



Ottawa County Cognitive Behavioral Therapy (CBT)

Interim Administrative Evaluation

March 2008



2008 County Board of Commissioners

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INTRODUCTION

The Cognitive Behavioral Therapy (CBT) Program is designed to teach probationers and parolees a set of cognitive (i.e. thinking) techniques that promote better decision-making in order to eliminate criminal behavioral patterns. CBT is a 12-week course that is modeled after the Commitment to Change Series written by Dr. Stanton E. Samenow, Ph.D (**Attachment A**). The Program was originally implemented in 2004 as part of the Gatekeeper initiative, which was created primarily to provide community-based in-jail and post-jail programs for jail inmates and probationers.

A 2006 Evaluation of the Gatekeeper Program revealed that several program objectives were not being accomplished (e.g. follow-through on inmate referrals, completion of discharge plans, and implementation of treatment recommendations). Despite the shortcomings of the Gatekeeper initiative, there were certain aspects of the program that did demonstrate potential benefits to offenders, specifically the program's post-jail CBT course.

To that point, one of the recommendations of the 2006 Evaluation was that post-jail CBT instruction remains available to probationers under the condition that several improvements and modifications be implemented. This Interim Administrative Evaluation Report is the first step in the overall re-evaluation process of the improved CBT program that was created. The final step will be to conduct an outcome-based evaluation in June 2009 that will assess participant recidivism rates and program cost.

In order to prepare for the evaluation process, a *Strategic Plan* was developed by representatives of the Probation and Community Corrections Department and the Planning and Grants Department. This Plan includes a Strategic Outline (**Attachment B**) that identifies the specific Goals, Objectives, and Performance Measures, as well as a Data Collection Tool (**Attachment C**).

EVALUATION

This evaluation assesses the administrative effectiveness of implementing the program, as well as participation and completion rates, demographic characteristics of program participants, and program cost. The report also includes a summary of self-reported feedback from participants.

Program Implementation

The CBT Program is administered by the Probation and Community Corrections Department, which contracts with Catholic Social Services to provide instructional services to program participants. The implementation of the new CBT Program began in September 2006 and within 5 months (i.e. January 2007) a total of 5 CBT groups had been implemented. A sixth group was also implemented in July 2007.

In contrast, it took 2 years for a single CBT group to be fully implemented as part of the Gatekeeper Program. This prolonged implementation time was primarily the result of administrative difficulties and a lack of trained program instructors¹.

Of the six groups implemented by Catholic Social Services, three are available in Holland and three in Grand Haven. District Court administrators have indicated that a program will be considered in Hudsonville District Court if that jurisdiction begins referring a minimum of 10 offenders, every three months, to the program. In contrast, the CBT Program administered through the Gatekeeper initiative was only available in the City of Holland.

1. Probation officers were initially responsible for teaching the CBT program; however, because of retirements, new jobs, illnesses, and other issues, a trained instructor was not consistently available.

The following table (**Table 1**) illustrates the date that each of the six program groups became operational, the location of each group, and the day and times the groups are scheduled to meet.

Table 1

Program Implementation Schedule			
Date Started	Location	Class Schedule	
		Day	Time
09/11/06	Holland ¹	Monday	12:00 p.m. to 2:00 p.m.
10/26/06	Grand Haven	Thursday	7:15 p.m. to 9:15 p.m.
11/08/06	Grand Haven	Wednesday	6:00 p.m. to 8:00 p.m.
12/05/06	Holland	Tuesday	7:00 p.m. to 9:00 p.m.
01/30/07	Holland	Tuesday	5:00 p.m. to 7:00 p.m.
07/02/07	Grand Haven	Monday	6:00 p.m. to 8:00 p.m.

Source: Probation and Community Corrections Department

1. Open enrollment (i.e. participants can begin course at any time)

Program Participation

All program participants must be court-ordered to participate in CBT. They must also be on probation or parole for a minimum of 6 months. This 6-month minimum requirement enables each participant adequate time to successfully complete the program. Participants must be Ottawa County residents. Residents of the City of Holland who reside in Allegan County are also eligible to participate since they reside within the geographical jurisdiction of the Ottawa County District Court.

The maximum number of offenders who are able to participate in a CBT group at any given time is 14. The Program's maximum capacity is 280¹ participants per year or 23 enrollments per month. During the program's first 11 months, 167 (66.3%) of the 252 person capacity was utilized, which equates to an average of 15.2 enrollments per month. This initial enrollment rate is likely the result of having to educate judges and probation officers about the availability of the revised CBT Program during the implementation period. Within 12 months after implementation, the program was operating at 100% capacity and had a waiting list of participants to enroll.

1. Calculated by multiplying the total number of participants per group (14) by the total number of groups that can be completed per year (20).

Demographic Characteristics

The typical demographic profile of a CBT Program participant is a 27 year old, single, white male who is employed full-time and has an alcohol-related conviction. The following tables (**Tables 2-7**) provide an overview of the demographic characteristics of the participants included in this report. These characteristics include: *Gender, Age, Ethnicity, Marital Status, Employment, and Criminal History.*

Table 2

Gender	
	Number
Male	130 (77.8%) ¹
Female	37 (22.2%) ¹
Total	167 (100%)

Source: Probation and Community Corrections Department

1. These percentages are representative of the total probation population (i.e. 73.9% male and 26.1% female) as identified in a 2007 Evaluation of Traditional Probation and ISP

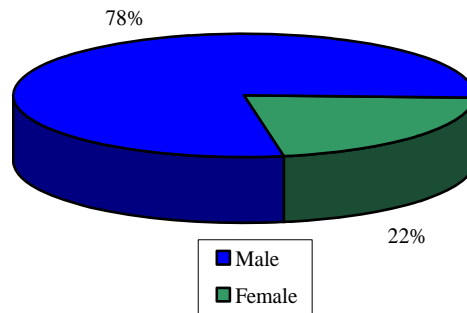


Table 3

Age (at Start of Program)	
	Number
17-29	114 (68.3%)
30-39	29 (17.3%)
40-49	16 (9.6%)
50+	8 (4.8%)
Total	167 (100%)
Average Age	27.2 years

