

WHITE PAPER

This white paper provides an overview of Evidence-Based Associates (EBA) and why the company's mission is to facilitate reform in state-based, juvenile justice systems. As more youth continue to be ordered into expensive and often ineffective out-of-home placement, detention centers and residential treatment facilities, EBA recognizes the need to provide guidance and services that will support system reform while substantially reducing costs and improving results.

EBA is dedicated to improving the quality and effectiveness of the juvenile justice system nationwide through the use of performance-based contracts and works directly with policy-makers and professionals that serve high-risk youth by implementing new ways to reduce costs and improve outcomes for youth, their families and the communities in which they live. Notably, EBA's clients are innovative champions who struggle with implementing effective reform within their existing systems.

In order to provide the best possible service and results to their clients, EBA centers its business on a small set of internationally recognized, research-proven programs known as evidence-based programs (EBPs). EBA contracts only with those programs that meet the highest standards of scientific scrutiny. These programs are the best of the best — proven by research and data to generate positive results — each demonstrating the following distinct characteristics:

- **Tested through randomized, controlled trials**
- **Consistent, proven, positive outcomes**
- **Cost-effective investment for public resources**
- **Nationally recognized and endorsed by the health and science community**

From administrative oversight to referral management to data collection and evaluation, EBA provides all start-up services required to successfully implement these programs, including

recruiting providers, brokering with national developers, ensuring strict fidelity to the model programs, holding providers accountable, and establishing measurements and milestones with the funding agency. EBA helps leaders in the juvenile justice field navigate the complex challenges of implementing EBPs to obtain successful outcomes. By working with EBA, systems have access to a broad range of tools, resources, and expertise that support high-fidelity implementation of proven treatment models for high-risk youth.

EBA has developed long-standing relationships and active contracts with two of these gold-standard programs in the juvenile justice domain — Family Functional Therapy (FFT) and Multisystemic Therapy (MST). EBA also has agreements with other promising and model programs such as Brief Strategic Family Therapy (BSFT) and Multidimensional Treatment Foster Care (MTFC).

By offering these gold-standard programs to their clients and overseeing the implementation of the programs through strict, quality-assurance measures, EBA is able to provide four key benefits to its clients.

Four Key Benefits:

- 1) **Become more efficient in how they serve high-risk youth.**
- 2) **Provide procurement options that lower risk and provide measurable outcomes.**
- 3) **Improve government accountability.**
- 4) **Ensure better use of taxpayer dollars by providing cost-effective alternatives to out-of-home placement.**

THE NEED

Each year, more than 1.5 million juvenile cases are handled in juvenile courts across the country and roughly 100,000 youth¹ are removed from their homes, schools and communities. These youth are typically those who have been arrested, adjudicated, and are determined to be eligible for out-of-home placement.

The juvenile justice system is highly fragmented and despite the widespread acceptance of evidence-based approaches, the market still relies heavily on traditional, sometimes punitive approaches to control youth in its care and custody. Youth are frequently placed in detention centers or residential facilities followed by a period of aftercare or parole supervision once they return to their community.

Historically, outcomes associated with these traditional placement approaches are very poor, with high rates of recidivism. According to a 2006 national report from the Office of Juvenile Justice and Delinquency Prevention, recidivism rates across traditional programs average higher than 50 percent².

Meanwhile, correctional confinement typically costs \$200 to \$300 per youth per day (approximately \$70,000 to \$100,000 annually), far more than even the most intensive home- and community-based treatment models³.

With poor results and extremely high costs, the need for change is clear.

THE SOLUTION

Become more efficient.

EBA has built its business around introducing, and helping implement, innovative treatment programs so their clients can serve the same group of youth at a fraction of the cost and with better outcomes. Cost reductions associated with utilizing

the programs available through EBA can be between 50 and 75 percent and success rates, as measured by rates of re-arrest and placement, can be reduced by 30 percent or more, thereby improving public safety, and reducing crime and violence⁴.

EBA offers self-funding solutions to the juvenile justice market. Basically, clients pay for EBA's services by reallocating dollars that would have otherwise been spent on traditional out-of-home placements – allowing their clients the benefit of not incurring additional expenses, serving more youth with the same budgeted dollars and experiencing better outcomes.

Essentially, with EBA's technical support, clients have a much easier time initiating and implementing these community-based projects – becoming more efficient in how they serve high-risk youth and with better results.

Provide procurement options that lower risk and provide measurable outcomes.

During this unprecedented era of economic challenges, reductions in state revenues and additional burdens on judicial, executive and legislative leaders, traditional approaches to juvenile crime must be reconsidered.

EBA's services are offered in a resourceful and unique way to juvenile justice system leaders and policy-makers. Together with key stakeholders, the EBA team will determine the best possible solution for serving a state's high-risk youth. Payment for services is tied directly to EBA's ability to produce positive results. This approach, known as performance-based contracting, provides a modern-day solution to a system that is often riddled with waste, inefficiency and dismal outcomes.

A performance-based contract transfers performance risk to EBA and through EBA's oversight, providers are held accountable for results. Performance-based contracts have a proven history of reducing program costs and increasing desired outcomes.

