



EVALUATION 2013:

# Evaluation Practice in the Early 21st Century

October 14-19, 2013 | Washington, DC

involving program clients  
as participants ...

*practice-based advice for better  
cost-inclusive evaluation*

Brian Yates







... as participants ...







in cost-inclusive evaluation



# Perspectives on Costs

- Provider perspective
- Consumer perspective
- Consumer family perspective
- Taxpayer perspective
- Community perspective
- Policy makers
- Funders (philanthropic & otherwise)
- *and: Evaluator perspective*



# Consumer perspectives

- time
- transportation
- personal (psychological)
  - outcomes (“benefits” even if not monetary)
  - resources devoted (“costs” if nonmonetary)



also: opportunity costs  
to providers, consumers

- child care
- elder care
- employment income
- barter income
- other income



# how I've asked consumers

individual questionnaire

- self-report of amount (best, min, max)
- ratings (of personal benefits, resources)

group questionnaire



# consumer perspective on activities

- "homework" performed?
- program activities
- internal (psychological) activities
- internal (psychological) processes



# Findings from...

- Learning House
- Weight Management Institute
- Consumer-Operated Services (COS)
- Gender-Sensitive Treatment (GSTx)



Learning House  
Cost Study  
with  
William Haven &  
Carl Thoresen



# Actual Costs:

## Learning House: data on resources used for treatment components

|  |                          | Monday |    | Sunday |    | Total |    |
|--|--------------------------|--------|----|--------|----|-------|----|
|  |                          | am     | pm | am     | pm | am    | pm |
| Program-Related Activities<br>(Record as mutually exclusive and in minutes, please.) | w/LH children            |        |    |        |    |       |    |
|  | w/LH parents             |        |    |        |    |       |    |
|  | w/LH staff               |        |    |        |    |       |    |
|  | community relations      |        |    |        |    |       |    |
|  | household & shopping     |        |    |        |    |       |    |
|  | phone contacts           |        |    |        |    |       |    |
|  | reading                  |        |    |        |    |       |    |
|  | writing                  |        |    |        |    |       |    |
|  | preparing for counseling |        |    |        |    |       |    |
|  | preparing for other      |        |    |        |    |       |    |
|  | other:                   |        |    |        |    |       |    |
|  | Totals                   |        |    |        |    |       |    |



# Findings for a Residential Program for Youth

## OPERATIONS AND COMMUNITY COSTS FOR LEARNING HOUSE PERSONNEL

| <i>Personnel Category<br/>(Degree)</i> | <i>Operations<br/>Cost</i> | <i>Hourly<br/>Payrate</i> | <i>Time<br/>(Hours)</i> | <i>Community<br/>Cost</i> |
|--|----------------------------|---------------------------|-------------------------|---------------------------|
| MD, JD, CPA                            | \$1,462                    | \$45.00                   | 32.5                    | \$ 1,462                  |
| PhD                                    | 849                        | 15.67                     | 50.9                    | 798                       |
| MA                                     | 2,706                      | 7.78                      | 829.3                   | 6,452                     |
| BA                                     | 2,972                      | 7.66                      | 1785.2                  | 13,675                    |
| Paraprofessional                       | 0                          | 5.53                      | 532.3                   | 2,943                     |
| Undergraduate                          | 0                          | 1.70                      | 699.4                   | 1,189                     |
| Other (Includes<br>Clients' Parents)   | 0                          | 2.00                      | 297.0                   | 594                       |
| Total Personnel Cost                   | \$7,988                    |                           |                         | \$27,112                  |

NOTE. These data were compiled for a single two-month period. From Yates, Haven and Thoresen (1979).



# Weight Management Institute Cost Study



## *Obesity Reduction Strategy*

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Eating Only in Designated  
Eating Place