Source: Probation and Community Corrections Department

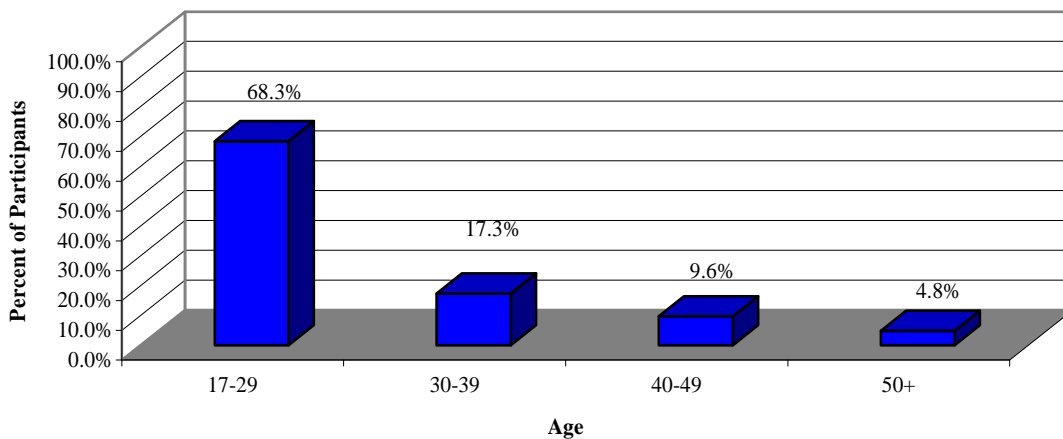


Table 4

Ethnicity	
	Number
Caucasian	126 (75.4%)
Hispanic	25 (15.0%)
Native American	1 (0.6%)
African American	14 (8.4%)
Asian	1 (0.6%)
Total	167 (100%)

Source: Probation and Community Corrections Department

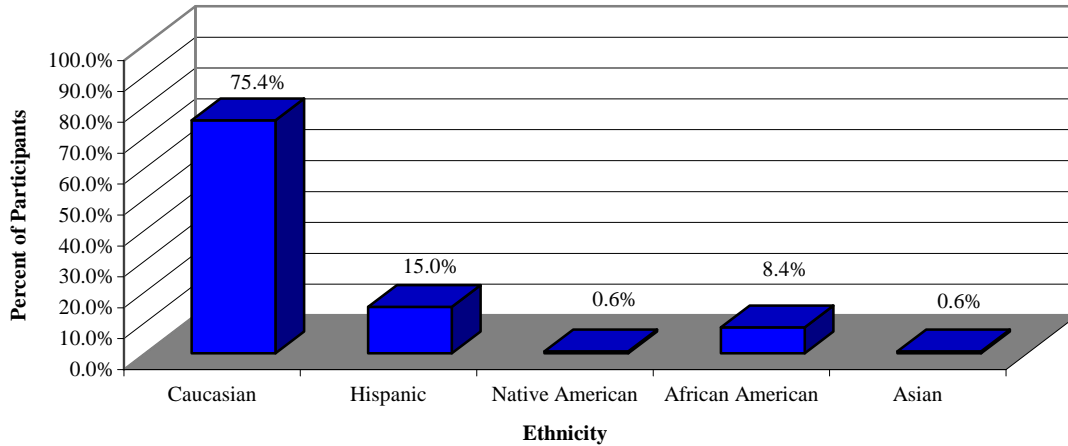


Table 5

Marital Status (at Start of Program)	
	Number
Married	24 (14.4%)
Divorced	19 (11.4%)
Separated	4 (2.4%)
Single	120 (71.8%)
Total	167 (100%)

Source: Probation and Community Corrections Department

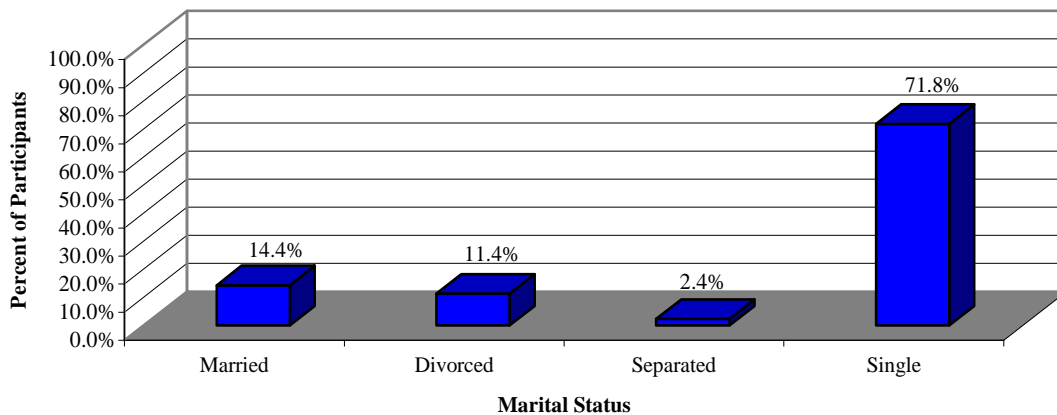


Table 6

Employment (at Start of Program)

	Number
Full time	78 (46.7%)
Part time	23 (13.8%)
Unemployed	61 (36.5%)
Disabled	4 (2.4%)
Not Available	1 (0.6%)
Total	167 (100%)