More importantly, with a performance-based contract in place, the savings attained with the programs offered by EBA can, in turn, be reinvested in program expansion — allowing EBA clients to serve more youth and their families with the same amount of (or less) funds.

Improve accountability within the system.

Because EBA's services require a commitment to change and breaking through the bureaucracy, their clients are typically innovative leaders who struggle with implementing effective reform within the existing systems. EBA is the only organization in the country focused on exclusively helping leaders within juvenile justice and child-serving systems bridge the gap between the 'potential' of evidence-based programs and realizing their true value.

From assessment to implementation, EBA improves system accountability by providing sustainable, long-term solutions and guaranteeing outcomes and cost-savings. This is accomplished by ensuring high-quality implementation and fidelity to the programs they selectively utilize — allowing their clients to demonstrate leadership and positive outcomes for their communities.

Ensure better use of taxpayer dollars by providing cost-effective alternatives to out-of-home placement.

With the proper oversight, technical support and management, EBPs provide a more cost-effective option for high-risk youth. This has been demonstrated by EBA's successful Redirection project in Florida, a project created to "redirect" troubled youth from residential placements to more effective, family-focused, evidence-based treatment options. A recent report from Florida's Office of Public Program Analysis and Government Accountability informed the Florida Legislature that the Redirection project saved taxpayers more than \$50 million over a five-year period.

Most juvenile justice systems face increasing costs, poor outcomes and challenging relationships with service providers who, in turn, struggle with under-funded, under-performing programs. Through past projects, such as the Redirection project, EBA has experienced that the cost of delivering a comprehensively managed project is about \$10,000 per youth — a fraction of the cost for out-of-home placement.

Based on Florida's documented out-of-home placement rate of a little more than \$40,000 per youth, the following scenario for serving 1,000 youth per year is feasible:

Immediate savings:

1,000 youth diverted from placement x \$30K
(\$40K-\$10K) = \$30 million savings immediately

Improved success rate:

Based on serving 1,000 youth, if the recidivism rate is lower by 10 percent 100 fewer youth will be readjudicated.

Future savings due to improved success:

100 youth x \$40K/youth = additional \$4 million in savings

Total lower-end savings for 1,000 youth contract:

\$34 million total savings or \$34,000 savings per youth served

The highly-respected Washington State Institute of Public Policy has estimated the life-time savings to be as high as \$131,000 per youth served by one of the model programs offered by EBA⁵.

ORGANIZATIONAL STRUCTURE AND ACCOMPLISHMENTS

EBA consists of an experienced group of dedicated professionals who specialize in implementing and managing programs that address the unique needs of high-risk youth. Collectively, EBA's leadership team has more than 90 years of experience in the field of juvenile justice and youth services. The executive team consists of:

- Keller Strother (Board Chair)
- Curt Huston (Interim CEO)
- Dan Edwards (President)
- Bob Rhen (Senior Advisor)
- Clay Yeager (Consultant)
- Suzanne Johnson (Director, Business Development)

EBA currently holds six contracts with a total value of \$12.2 million per year to provide services to more than 1,700 youth per year in the state of Florida and the District of Columbia. In addition, EBA has completed past projects with the state of Louisiana.

EBA's Redirection project in Florida achieved national recognition in earning the Substance Abuse and Mental Health Services Administration (SAMHSA) 2008 National Science and Service Award. Redirection was also awarded the Davis Productivity Award, an award given by Florida's TaxWatch organization to recognize businesses whose work significantly, and measurably, increases productivity and promotes innovation to improve the delivery of state services and save money for Florida taxpayers and businesses.

CONCLUSION

EBA is able to implement self-funded solutions that deliver guaranteed results for clients pursuing sustainable reform in the juvenile justice field while providing the best value at the lowest risk. EBA supports leaders committed to changing the way the juvenile justice system currently operates and believes so strongly in their services and the outcomes generated by implementing their portfolio of evidence-based programs that they are willing to guarantee positive results.

FOR ADDITIONAL INFORMATION VISIT:

www.evidencebasedassociates.com

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Sources and References

1. The most recent Census of Juveniles in Residential Placement found that 96,655 youth were confined in juvenile residential facilities on a single day in October 2003. Sickmund, M., T.J. Sladky, and W. Kang, 2005, "Census of Juveniles in Residential Placement Databook," available at www.ojjdp.ncjrs.org/ojstatbb/cjrp.
2. Office of Juvenile Justice and Delinquency Prevention (OJJDP). 2006 Juvenile Offenders and Victims National Report. <http://www.ojjdp.gov/ojstatbb/nr2006/downloads/NR2006.pdf>
3. The Annie E. Casey Foundation. (2008). 2008 KIDS COUNT DATA BOOK: A Road Map for Juvenile Justice Reform. Page 10.
4. Office of Program Policy Analysis and Government Accountability. OPPAGA Report No. 10-38. Redirection Saves \$51.2 Million and Continues to Reduce Recidivism (April 2010)
5. S. Aos, M. Miller, & E. Drake (2006). Evidence-based public policy options to reduce future prison construction, criminal justice costs, and crime rates. Olympia: Washington State Institute for Public Policy, Document No. 06-10-1201