Demystifying the Program Evaluation Process for Community Responder Programs

Featuring Chief Amy Barden, EdD
and Jason Lerner, JD, MSW

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Session Outline

I. Introduction

II. Panel Discussion

III. Q&A

IV. Wrap-Up and Thank You!

The Council of State Governments Justice Center

We are a national nonprofit, nonpartisan organization that combines the power of a membership association, serving state officials in all three branches of government, with policy and research expertise to develop strategies that increase public safety and strengthen communities.

How We Work

- We bring people together

- We drive the criminal justice field forward with original research

- We build momentum for policy change

- We provide expert assistance

Who We Are

The Center for Policing Equity (CPE) is a racial justice non-profit that protects, supports, and empowers communities—particularly Black and Brown communities— to redesign their public safety systems. CPE provides leaders with data, stories, and relationships to facilitate change that's bold, innovative, and lasting. **We do science to promote justice**.

CPE gathers and analyzes data on behaviors within public safety systems and uses those data to help communities achieve safer policing outcomes. Our goal is to make policing **less racist**, **less deadly**, and **less omnipresent**. We believe we can forge the path to justice by redesigning public safety systems to better keep communities safe.

Our Impact

Since our founding, CPE has served:

30
STATES

60
LAW ENFORCEMENT AGENCIES

85.2m+
PEOPLE IN THE U.S.

Our Impact

PROPELLING POLICY

Our country's urgent call for reimagined public safety has challenged law enforcement agencies to make systemic change. Police departments that partnered with CPE have adopted one or more of our policy recommendations:

INSTITUTED
DUTY
TO INTERVENE

BAN ON
NO-KNOCK
WARRANTS

BAN ON
NECK + CAROTID
RESTRAINTS

BAN ON
TEAR
GAS

Unlocking Democracy 3.0

Impacts

Learning Communities

Over 3 years, 12 distinct learning communities representing over 75 groups of stakeholders from 27 states, DC, and Canada have returned to their communities with strategies to expand response options, such as:

- Community needs assessments
- Stakeholder identification and relationship building
- Program design and implementation

Data Connections

Learning community participants received a framework for developing a well-rounded and intentional data collection process that included:

- Logic Models
- Data Collection Plans
- Data Sharing
- Leveraging Data to Improve Crisis Response

Elected Leaders Council

Engaged leaders who are interested in uplifting alternative response by:

- Introducing policy, legislation, or funding streams

- Connecting to experts for technical policy assistance and idea sharing; and

- Recognizing the role of elected officials in the sustainability of alternative response programs

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Demystifying the Program Evaluation Process for Community Responder Programs

Panel Discussion

Speakers

- Amy Barden, EdD, *Chief, City of Seattle, Community Assisted Response & Engagement (CARE)*

- Jason Lerner, JD, MSW, *Director of Programs, University of Chicago Health Lab*

Types of Program Evaluation

- Developmental
- Process/Implementation
- Outcome/Impact

Developmental Evaluation

- Gain buy-in from stakeholders about what to measure.
- Ensure you're reaching the at-risk population you want to serve rather than the most convenient population.
- Vet your programmatic ideas in relation to what the research says.
- Build research capacity.

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Process or Implementation Evaluation

- Determine how well the program is following its intended design.

- Monitor program inputs and activities.

- Track program outputs.

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Outcome or Impact Evaluation

- Demonstrate effectiveness.

- Requires a strong research design.

- May use both quantitative and qualitative research methods.