Source: Probation and Community Corrections Department

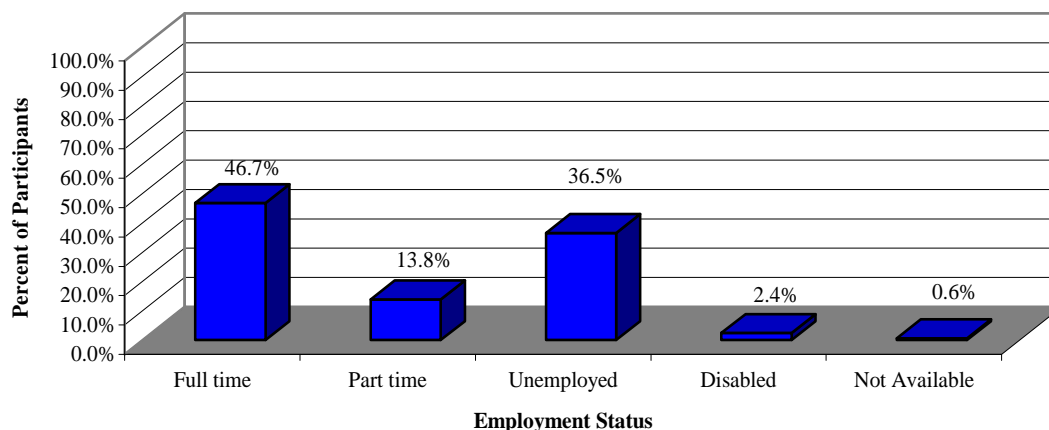


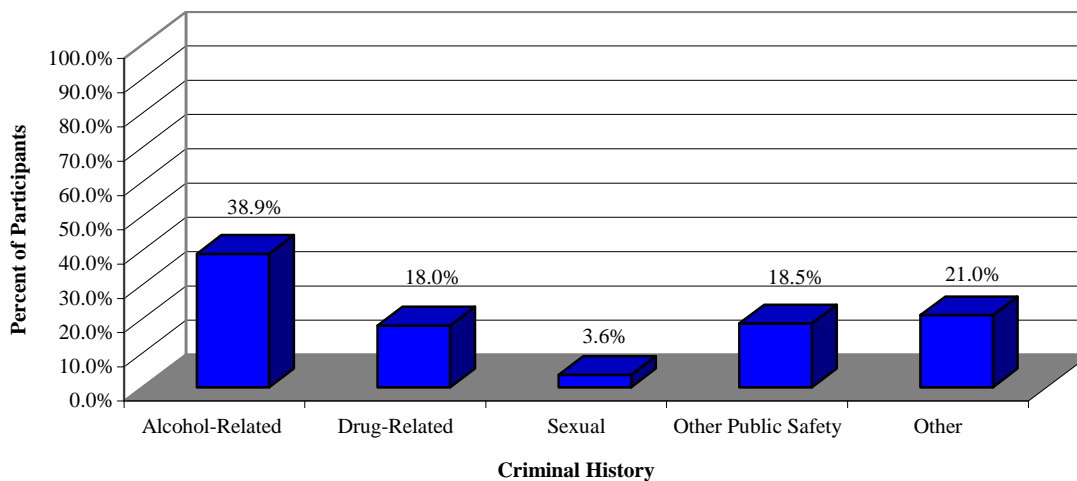
Table 7

Offense Resulting in Program Placement

	Total
Alcohol-Related	65 (38.9%)
Drug-Related	30 (18.0%)
Sexual Offenses	6 (3.6%)
Other Public Safety Offenses ¹	31 (18.5%)
Other Offenses ²	35 (21.0%)
Total	167 (100%)

Source: Probation and Community Corrections Department

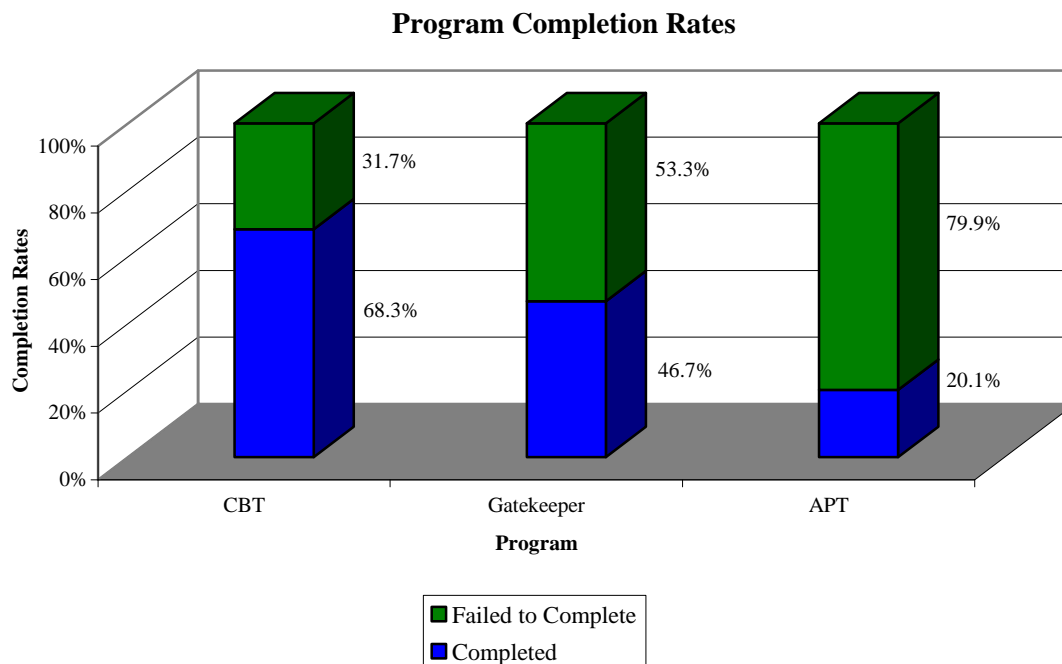
1. Other public safety offenses included: assault; child abuse; domestic violence
2. Other types of initial convictions included: DWLS; disturbing the peace; failure to stop at an accident; failure to report an accident; illegal entry; trespassing; indecent exposure



Completion Rates

In order to complete the CBT Program, each participant is required to attend one, two-hour session per week for 12-weeks. If a participant misses a session they must complete a homework assignment that covers the materials discussed during that missed session. However, participants who miss more than 2 sessions are automatically removed from the program (i.e. fail to complete) and will typically receive a probation violation.

Of the 167 enrollees, 114 (68.3%) completed the program and 53 (31.7%) failed to complete the program (See graph below). This completion rate (68.3%) is higher than the 46.7% rate achieved by participants who were court-ordered to participate in post-jail CBT through the Gatekeeper Program. The rate is also higher than the 20.1% completion rate for Addiction Program Therapy, which was the precursor to the Gatekeeper Program.



In order to determine if program completion can be predicted based on certain offender characteristics, an assessment of CBT completion rates was prepared based on participant demographics. Whenever statistically feasible, a chi-square¹ test was conducted to verify if there was a correlation between program completion and the variable being analyzed. The existence of a correlation is determined by assessing the ‘p-value’ that is obtained by the chi-square test. A p-value of less than .05 signifies that a significant statistical correlation may exist.

The only variable for this study that had a statistical correlation to program completion was the offender’s type of initial offense that resulted in program enrollment. The p-values obtained for each variable are provided in the following tables (**Tables 8-13**). These tables include an overview of program completion rates by *Gender, Age, Ethnicity, Marital Status, Employment, and Offense Resulting in Program Placement*.

1. A statistical method to test whether two (or more) variables are independent or related.

Table 8

Completion by Gender		
	Completed	Failed to Complete
Male	90 (69.2%)	40 (30.8%)
Female	24 (64.9%)	13 (35.1%)
Total	114 (68.3%)	53 (31.7%)

p = 0.615 (Not Statistically Significant)

