	\$1,535.00	\$ 965.00	\$ 570.00	\$ 5,714.00	\$ 7,249.00	*	100%	Y		
7. Mental Health Courts	2,355.00	719.00	1,636.00	(1,189.00)	1,166.00	\$ 1.98	96%	Y		
8. Domestic Violence Perpetrator Treatment** #	(886.00)	(270.00)	(616.00)	(530.00)	(1,416.00)	(1.67)	15%	N		
9. Drug Courts##	2,622.00	796.00	1,826.00	(6,905.00)	(4,283.00)	0.38	0%	N		

* A benefit-to-cost ratio can only be calculated for a single program and this is a comparison of two programs.

** Costs of this program are funded by participant fees or private providers.

The current treatment model for domestic violence perpetrators has been found ineffective in Mississippi as well as in other states (p. 8).

Drug courts, although proven in research to be effective in other states in reducing recidivism, are not projected to provide a positive return on investment in Mississippi (p. 8).

Exhibit 4: Monetary Benefits and Costs of Mississippi's Evidence-Based Adult Criminal Justice Programs (in 2012 Dollars)

How to Interpret this Exhibit: Example (see Line 1)

According to legislative staff analysis using the Results First cost-benefit model, one of Mississippi's prison-based adult criminal justice programs, correctional education in prison, yields \$13,051 in total benefits per each offender who participates in the program. Of this amount, \$2,041 represents a benefit to taxpayers (e.g., avoided costs in the criminal justice system) and \$11,010 represents a non-taxpayer benefit (e.g., tangible costs avoided, such as medical expenses or damage to personal property, and intangible costs avoided, such as quality of life lost from pain and suffering of crime victims). The cost per participant is \$829; thus, above and beyond the typical costs associated with imprisonment or community-based supervision, this is the cost to provide that program to a participant for the total duration. The net present value (or benefit minus cost) per program participant is \$12,222; thus, the long-term benefits of the program outweigh its costs by that amount per program participant. The benefit-to-cost ratio for the program is \$15.74; thus, for every dollar spent per participant, \$15.74 is generated in benefits due to recidivism avoided. For this program, the measured risk of a positive net present value is 100% and the program could be considered a reliable return on investment for Mississippi.

Definitions:

Benefit Minus Cost (Net Present Value): represents the net value in present (2012) dollars of the cost of the program versus its long-term benefits (e. g. avoided victimization costs and expenditure of taxpayer dollars) from successful intervention. The benefits in each year summed in the net present value are discounted by a 2% to 5% rate.

Benefit to Cost Ratio: represents the number of dollars returned for every dollar invested into the program.

Measured Risk: odds that the net present value will be greater than zero (calculated using Monte Carlo simulation).

Adult Criminal Justice Programs Not Analyzed with the Model:

The following programs, which are offered to offenders in Mississippi, have not been specifically researched through meta-analysis by the Washington State Institute for Public Policy and cannot yet have their benefits and costs calculated through the Results First model. Only one of the programs, the Regimented Inmate Discipline program, has been researched by a clearinghouse currently recognized by the Results First initiative, but is not presently available for cost-benefit analysis.

- Earned Release Supervision
- Faith-Based Programs
- Independent Study and Tutorial Programs
- Interstate Compact Program
- Non-adjudicated Probation Program
- Pre-Trial Diversion Program
- Regimented Inmate Discipline Program
- Religious Program
- Suspended Sentence Probation Program
- Therapeutic Recreation Program

Such programs could be considered for termination, with resources being reallocated to evidence-based programs, or could be subjected to necessary research to prove their value.

SOURCE: Legislative staff analysis using the Results First cost-benefit analysis model. Legislative staff collected program information and data for populating the model from the Mississippi Department of Corrections, Legislative Budget Office, individual program providers, and states participating in the Results First Initiative.