Methods for Collecting Data

- Quantitative Methods
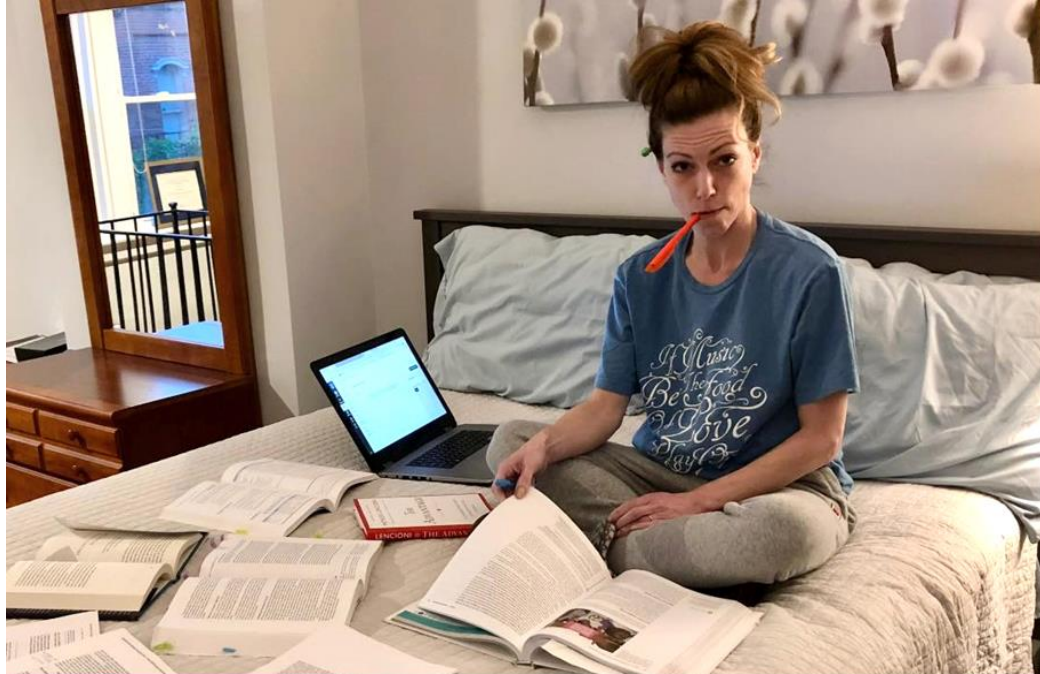- Qualitative Methods
- Mixed Methods

Demystifying the Program Evaluation Process for Community Responder Programs

"**Every system is perfectly designed to get the result that it does.**"

W. Edwards Deming

Seattle CARE is unique nationally because it houses 911, **leveraging Dispatch expertise** and analysis as central to design. The CARE Department is best positioned to rapidly identify gaps and overlaps in public safety and determine what constitutes the best first response.

Seattle 911

Bridging the gap

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Candor and Transparency

Learning Organizations

- Tough on ideas, not on people

- Psychological safety

- Iterative design

- Seek to expose errors and disconnects.

Advancing a Movement

- Aggregate trend data to illuminate what works.

- Educate and inform the public about systemic issues.

- Words matter (output vs. outcome).

- Think of others in the space as allies.

- Earn and be worthy of trust.

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Health Lab's Mission

Health Lab seeks to partner with civic and community leaders to identify, rigorously evaluate, and scale programs and policies that improve health outcomes and address systemic barriers to achieving health equity.

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Our Approach

IDENTIFY
Promising solutions to urban challenges

TEST
The most promising urban policies and programs

SCALE UP
The most effective and cost-efficient policies and programs

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Chicago's Crisis Assistance Response and Engagement (CARE) Pilot