Source: Probation and Community Corrections Department

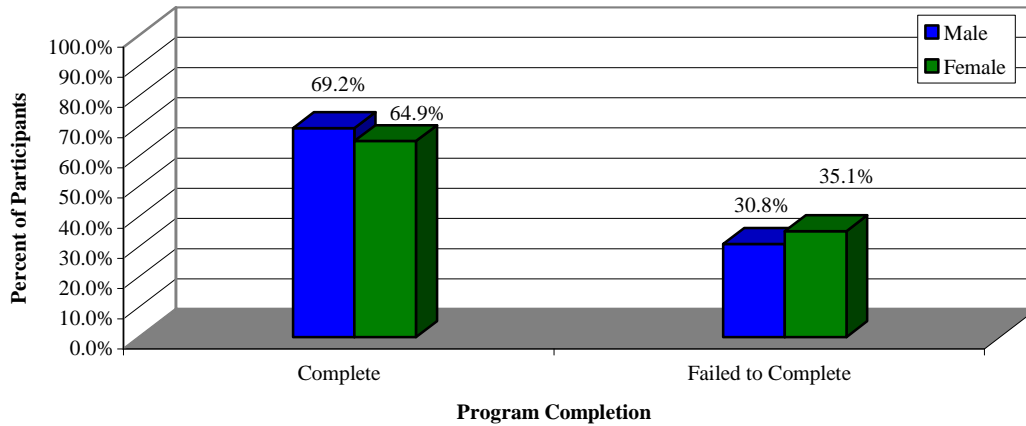


Table 9

Completion by Age		
	Completed	Failed to Complete
17-29	72 (63.2%)	42 (36.8%)
30-39	23 (79.3%)	6 (21.7%)
40-49	14 (87.5%)	2 (12.5%)
50+	5 (62.5%)	3 (37.5%)
Total	114 (68.3%)	53 (31.7%)

p=0.119 (Not Statistically Significant)

Source: Probation and Community Corrections Department

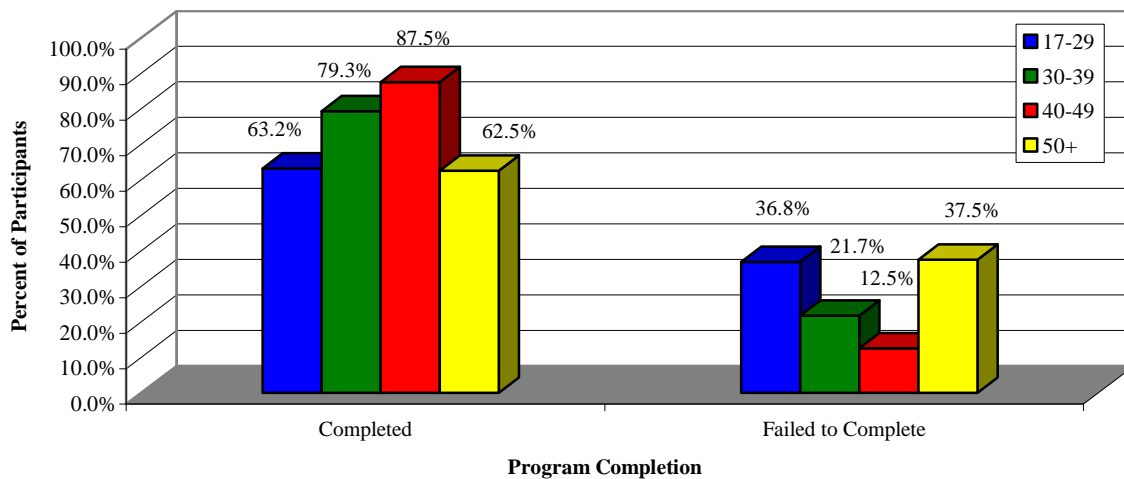


Table 10

Completion by Ethnicity

	Completed	Failed to Complete
Caucasian	85 (67.5%)	41 (32.5%)
Hispanic	19 (76.0%)	6 (24.0%)
Native American	0 (0.0%)	1 (100.0%)
African American	9 (64.3%)	5 (35.7%)
Asian	1 (100.0%)	0 (0.0%)
Total	114 (68.3%)	53 (31.7%)

p=0.486 (Not Statistically Significant)

Source: Probation and Community Corrections Department

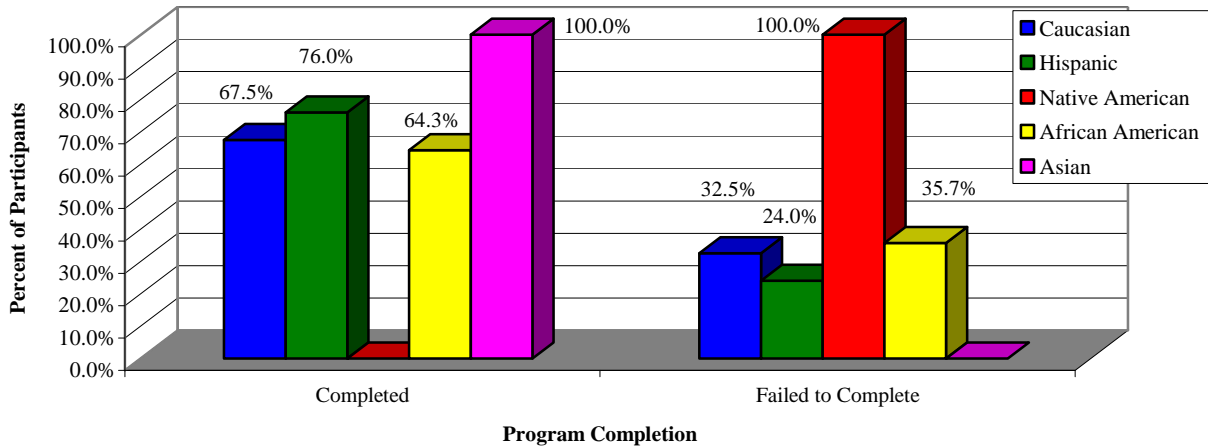


Table 11

Completion by Marital Status

	Completed	Failed to Complete
Married	17 (70.8%)	7 (29.2%)
Divorced	16 (84.2%)	3 (15.8%)
Separated	3 (75.0%)	1 (25.0%)
Single	78 (65.0%)	42 (35.0%)
Total	114 (68.3%)	53 (31.7%)

p=0.395 (Not Statistically Significant)

