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 Matters

## Programs for People in the Adult Offender System

<table>
<thead>
<tr>
<th>Program</th>
<th>Effect on Crime Outcomes</th>
<th>Benefits and Costs (Per Participant, Net Present Value, 2006)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vocational education in prison</td>
<td>-9.0% (4)</td>
<td>Benefits to Crime Victims: $8,114, Costs: $6,806, Net: $1,312</td>
</tr>
<tr>
<td>Intensive supervision: treatment-oriented programs</td>
<td>-16.7% (11)</td>
<td>Benefits to Victims: $9,318, Costs: $9,369, Net: $7,124</td>
</tr>
<tr>
<td>General education in prison (basic education or post-secondary)</td>
<td>-7.0% (17)</td>
<td>Benefits to Victims: $6,325, Costs: $6,306, Net: $962</td>
</tr>
<tr>
<td>Cognitive-behavioral therapy in prison or community</td>
<td>-8.3% (25)</td>
<td>Benefits to Victims: $5,658, Costs: $4,746, Net: $105</td>
</tr>
<tr>
<td>Drug treatment in community</td>
<td>-9.3% (6)</td>
<td>Benefits to Victims: $5,133, Costs: $5,925, Net: $774</td>
</tr>
<tr>
<td>Correctional industries in prison</td>
<td>-9.4% (4)</td>
<td>Benefits to Victims: $5,380, Costs: $4,417, Net: $943</td>
</tr>
<tr>
<td>Drug treatment in prison (therapeutic communities or outpatient)</td>
<td>-5.7% (20)</td>
<td>Benefits to Victims: $5,133, Costs: $4,306, Net: $1,026</td>
</tr>
<tr>
<td>Adult drug courts</td>
<td>-8.0% (67)</td>
<td>Costs: $4,395, Net: $4,705</td>
</tr>
<tr>
<td>Employment and job training in the community</td>
<td>-4.3% (16)</td>
<td>Costs: $2,373, Net: $2,386</td>
</tr>
<tr>
<td>Electronic monitoring to offset jail time</td>
<td>0% (9)</td>
<td>Benefits to Victims: $0, Costs: $0, Net: $870</td>
</tr>
<tr>
<td>Sex offender treatment in prison with aftercare</td>
<td>-7.0% (6)</td>
<td>Benefits to Victims: $6,442, Costs: $2,885, Net: $3,557</td>
</tr>
<tr>
<td>Intensive supervision: surveillance-oriented programs</td>
<td>0% (23)</td>
<td>Costs: $0, Net: $3,474</td>
</tr>
<tr>
<td>Washington’s Dangerously Mentally Ill Offender program</td>
<td>-20.0% (1)</td>
<td>Benefits to Victims: $18,020, Costs: $15,116, Net: n/e</td>
</tr>
<tr>
<td>Drug treatment in jail</td>
<td>-4.5% (9)</td>
<td>Benefits to Victims: $2,481, Costs: $2,856, Net: n/e</td>
</tr>
<tr>
<td>Adult boot camps</td>
<td>0% (22)</td>
<td>Benefits to Victims: $0, Costs: $0, Net: n/e</td>
</tr>
<tr>
<td>Domestic violence education/cognitive-behavioral treatment</td>
<td>0% (9)</td>
<td>Benefits to Victims: $0, Costs: $0, Net: n/e</td>
</tr>
<tr>
<td>Jail diversion for mentally ill offenders</td>
<td>0% (11)</td>
<td>Benefits to Victims: $0, Costs: $0, Net: n/e</td>
</tr>
<tr>
<td>Life Skills education programs for adults</td>
<td>0% (4)</td>
<td>Benefits to Victims: $0, Costs: $0, Net: n/e</td>
</tr>
</tbody>
</table>

