



# IMPLEMENTING AN EFFECTIVE PROGRAM EVALUATION PROCESS

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# Objectives of Program Assessment

1. Provides information on whether programs are **effective** & using **evidence based approaches**
2. Assist programs learning **how to serve offenders**
3. Establish **benchmarks** and measures of annual progress
4. Promote **accountability** based on actual outcomes

# Why Program Quality Matter

Washington State Institute for Public Policy Estimates as of October, 2006	Effect on Crime Outcomes Percent change in crime outcomes, & the number of evidence-based studies on which the estimate is based (in parentheses)	Benefits and Costs (Per Participant, Net Present Value, 2006 Dollars)			Benefits (total) Minus Costs (per participant)
		Benefits to Crime Victims (of the reduction in crime)	Benefits to Taxpayers (of the reduction in crime)	Costs (marginal program cost, compared to the cost of alternative)	
<b>Programs for People in the Adult Offender System</b>					
Vocational education in prison	-9.0% (4)	\$8,114	\$6,806	\$1,182	\$13,738
Intensive supervision: treatment-oriented programs	-16.7% (11)	\$9,318	\$9,389	\$7,124	\$11,563
General education in prison (basic education or post-secondary)	-7.0% (17)	\$6,325	\$5,306	\$982	\$10,669
Cognitive-behavioral therapy in prison or community	-6.3% (25)	\$5,658	\$4,746	\$105	\$10,299
Drug treatment in community	-9.3% (8)	\$5,133	\$5,495	\$574	\$10,054
Correctional industries in prison	-5.9% (4)	\$5,360	\$4,496	\$417	\$9,439
Drug treatment in prison (therapeutic communities or outpatient)	-5.7% (20)	\$5,133	\$4,308	\$1,804	\$7,835
Adult drug courts	-8.0% (57)	\$4,395	\$4,705	\$4,333	\$4,767
Employment and job training in the community	-4.3% (18)	\$2,373	\$2,386	\$400	\$4,359
Electronic monitoring to offset jail time	0% (9)	\$0	\$0	-\$870	\$870
Sex offender treatment in prison with aftercare	-7.0% (8)	\$6,442	\$2,885	\$12,585	-\$3,258
Intensive supervision: surveillance-oriented programs	0% (23)	\$0	\$0	\$3,747	-\$3,747
Washington's Dangerously Mentally Ill Offender program	-20.0% (1)	\$18,020	\$15,116	n/e	n/e
Drug treatment in jail	-4.5% (9)	\$2,481	\$2,856	n/e	n/e
Adult boot camps	0% (22)	\$0	\$0	n/e	n/e
Domestic violence education/cognitive-behavioral treatment	0% (9)	\$0	\$0	n/e	n/e
Jail diversion for mentally ill offenders	0% (11)	\$0	\$0	n/e	n/e
Life Skills education programs for adults	0% (4)	\$0	\$0	n/e	n/e
<b>Programs for Youth in the Juvenile Offender System</b>					
Multidimensional Treatment Foster Care (v. regular group care)	-22.0% (3)	\$51,828	\$32,915	\$6,945	\$77,798
Adolescent Diversion Project (for lower risk offenders)	-19.9% (6)	\$24,328	\$18,208	\$1,913	\$40,623
Family Integrated Transitions	-13.0% (1)	\$30,708	\$19,502	\$9,685	\$40,545
Functional Family Therapy on probation	-15.9% (7)	\$19,529	\$14,817	\$2,325	\$31,821
Multisystemic Therapy	-10.5% (10)	\$12,855	\$9,622	\$4,284	\$18,213
Aggression Replacement Training	-7.3% (4)	\$6,897	\$6,659	\$897	\$14,660
Teen courts	-11.1% (5)	\$5,907	\$4,238	\$936	\$9,208
Juvenile boot camp to offset institution time	0% (14)	\$0	\$0	-\$8,077	\$8,077
Juvenile sex offender treatment	-10.2% (5)	\$32,515	\$8,377	\$33,084	\$7,829
Restorative justice for low-risk offenders	-8.7% (21)	\$4,628	\$3,320	\$880	\$7,067
Interagency coordination programs	-2.5% (15)	\$3,084	\$2,308	\$205	\$5,186
Juvenile drug courts	-3.5% (15)	\$4,232	\$3,167	\$2,777	\$4,622
Regular surveillance-oriented parole (v. no parole supervision)	0% (2)	\$0	\$0	\$1,201	-\$1,201
Juvenile intensive probation supervision programs	0% (3)	\$0	\$0	\$1,598	-\$1,598
Juvenile wilderness challenge	0% (9)	\$0	\$0	\$3,085	-\$3,085
Juvenile intensive parole supervision	0% (10)	\$0	\$0	\$6,460	-\$6,460
Scared Straight	+8.8% (10)	-\$8,355	-\$6,253	\$58	-\$14,667