Source: Probation and Community Corrections Department

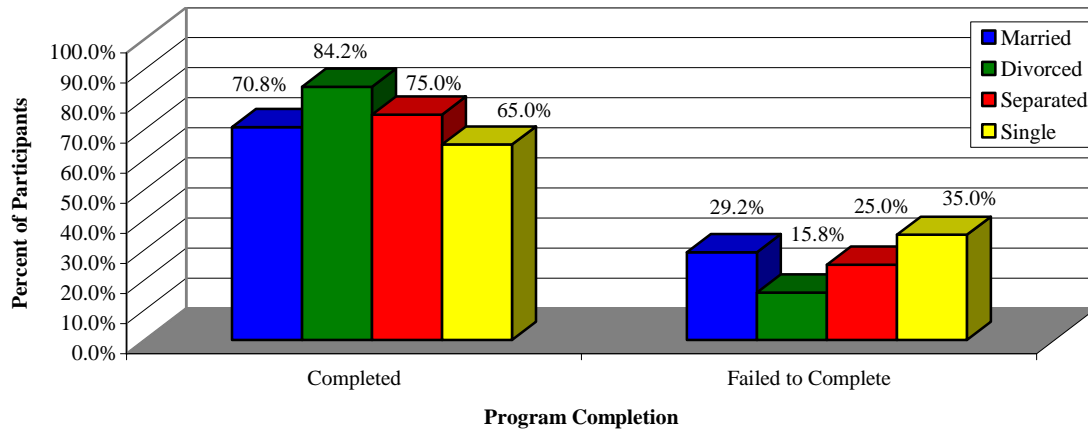


Table 12

Completion by Employment

	Completed	Failed to Complete
Full time	59 (75.6%)	19 (24.4%)
Part time	16 (69.6%)	7 (30.4%)
Unemployed	34 (55.7%)	27 (44.3%)
Disabled	4 (100.0%)	0 (0.0%)
Not Available	1 (100.0%)	0 (0.0%)
Total	114 (68.3%)	53 (31.7%)

p=0.068 (Not Statistically Significant)

Source: Probation and Community Corrections Department

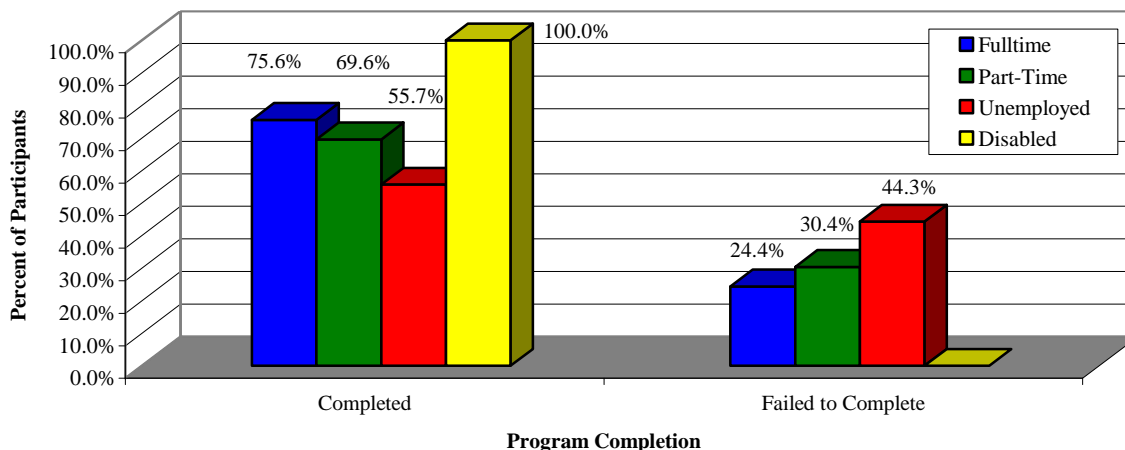


Table 13

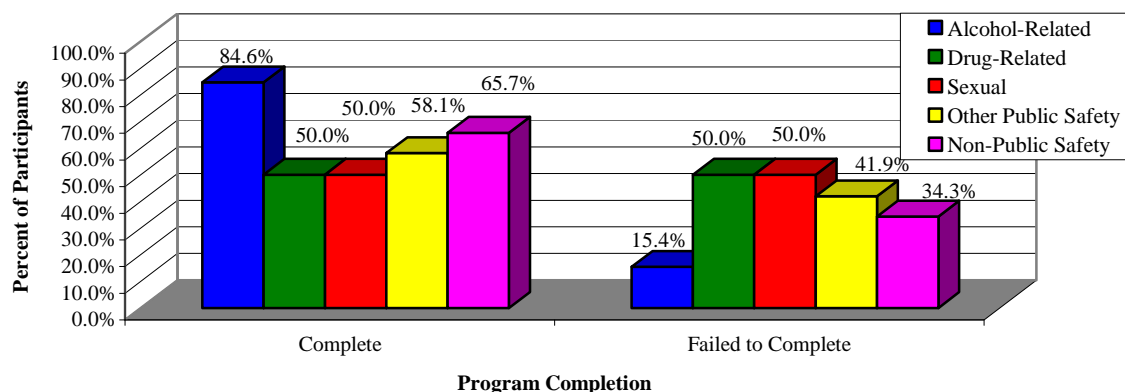
Completion by Offense Resulting in Program Placement

	Completed	Failed to Complete
Alcohol-Related	55 (84.6%)	10 (15.4%)
Drug-Related	15 (50.0%)	15 (50.0%)
Sexual Offenses	3 (50.0%)	3 (50.0%)
Other Public Safety Offenses ¹	18 (58.1%)	13 (41.9%)
Other Offenses ²	23 (65.7%)	12 (34.3%)
Total	114 (68.3%)	53 (31.7%)

p=0.004 (Statistically Significant)

Source: Probation and Community Corrections Department

1. Other public safety offenses included: assault; child abuse; domestic violence
2. Other types of initial convictions included: DWLS; disturbing the peace; failure to stop at an accident; failure to report an accident; illegal entry; trespassing; indecent exposure



Self-Reported Feedback

Nine focus groups were held by the Planning and Grants Department to obtain self-reported feedback about the CBT Program that included, but was not limited to, the overall level of impact the Program had on changing participants' propensity to commit new criminal acts, the influence of the program instructor¹, as well as general observations regarding the overall administration of the program. These nine focus groups were randomly conducted in order to interview a representative sample of the 167 total offenders who had enrolled in the program during 2007. A compilation of responses from the 74 (44%) participants who participated in the focus groups is provided in **Attachment D**.

Nearly every participant indicated that they were frustrated when first ordered to attend the CBT Program because they were opposed to having to spend their time in a class they perceived wouldn't be worthwhile. Several of the participants expected to attend a program in which the instructor would take a simplistic approach to dealing with their issues and be judgmental about their offense.

To their surprise, nearly every participant said they enjoyed the Program, primarily because of the manner in which the materials were presented to them. These participants indicated that the instructor was highly personable, engaging, and truly interested in helping them to resolve their thinking problems. Due to the instructor's ability to convey the course materials in a manner that connected with each participant, most participants came to recognize that they had made thinking errors in the past which led to their involvement in the criminal justice system. In addition, the majority of participants attested to learning valuable lessons as part of the CBT Program which they believe will help them avoid the criminal justice system in the future.

In contrast, some participants who were interviewed as part of the 2006 Gatekeeper Program Evaluation noted that their instructors were not effective at helping them fully understand the materials due to the instructor's lack of interest to facilitate group discussions on each topic.

1. At present, there is a single instructor available through Catholic Social Services who is trained to teach the program.