Launched in late 2021, Chicago's *Crisis Assistance Response and Engagement* (CARE) program seeks to address underlying unmet health and social needs by ensuring that individuals in crisis are assisted by teams of trained professionals.
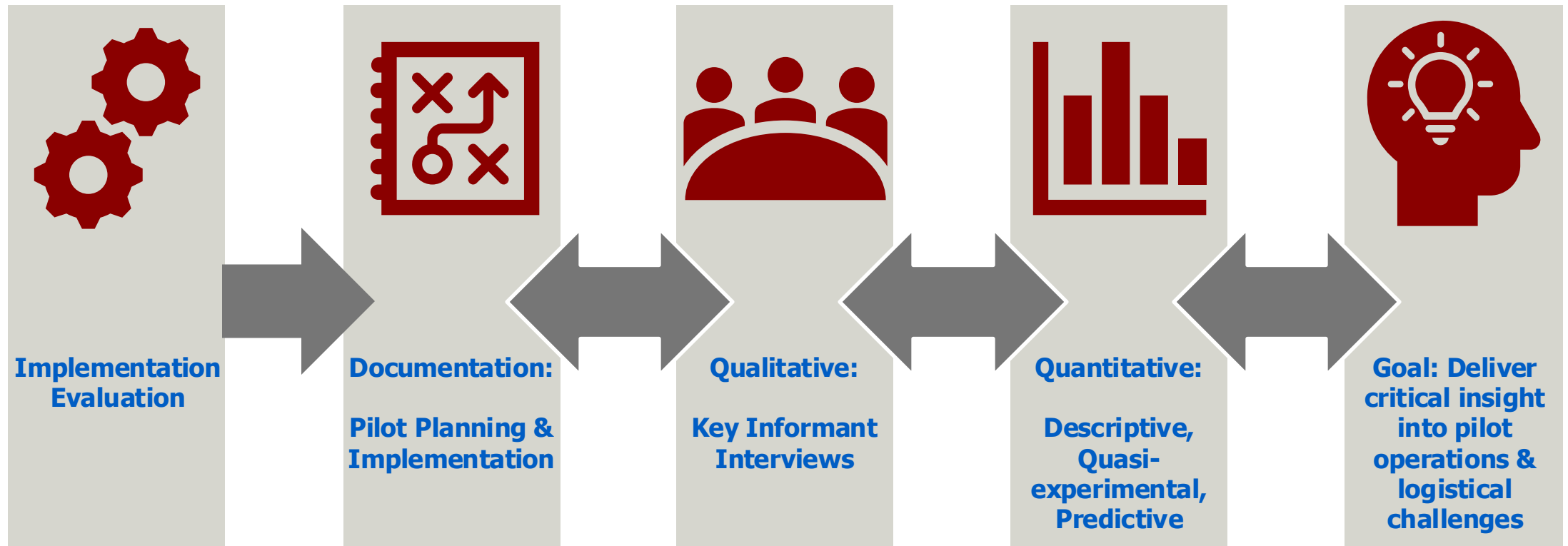
Partnership between:
- Chicago Mayor's Office
- Chicago Department of Public Health (CDPH)
- Chicago Fire Department (CFD)
- Chicago Police Department (CPD)
- Chicago Office of Emergency Management & Communications (OEMC)
- Illinois EMS Region 11
- Community Outreach Intervention Projects (COIP), University of Illinois at Chicago

Implementation Evaluation Approach

Implementation Evaluation

Documentation:

Pilot Planning & Implementation

Qualitative:

Key Informant Interviews

Quantitative:

Descriptive, Quasi-experimental, Predictive

Goal: Deliver critical insight into pilot operations & logistical challenges

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CARE Implementation Evaluation Findings Overview

- Embedded staff member
- Key informant interviews
- Lessons learned:
  - Meeting observations, TA sessions, and other interactions with CARE partner staff
- Administrative data analysis:
  - CARE pilot neighborhood "level of need" (annual call volumes)
  - CARE dispatch events, dispatch types, and locations
  - CARE team average time to scene and time on scene
  - CARE response dispositions (contact rate)
  - Clinician assessment tool analysis
  - Case note analysis

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Benefits of a Researcher-Practitioner Partnership

- Assist with strategic planning.
- Help assess the problem you're addressing or hope to address.
- Identify evidence-based strategies, literature review, best practices scan.
- Provide ongoing monitoring and feedback.
- Demonstrate impact.

Finding a Research Partner

- Look for researchers and research centers that are studying your topic.

- Review researcher websites and vitae to identify someone who might be a good match.

- Get recommendations from peer organizations about whom they have worked with.

- Make a cold call! Many researchers will be happy to hear from you.

Working with Research Partners

- A collaborative approach is key.

- Many benefits to bringing in researchers early.

- Funding:

  ▪ Many researchers are willing to fundraise separately to fund their study (co-fundraising is effective).

  ▪ If you have money to pay for it, that works too!

- Align on messaging about results.

What Surprised Us About Program Implementation

- Risk management is typically an internal process; the nature of many alternative response programs requires collective assessment of internal and external risks.

- Agency culture, norms, values, and assumptions play vital roles in decision-making. Multi-agency partnerships will highlight these differences.

- "Distributed decision-making" in multi-agency collaborations is hard!

What Surprised Us About Program Implementation

- Regulatory and policy environment can have **major** impacts on implementation timing.
- Trust-building is critical (ex. between 911 and field teams):
  - Coordinated trainings
  - Learning opportunities
  - Roleplaying

What Surprised Us About Evaluation

Establish clear and practical data collection pathways early:

- ▪ Account for differences between HIPAA, CGIS, and other regulatory frameworks.
- ▪ Data collected at least on par with standard first response + relevant clinical and follow-up data.
- ▪ Opportunity to collaborate with research partners.

Q&A

Contact Information and Evaluations

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Thank You!

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