# Understanding the Program Assessment Process

# Assessment of Programs Using the CPC

## THE CORRECTIONAL PROGRAM CHECKLIST (CPC)

- A program **evaluation tool**
- Developed from **research** on evidence based practices
- Contains items correlated with **reductions in recidivism**
- Provides information on effective parts of program, **needed changes**, and recommended steps for improvement

# Correctional Program Checklist

- **Structured interviews** for program director and all staff. **Observation** of treatment groups. Takes 1-2 days
- 77 factors in **5 Domains**: Leadership, Staff, Quality Assurance, Assessment, Treatment
- **All factors** correlate with **recidivism reduction**

# How It Works

- ✓ Trained assessment team conducts **site visit**
- ✓ Through structured interviews, case file reviews, observations, review of documentation, and evaluation of fidelity to the model, the program is **scored** on a set of indicators related to recidivism
- ✓ After the evaluation, the assessment team meets with the program to discuss **feedback** and goals for the year
- ✓ Assessment results and outcome measures are provided to programs through an **interactive website**
- ✓ Programs are **reassessed** annually, or more frequently if necessary

# What It Tells You

- You can compare programs to a norm or **standard**
- You can **compare across your programs**, even if they are different types
  - For example, you can compare a sex offender program and a substance abuse program
- You can examine a program's **progress** over time and identify whether they are improving in their use of evidence based practices
- You can link assessment results to **outcome measures** like recidivism or reductions in risk level



# What It Tells You

- How **effective** are our programs?
- How can they be **improved**?

# Evaluation Components

- **Appropriate Offenders**
  - Risk Assessment
- **Evidenced Based Practices**
  - CPC
- **Offender Changes**
  - Changes in Attitudes, Behaviors, Skills
  - Recidivism
- **Improvement**
  - Feedback + Consulting