Program Cost

The total cost to administer the CBT Program during fiscal year 2007 was \$32,788 (**Table 14**). Of this total cost, \$6,663 (20.3%) was for program administration (i.e. fixed cost¹) and \$26,125 (79.7%) was for contractual services and overhead expenses (i.e. variable cost).

The total annual cost to the County was \$7,788. In contrast, the total annual cost to the County for the previous CBT Program was \$61,296. As a result of contracting with an external agency to provide program services, the County saved nearly \$54,000 during fiscal year 2007. Additionally, the total cost to the County per participant was \$43 as compared to \$393 (per participant) for the CBT Program that had been administered through the Gatekeeper initiative.

Table 14

Program Cost			
	CBT Program		Gatekeeper CBT Program¹
	Actual Cost (fiscal year 2007)	Projected Cost (fiscal year 2008)	
<u>Program Expenses</u>			
Program Administration	\$6,663 ²	\$6,663 ²	\$73,915 ³
Contracted Services	\$26,125 ⁴	\$32,500 ⁵	n/a
Overhead Expenses	n/a	n/a	\$10,770
Total Program Cost (Program Administration and Contract)	\$32,788	\$39,163	\$84,685
<u>Program Reimbursements</u>			
PA 511 (Community Corrections Grant)	\$25,000	\$25,000	\$22,962 ⁶
PA 2	n/a	n/a	\$427
Total Cost to the County	\$7,788	\$14,163	\$61,296
<u>Program Cost (Per Participant)</u>			
Total Cost (Per Participant)	\$180.15 ⁷	\$139.87 ⁸	\$542.85 ⁹
Total Cost (Per Successful Participant)	\$264.42 ¹⁰	\$205.04 ¹¹	n/a
Total Cost to Community Corrections (Per Participant)	\$137.36 ⁷	\$89.29 ⁸	\$147.19 ⁹
Total Cost to Community Corrections (Per Successful Participant)	\$201.61 ¹⁰	\$130.89 ¹¹	n/a
Total Cost to County (Per Participant)	\$42.79 ⁷	\$50.58 ⁸	\$392.92 ⁹
Total Cost to County (Per Successful Participant)	\$62.81 ¹⁰	\$74.15 ¹¹	n/a

Source: Fiscal Services Department and Probation and Community Corrections Department

1. The Gatekeeper CBT Program cost data were analyzed as part of a June 2006 Evaluation.
2. Jodi Salacina spends 8% of her time performing administrative duties related to the CBT Program. Also, while Kathy Scholtz spends time entering data regarding CBT participants into a State database, this is not included in the program expenses because it is less than 1% of her time.
3. The total administrative cost of the Gatekeeper Program was \$113,362, of which \$73,915 was attributed to CBT.
4. Because it took 5 months before all 5 groups were operational, the amount paid in contractual services was less than anticipated during fiscal year 2007.
5. Contract is based on the annualized rate of 5 groups per week at \$125 per group.
6. The total PA 511 reimbursement for the Gatekeeper Program was \$42,715, of which \$22,962 was attributed to CBT.
7. Based on the annualized number (182) of participants who enrolled in the program during fiscal year 2007.
8. Based on the number (280) of participants who can enroll in the 12-week program in a year (5 groups).
9. Based on the number (156) of participants who enrolled in the Gatekeeper CBT Program during a year as identified in a June 2006 Evaluation.
10. Based on the annualized number (124) of participants who completed the program during fiscal year 2007.
11. Based on the number (191) of participants who can enroll in and complete the program in a year. This number (191) is calculated by multiplying the number (280) of participants who can enroll in the program in a year by the completion rate (68.3%) during the first 11 months of the program.

Catholic Social Services has indicated that if a subsequent contract is signed to continue providing instructional services, they may submit a request to increase their contract rate from \$125 to \$150 per group. This would result in a \$6,500 increase to the current contract amount (\$32,500). If a rate increase was considered and approved, the cost to the County would increase 46% from a projected \$14,163 to \$20,663 (\$73.80 per participant) because the Community Corrections Grant is a fixed reimbursement rate.

1. Although program administration (i.e. salaries) are typically considered a fixed cost, if the program expands to serve more participants this cost may become variable due to a corresponding increase in the total time necessary to administer the program.

CONCLUSIONS AND RECOMMENDATIONS

In sharp contrast to the CBT Program that was administered through the Gatekeeper initiative, the revised program that is instructed by Catholic Social Services has resulted in 5 regularly scheduled groups that were implemented in a relatively short period of time. It took nearly 2 years for a single CBT group to be implemented as part of the Gatekeeper initiative. The revised CBT Program has also achieved a 68.3% completion rate, whereas the program completion rate for the Gatekeeper initiative was less than 50%. Additionally, the revised CBT Program is operating at 100% capacity and has a waiting list of offenders to enroll in the program. The previous CBT Program never achieved 100% capacity.

Overall, the new CBT Program appears to be administered very efficiently. Furthermore, the privatization of CBT instruction resulted in a \$53,508 annual savings for the County during fiscal year 2007, which is approximately \$43 (per participant) as compared to the previous cost to the County of \$393 (per participant). Based on the findings of this Interim Administrative Evaluation, the following recommendations are made:

- Recommendations:**
- 1. Extend the contract with Catholic Social Services to administer the CBT Program through fiscal year 2009.**
 - 2. Maintain the current contract rate of \$125 per group. Any increase in county funding for the CBT Program should not be considered until after an outcome-based evaluation is completed.**
 - 3. Consider as part of the contract with Catholic Social Services that a back-up instructor be designated in the event the current instructor is unable to teach the course. If this is implemented, the back-up instructor should attend a 12-week CBT course to observe the manner in which the current instructor teaches the materials and interacts with the participants.**
 - 4. Participants who were convicted of a drug or sexual-related offense had the lowest completion rate (50%) of all participants. Therefore, if an improvement in the completion rate for these types of offenders is not observed over the next 6 months, it is recommended that program administrators determine whether these offenders should be enrolled in different programming or receive more stringent sanctions for not completing the CBT Program. This may help to improve overall program completion rates and ensure these offenders are receiving the type of programming that can benefit them.**
 - 5. Continue collecting data for an outcome-based evaluation to be completed in June 2009. Based on the current program completion rate (68%), there will be at least 125 graduates who can be included in the 2009 recidivism analysis. At that point, it will be possible to conduct a limited assessment of the overall effectiveness of the CBT Program (i.e. recidivism and cost). It may also be possible at that time to determine whether the effectiveness of the program constitutes an expansion in the number of available groups, including expansion into Hudsonville, and whether contracts should be extended with Catholic Social Services based on their performance.**

ATTACHMENTS

Attachment A

Cognitive Behavioral Therapy Commitment to Change Series

The Commitment to Change Series is a widely popular, comprehensive learning program featuring Dr. Stanton E. Samenow, Ph.D. The series is comprised of 3 volumes, each consisting of 3 full-length parts, which can be shown separately, or used together to maximize the power of the program. Also includes daily learning plans with worksheets and assignments you can reproduce. Dr. Samenow skillfully interacts with convicted felons in a state correctional facility; these men and women become the heart of the program.