Reducing Number of Eating  
Episodes

Reducing Number of Snacks  
Eating at Regular Times

Graphing Weight

Leaving Some Food on Plate

Shopping for Food from a List

Keeping a Food Diary

Counting Calories and Choosing  
Foods Lowest in Calories

Imposing a Delay Between an  
“Urge” to Eat and Eating

Keeping Foods in Kitchen and  
in “See-Proof” Containers



# psychological benefits

| <i>Obesity Reduction Strategy</i>                       | <i>Perceived<br/>“Difficulty”</i> |             |
|---|-----------------------------------|-------------|
|   | <i>Mean</i>                       | <i>s.d.</i> |
| Eating Only in Designated Eating Place                  | 4.6                               | (3.1)       |
| Reducing Number of Eating Episodes                      | 5.1                               | (3.3)       |
| Reducing Number of Snacks                               | 6.4                               | (3.1)       |
| Eating at Regular Times                                 | 4.8                               | (3.5)       |
| Graphing Weight   | 1.8                               | (1.5)       |
| Leaving Some Food on Plate                              | 7.3                               | (3.4)       |
| Shopping for Food from a List                           | 3.0                               | (2.8)       |
| Keeping a Food Diary                                    | 4.2                               | (2.9)       |
| Counting Calories and Choosing Foods Lowest in Calories | 5.4                               | (3.2)       |
| Imposing a Delay Between an “Urge” to Eat and Eating    | 7.1                               | (3.2)       |
| Keeping Foods in Kitchen and in “See-Proof” Containers  | 2.9                               | (2.6)       |



# SUBJECTIVE COSTS AND BENEFITS OF SELECTED OBESITY REDUCTION STRATEGIES

| <i>Obesity Reduction Strategy</i>                       | <i>Perceived<br/>“Difficulty”</i> |             | <i>Perceived<br/>“Usefulness”</i> |             |
|---|-----------------------------------|-------------|-----------------------------------|-------------|
|   | <i>Mean</i>                       | <i>s.d.</i> | <i>Mean</i>                       | <i>s.d.</i> |
| Eating Only in Designated Eating Place                  | 4.6                               | (3.1)       | 7.3                               | (3.0)       |
| Reducing Number of Eating Episodes                      | 5.1                               | (3.3)       | 8.5                               | (2.4)       |
| Reducing Number of Snacks                               | 6.4                               | (3.1)       | 8.9                               | (2.0)       |
| Eating at Regular Times                                 | 4.8                               | (3.5)       | 7.5                               | (3.1)       |
| Graphing Weight   | 1.8                               | (1.5)       | 5.8                               | (3.3)       |
| Leaving Some Food on Plate                              | 7.3                               | (3.4)       | 6.9                               | (3.2)       |
| Shopping for Food from a List                           | 3.0                               | (2.8)       | 7.8                               | (2.9)       |
| Keeping a Food Diary                                    | 4.2                               | (2.9)       | 8.5                               | (2.5)       |
| Counting Calories and Choosing Foods Lowest in Calories | 5.4                               | (3.2)       | 8.4                               | (2.6)       |
| Imposing a Delay Between an “Urge” to Eat and Eating    | 7.1                               | (3.2)       | 8.0                               | (2.6)       |
| Keeping Foods in Kitchen and in “See-Proof” Containers  | 2.9                               | (2.6)       | 6.1                               | (3.4)       |

NOTE. “s.d.” = standard deviation. Adapted from Yates (1978).



COSP Cost Study  
with  
Mike Freed,  
Danyelle Mannix, &  
Jean Campbell

# COSP activities

Theory-of-program:

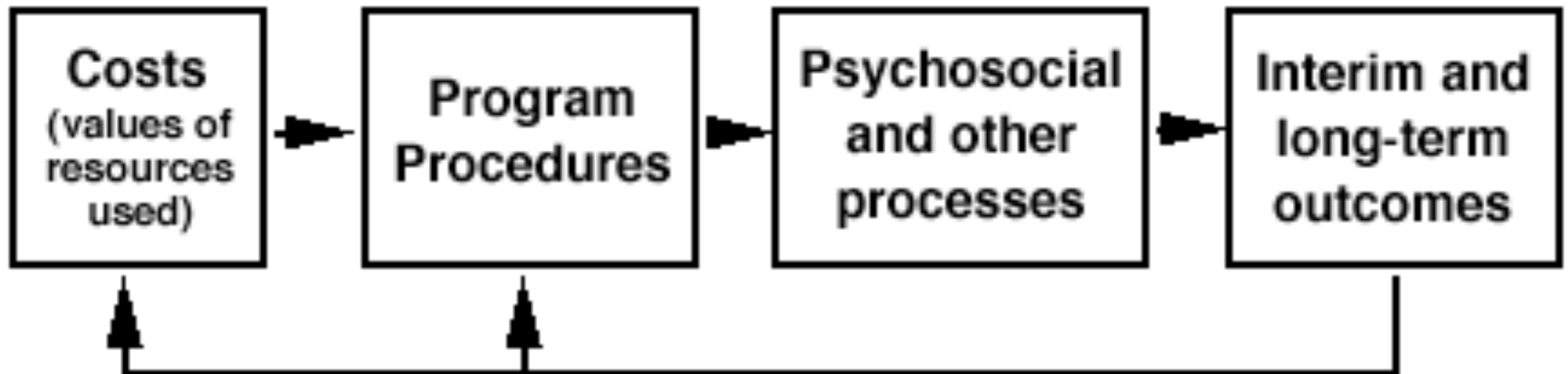
- Resource → Activity → Process → Outcome