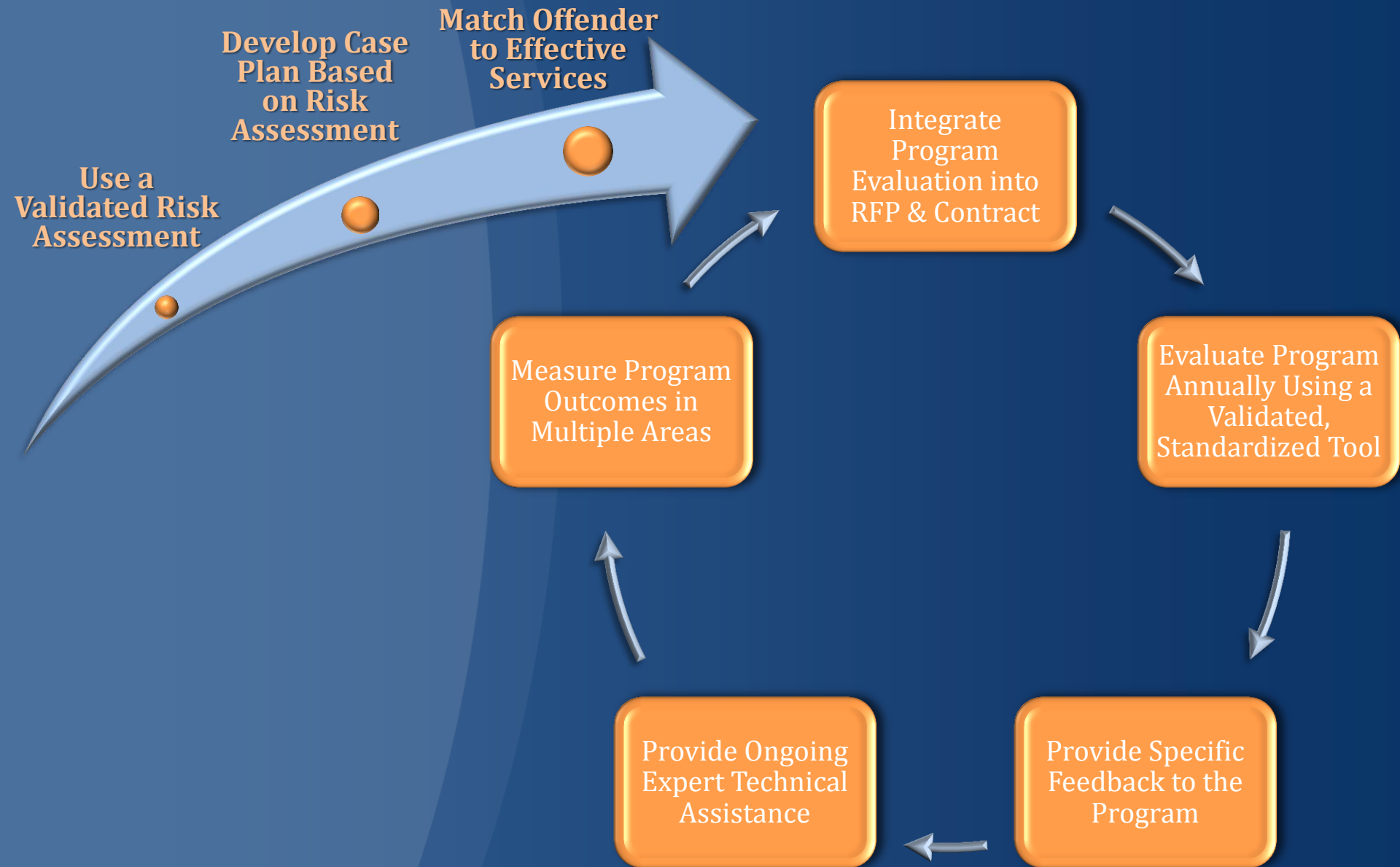
# Providing Feedback to Programs

- Develop **collaborative approach** focused on ongoing quality improvement
- Participate in **feedback meetings** to present findings
- Give specific direction on suggested changes and **prioritize recommendations**
- Provide **ongoing technical support** throughout the year

# Encouraging Ongoing Collaboration

- Use a referral sheet that outlines exclusionary criteria
- **Share risk assessment and case planning information**
- Encourage training between agencies and programs on risk assessments, etc.
- **Provide ongoing data on program outcomes such as recidivism**
- Share successful approaches across programs

# Putting It All Together



# Getting Starting: Where Do We Go From Here?



# Getting Started: Preparation

## Within Organization

- Support of key decision makers
- Establish how the results will be used and shared
- Develop process for addressing a low scoring assessment

## With Programs

- Explanation of what the program will be assessed on
- Explanation of how the results will be used
- Explanation of what the program is expected to do
- Focus on collaboration and ongoing quality improvement
- Training on effective principles for working with offenders

# Getting Started: Picking Your Team

- Expertise in evidence based approaches for offenders
- *Clinical experience with offenders*
- Independent or other department location
- *Ability to collaborate while having difficult conversations*
- Graduate-level degree or extensive experience
- *Interest and support of goals*



# Getting Started: Training

- Train assessment team using a **certified and experienced** trainer
- Training usually lasts **three days**
- Each training usually can have a maximum of **10 to 15 trainees**
- Train **more** individuals than needed
- Select a program for **training site visit**
- Complete **refresher training**

# Getting Started: Initial Evaluations

- Assessment teams should include at least two evaluators
- Preferably one should be experienced
- Monitor inter-rater reliability
- Provide ongoing training on effective interventions
- Examine possibilities of partnering with local universities or centers

# Getting Started: Structural Changes

- Write program assessment into Request for Proposals (RFP) and outline expectations
- Incorporate assessment process into contracts
- Use web-based tools to provide feedback and monitoring
- Automate data processes for outcome data
- Evaluate intervention prior to implementation
- Implement policy changes to allow information sharing such as risk assessments

# Getting Started: Adapting the Process to Your Jurisdiction

- Pre-CPCs
- Non-Reported Scored Assessments
- Electronic automated web reports versus written reports
- On-site feedback meetings versus phone or online feedback meetings

# Making the Decision: Selecting your Assessment Tool



# Selecting Your Assessment Tool: Strengths of CPC

- Based on research of **empirically-tested** items
- Applies to **multiple program types** and formats
- Provides **rapid feedback**
- Establishes **benchmarks** of progress across time
- Supplies **cost effective** evaluations
- Identifies how to **improve**