## Programs for Youth in the Juvenile Offender System

<table>
<thead>
<tr>
<th>Program</th>
<th>Effect on Crime Outcomes</th>
<th>Benefits and Costs (Per Participant, Net Present Value, 2006)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multidimensional Treatment Foster Care (v. regular group care)</td>
<td>-22.0% (3)</td>
<td>Benefits to Crime Victims: $51,828, Costs: $32,915, Net: $18,913</td>
</tr>
<tr>
<td>Adolescent Diversion Project (for lower risk offenders)</td>
<td>-19.9% (8)</td>
<td>Benefits to Crime Victims: $24,328, Costs: $18,208, Net: $6,120</td>
</tr>
<tr>
<td>Family Integrated Transitions</td>
<td>-13.0% (1)</td>
<td>Benefits to Crime Victims: $30,708, Costs: $19,502, Net: $11,206</td>
</tr>
<tr>
<td>Functional Family Therapy on probation</td>
<td>-15.9% (7)</td>
<td>Benefits to Crime Victims: $19,629, Costs: $14,617, Net: $5,012</td>
</tr>
<tr>
<td>Multisystemic Therapy</td>
<td>-10.5% (10)</td>
<td>Benefits to Crime Victims: $12,865, Costs: $9,622, Net: $3,243</td>
</tr>
<tr>
<td>Aggression Replacement Training</td>
<td>-7.3% (4)</td>
<td>Benefits to Crime Victims: $8,897, Costs: $6,859, Net: $2,038</td>
</tr>
<tr>
<td>Teen courts</td>
<td>-11.1% (5)</td>
<td>Benefits to Crime Victims: $5,907, Costs: $4,238, Net: $1,669</td>
</tr>
<tr>
<td>Juvenile boot camp to offset institution time</td>
<td>0% (14)</td>
<td>Costs: $0, Net: $8,077</td>
</tr>
<tr>
<td>Juvenile sex offender treatment</td>
<td>-10.2% (5)</td>
<td>Benefits to Crime Victims: $32,615, Costs: $8,377, Net: $33,044</td>
</tr>
<tr>
<td>Restorative justice for low-risk offenders</td>
<td>-8.7% (21)</td>
<td>Benefits to Crime Victims: $4,628, Costs: $3,320, Net: $1,308</td>
</tr>
<tr>
<td>Interagency coordination programs</td>
<td>-2.6% (15)</td>
<td>Benefits to Crime Victims: $3,084, Costs: $2,308, Net: $776</td>
</tr>
<tr>
<td>Juvenile drug courts</td>
<td>-3.4% (18)</td>
<td>Benefits to Crime Victims: $4,232, Costs: $3,187, Net: $1,045</td>
</tr>
<tr>
<td>Regular surveillance-oriented parole (v. no parole supervision)</td>
<td>0% (2)</td>
<td>Benefits to Crime Victims: $0, Costs: $0, Net: $1,201</td>
</tr>
<tr>
<td>Juvenile intensive probation supervision programs</td>
<td>0% (3)</td>
<td>Benefits to Crime Victims: $0, Costs: $0, Net: $1,598</td>
</tr>
<tr>
<td>Juvenile wilderness challenge</td>
<td>0% (9)</td>
<td>Benefits to Crime Victims: $0, Costs: $0, Net: $3,085</td>
</tr>
<tr>
<td>Juvenile intensive parole supervision programs</td>
<td>0% (10)</td>
<td>Benefits to Crime Victims: $0, Costs: $0, Net: $6,460</td>
</tr>
<tr>
<td>Scarred Straight</td>
<td>+6.8% (10)</td>
<td>Benefits to Crime Victims: $8,355, Costs: $6,253, Net: $58</td>
</tr>
</tbody>
</table>

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

Develop Case Plan Based on Risk Assessment

Use a Validated Risk Assessment

Measure Program Outcomes in Multiple Areas

Provide Ongoing Expert Technical Assistance

Integrate Program Evaluation into RFP & Contract

Evaluate Program Annually Using a Validated, Standardized Tool

Provide Specific Feedback to the Program

Match Offender to Effective Services

Match Offender to Effective Services
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

1. Use a Validated Risk Assessment
2. Develop Case Plan Based on Risk Assessment
3. Match Offender to Effective Services
4. Integrate Program Evaluation into RFP & Contract
5. Evaluate Program Annually Using a Validated, Standardized Tool
6. Measure Program Outcomes in Multiple Areas
7. Provide Ongoing Expert Technical Assistance
8. Provide Specific Feedback to the Program
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