The focus of the program lies in correcting errors in thinking, subsequent behavior modification, and considering consequences *before* acting, so that lasting and positive change is possible.

Phase I: Overcoming Errors in Thinking

Part 1: What are Errors in Thinking?

Provides a vivid introduction to the basic concept: *The way we think has powerful influence on our lives*. The opening captures viewer interest as it portrays the "high" of crime and drug abuse, followed by the inevitable, painful consequences. Part 1 consists of three segments: "Why Change?" "I'm a Victim of Others," and "I'm a Victim of My Own Substance Abuse."

Part 2: Two Crucial Errors

Explores a common, destructive error: "I want it fast and easy." Long-term consequences are exposed in "Where does this thinking lead?", as incarcerated offenders compare their own painful experience to a different option: constant, honest effort over time. Men and women serving time reveal another crucial error: "No one was hurt." The errors and correctives are fully explored. The summary presents a responsible alternative: to become aware of consequences - and begin to work toward change.

Part 3: Overcoming Errors in Thinking

One final error demonstrates how change can begin. "It's okay to shut off fear," is the error examined. Shutting out fear can allow us to ignore the consequences of our destructive acts. A brief role play dramatizes a typical prison incident as we further explore the process of change. The summary includes realistic, practical ways to change our thinking.

Phase II: Tactics - Habits that Block Change

Correcting errors in thinking is basic. The other half is the behavior that results from these thoughts. Tactics are habitual ways of acting that keep people stuck in destructive lives. Tactics are ways to take control and build walls to shut out those who would help us. They block the most crucial step in change: Looking at ourselves. When clients become aware of Tactics and how they use them, change becomes possible. For staff, the leader's guide provides a fuller understanding of these tactics and opens the way for greater effectiveness.

Part 4: Crucial Tactics Revealed

Includes these Tactics: Attack: "You're the problem, not me." Diversion: "I'll change the subject." Minimizing: "It's no big deal."

Attachment A

Parts 5: More Tactics

Includes: Casing People Out : "I'll feed you what you want to hear." Generalizing: "Everybody does it. Why not me?" Silence: "I don't feel safe-I'll shut down (I'll take control)."

Part 6: Ways to Overcome Tactics

In this section, the group takes a hard look at practical, step-by-step ways to move beyond Tactics and open the way toward a life that is truly free.

Phase III: The Power of Consequences

The *Commitment to Change* Series continues with the newest addition, Volume III. In the tradition of the first two volumes, *The Power of Consequences* deals squarely with cognitive and behavioral change, for incarcerated individuals and/or substance abusers. This volume teaches viewers how to use the *Power of Consequences* as compelling motivation to stick with the difficult, day-by-day work of changing lifelong patterns. The group looks at the consequences of their past actions and comes to realize that before they acted there was, indeed, a moment of decision. In the end, viewers learn to draw upon mental images of impending consequences when faced with temptation, instead of shutting them out. Such skills are profound, and life-changing, especially for those incarcerated and/or with chemical dependencies.

Part 7: Facing Consequences

It takes courage to face the pain our actions have caused. In a powerful role play, an offender and recovering addict looks squarely at the consequences of his actions: to victims, to his wife, his children, his community and others. He looks at the awful loss in his own life. He discovers that his pain can give him a *reason* to change - compelling motivation to stick with the difficult day-by-day work of changing life-long patterns.

Part 8: Moment of Decision

People who stay clean and free *consider consequences* before acting; repeat offenders find a way to *shut them out*. The group at first resists that truth: "*I didn't think; I just acted.*" Yet, with a closer look, each person discovers that before destructive acts there was a moment of decision- *time* to make a choice. Each person found their own way to shut out thoughts of consequences: "I won't get caught," "I'll deal with it later," or "I'll just have one." Many discover that same "go-ahead" thought has been a lifelong pattern. That awareness opens a new opportunity for change.

Part 9: Remembering Consequences

The group develops practical skills and effective tools. Noticing how we shut out consequences-what we say to ourselves to "go-ahead" and commit the crime or get high-provides a warning sign: an alarm that can tell us to slow down, and consider the consequences. Each person develops a potent reminder: a powerful image of negative consequences to call on when facing temptation. They explore the crucial tool of planning ahead. And they discover the value of using positive consequences, as they think through, "*What kind of person do I want to be-for myself and as a role model for my children?*"

Attachment B

STRATEGIC OUTLINE Cognitive Behavioral Therapy Program

Vision: To Provide A Post-Jail Cognitive Behavioral Therapy (CBT) Program For Probationers

TARGET POPULATION	Probationers and Parolees
TARGET POPULATION CHARACTERISTICS	<ul style="list-style-type: none"> • Sentenced to a Minimum of 6 Months of Probation or Serving a Minimum of 6 Months on Parole • Residents of Ottawa County or within Court Jurisdiction
GOALS & OBJECTIVES	<ul style="list-style-type: none"> • Reduce Recidivism (Recidivism is defined as any new offense, not including technical violations (e.g. fishing without a license, expired license plate tags, littering, possession of illegal fireworks, other) after completion of the CBT Program)
ACTIONS & PROGRAM COMPONENTS	<ul style="list-style-type: none"> • Post-Jail Cognitive Behavioral Therapy (CBT) Programming
SELF-REPORTED AND OUTPUT BASED MEASURES	<ul style="list-style-type: none"> • Demographics (county of residence, age, gender, marital status, number of children, employment, education) • Sentencing Information (court, date/type of conviction, type/length of probation) • Programming (attendance, completion, number/types of referrals provided) • Focus Groups (graduates and non-graduates)
OUTCOME BASED MEASURES	<ul style="list-style-type: none"> • Recidivism (date of arrest, type of offense) • Cost Per Person and Cost Per Graduate (administration, overhead, program provider)

Attachment C

POST-JAIL CBT PROGRAM DATA COLLECTION FORM

PROBATIONER DATA
Probation Officer: _____
Probationer Name: _____
City of Residence: _____
Date of Birth: _____
Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
Ethnicity: <input type="checkbox"/> Caucasian <input type="checkbox"/> African American <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Asian <input type="checkbox"/> Native American <input type="checkbox"/> Other
Marital Status: <input type="checkbox"/> Married <input type="checkbox"/> Separated <input type="checkbox"/> Divorced <input type="checkbox"/> Single
Number of Dependant Children: _____
Employment: <input type="checkbox"/> Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Unemployed <input type="checkbox"/> Disability
Literate (English): <input type="checkbox"/> Yes <input type="checkbox"/> No
Highest Grade Completed: _____ <input type="checkbox"/> GED
Still In School: <input type="checkbox"/> Yes <input type="checkbox"/> No