# Selecting Your Assessment Tool: Limitations of CPC

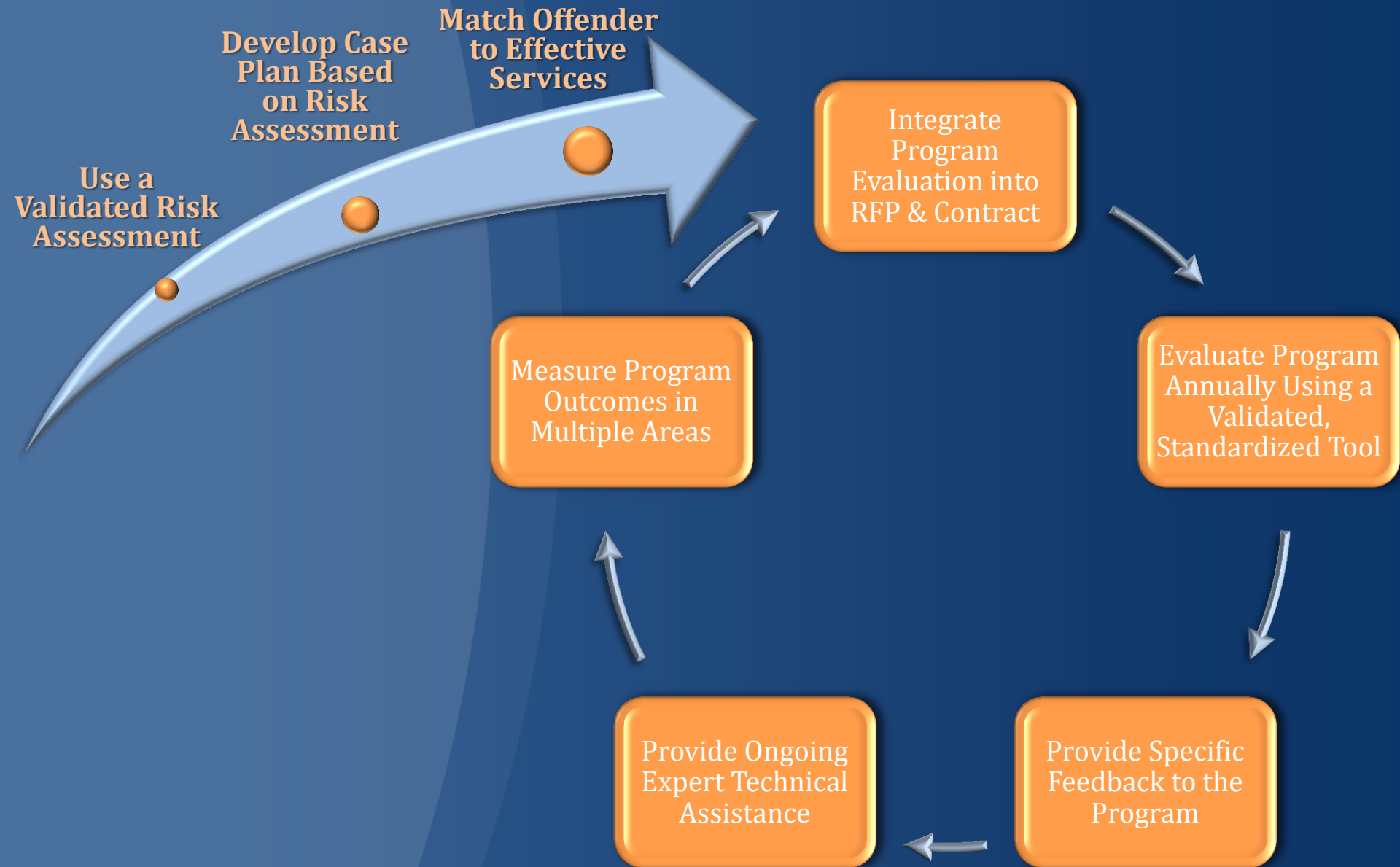
- **Not appropriate** for interventions that provide only **individual counseling** or family counseling only
- Quality of the assessment team will affect the quality of the assessment (tool is **not self-scoring**)
- Requires **site visits**
- Does not replace **financial audits**
- **Requires training** on the tool

# Selecting Your Assessment Tool: Other Options

- Correctional Program Checklist is **only one tool**
- **Other tools** are also **available**
- Each tool has **strengths and limitations**
- Select the tool that **best matches your jurisdiction's** needs
- **Overall process** is **similar** regardless of assessment tool selected



# Assessment Process Overview



# Where to Start



# Where to Start

- Select a program assessment instrument that is **research based** and matches the **needs of your jurisdiction**
- **Select an assessment team** with characteristics that are likely to be effective
- **Set internal protocols** for how assessment results will be used
- Collaborate with programs to **outline expectations** and obtain support

# Where to Start

- Provide **training** and **begin program assessments**
- Collect **outcome data** and link to assessment results
- Develop **standardized technical assistance** and **share** effective approaches across programs
- **Adapt the process** for **your jurisdiction** size and needs using automated electronic reports, web-based feedback meetings, pre-CPCs, etc.
- Implement protocols to ensure **inter-rater reliability** and validity of assessments