SENTENCING/PROBATION INFORMATION
Court: <input type="checkbox"/> Circuit Court <input type="checkbox"/> District Court
Date of Sentencing: _____
Type of Offense: _____ <input type="checkbox"/> Felony <input type="checkbox"/> Misdemeanor
Type of Probation: <input type="checkbox"/> ISP <input type="checkbox"/> Regular <input type="checkbox"/> Tether <input type="checkbox"/> Drug Court
Length of Probation Sentence: _____

PROGRAM ATTENDANCE
Class 1: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 2: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 3: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 4: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 5: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 6: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 7: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 8: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 9: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 10: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 11: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____
Class 12: <input type="checkbox"/> Yes <input type="checkbox"/> No If No, Reason: _____ Date: _____

PROGRAM COMPLETION
<input type="checkbox"/> Successful Completion – Date: _____
<input type="checkbox"/> Unsuccessful Completion – Date: _____ Reason for Unsuccessful Completion: <input type="checkbox"/> Attendance <input type="checkbox"/> Moved out of Area <input type="checkbox"/> Probation Revoked <input type="checkbox"/> Other: _____

REFERRALS FOR OTHER SERVICES
Type of Referral: _____ Date: _____
Type of Referral: _____ Date: _____
Type of Referral: _____ Date: _____

Attachment D

Cognitive Behavioral Therapy Self-Reported Feedback

Provided below is a summary of the types of comments that were received from CBT Program participants. Because the participants of each focus group often provided similar feedback, not every comment provided by each participant is listed.

Question: Was the program helpful? If yes, how was the program helpful?

- It was helpful because it taught me how to recognize thinking errors
- It was helpful because it made me realize that there are consequences to every action
- It was helpful because I learned to think things through before acting
- The discussions and interaction during the class were helpful
- The videos were helpful because they showed people in prison and it made me realize that I could end up in prison if I didn't change my life

Question: What didn't you like about the program and why?

- Outdated videos
- It is hard to relate to the people in the videos because they are murderers who are in prison while I'm on probation for a misdemeanor
- No cigarette breaks
- Uncomfortable chairs (Grand Haven class)

Question: What was your attitude towards the program when you first started?

- Fake it until you make it
- Another hurdle
- I thought it was a waste of time
- Not another requirement

Question: Has your attitude towards the program changed? If yes, how and when did it change?

- I started to like the program around the 3rd week because the material that Jim was teaching was starting to set in and make sense
- I started to like the program around the 3rd week because I started to see how the program could help me
- It took me about 6 weeks to realize that this was something that was going to help me
- My attitude became positive after about the 6th week.
- My attitude changed when I started feeling that there was truth behind the material.

Question: What is the single most important thing you learned from the program and why?

- Think before acting
- Slow down
- Responsibility
- Change bad habits
- Don't hang out with people who are bad influences
- Stop hurting the people around me
- I didn't learn anything new, this program just reiterated what I already knew

Attachment D

Cognitive Behavioral Therapy Self-Reported Feedback

Question: Have you been to other programs? If yes, is this program better or worse?

Most participants have been to other programs such as OAR, Mercy Glen, Commitment to Change (with Sheri Cole), AA, and Probation. Some of the comments are provided below:

- CBT is better because there is interaction and that is key to making the information stick
- CBT is better because of the way that Jim relates the tools of the program
- CBT is better because it provides you with examples of how to change thinking patterns
- CBT is better because there is no judgment
- CBT is better because of the smaller class size
- CBT is better because it dealt with crime in general rather than just focusing on alcohol-related crimes

Question: Do you think the length of the program was too short, just right, or too long and why?

- I think 12 weeks was good because it allowed us to speak openly about topics that were not really being covered that day. I think that if we didn't have that open discussion time, the class would not have been as helpful
- I think 12 weeks is overkill; I think everything could be accomplished in 8 weeks
- 12 weeks seems like a long time at the start, but the time really flies by
- I thought the 12 week time frame was good because it allowed time for the material to sink in for a week before moving to the next topic
- I think the program could have been about 3 weeks shorter; there was just too much repetition for me

Question: Do you think the class size (maximum of 14) was too small, just right, or too large and why?

- The class size was just right because it gave everyone a chance to talk
- I think this was a great class size because you get to know everyone and feel comfortable with them
- I think this was a good class size because we could let our emotions out
- I think this was the perfect size group because if it had been any larger, I probably wouldn't have felt comfortable talking

Question: Did you like the instructor? What did/didn't you like?

- I liked Jim's openness to off-topic discussion
- Jim made the topic fun
- Jim is good at making people feel comfortable
- Jim is good at getting people to interact and provide feedback
- Jim never looked down on us and that was important
- Jim is down-to-earth and easy to talk to
- Jim didn't preach to us
- Jim's passionate about his work
- Jim's always willing to pick a fight with someone in order to get them talking

Question: Do you think you will need a follow-up program to reinforce the ideas and concepts you learned in this program?

- No, everything is stuck in my head from all the repetition
- No, we have a folder containing all the course information that we can refer to if we forget something

Attachment D

Cognitive Behavioral Therapy Self-Reported Feedback

Question: Do you think the program could be improved? How could it be improved?

Most participants indicated that the program was operating well and no improvements were necessary. A few suggestions for improvement are provided below:

- Update the videos
- Better chairs
- Give us smoke breaks

Question: Do you feel that this program will help you stay out of trouble in the future or would just being on probation have been enough?

- I know this program helped me. Without this program, I would probably be right back in jail. This program put positive thoughts into my head.
- When I go to AA or some other program, I'm done with it as soon as I leave. But this stuff really got into my head and made a difference in me.
- Probation would not have been enough because the officers do not have time to teach us this stuff
- I didn't take probation seriously; the reason I had to take this course was because I broke probation.
- I think having to report once a month [to a probation officer] doesn't make people accountable enough; I know once a month was not enough for me because I violated my probation.

Other Comments:

- An upfront explanation of what the program is about would be helpful; they should send out a brochure, course outline, or website address where we could read about the program prior to starting. I had no idea what this was going to be about until I got to the class.
- The CBT program was the one positive aspect of my experience with the criminal justice system
- It was good that the CBT program was free because I had a lot of court fines and lawyer fees to pay. Also, it's good that they offer the program locally because many of us do not have a driver's license.



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