What most COSPs did when asked to list Activities

How I got COSPs to list Resources ...



Costs → ~~Procedures~~ Activities →  
Processes → Outcomes model





Volunteered and Donated  
~~Costs~~ Resources



# Volunteered and Donated

- develop sample spreadsheet
- encourage adaptation by sympathetic sites
- send to other sites with endorsement from sympathetic site, examples, manual
- allow sites to list their own resources
- sites set own costs per unit
- get data quarterly on volunteered and donated resources



Cost Study: Resource -> Program Activities table

|                    |   |                                  |                               |  |                                    |                      |
|--------------------|---|----------------------------------|-------------------------------|--|------------------------------------|----------------------|
|                    |   |                                  |                               |  |                                    |                      |
| Program Activities |   |                                  |                               |  |                                    |                      |
|                    |   |                                  |                               |  | Peer Counseling                    | Singing              |
| Paid for           |   |                                  |                               |  |                                    |                      |
| Volunteered        |   | Tutorial (3/4 hr 2x/week         |                               |  |                                    | 1 hr / week teaching |
| Paid for           | 6 ft. x 10 ft. @ \$0.65 / sq. ft.   | 4 ft. x 6 ft. @ \$0.65 / sq. ft. |                               |  | 12 ft. x 23 ft. @ \$0.65 / sq. ft. |                      |
| Volunteered        |   |                                  |                               |  |                                    |                      |
| Paid for           |   | __ hours on a \$1,000 computer   | Van for __ miles @ \$__ /mile |  |                                    | 1 guitar @ \$120     |
| Volunteered        |   |                                  |                               |  |                                    |                      |
| Paid for           | <u>Time: receptionist @ \$7.00 / hour x 20 hours / week.</u>                    |                                  |                               |  |                                    |                      |
|                    | <u>Time: Executive Director @ \$10.50 / hour.</u>                               |                                  |                               |  |                                    |                      |
|                    | <u>Time: Janitor @ \$6.00 / hour x 8 hours / week.</u>                          |                                  |                               |  |                                    |                      |
|                    | <u>Time: 2 staff 3-5 hours / day, 1 @ \$7.00 / hour, 1 @ \$5.75 / hour.</u>     |                                  |                               |  |                                    |                      |
|                    | <u>Space: Main room 20 ft x 40 ft @ \$0.65 / sq. ft., Kitchen (10 x 20 ft).</u> |                                  |                               |  |                                    |                      |



|             |  |  |  |  |
|-------------|--|--|--|--|
| Paid for    |  | <u>Time: receptionist @ \$7.00 / hour x 20 hours / week.</u>                   |  |  |
|             |  | <u>Time: Executive Director @ \$10.50 / hour.</u>                              |  |  |
|             |  | <u>Time: Janitor @ \$6.00 / hour x 8 hours / week.</u>                         |  |  |
|             |  | <u>Time: 2 staff 3-5 hours / day, 1 @ \$7.00 / hour, 1 @ \$5.75 / hour.</u>    |  |  |
|             |  | <u>Space: Main room 20 ft x 40 ft @ \$0.65 / sq. ft., Kitchen (10 x 20 ft)</u> |  |  |
|             |  | <u>Space: Restroom (3 x 5 ft.)</u>   |  |  |
|             |  | <u>Other: Coffee, sugar, creamer</u>   |  |  |
|             |  | <u>Other: Salad @ \$0.35 / day / consumer</u>                                  |  |  |
|             |  | <u>Other: Phones for consumers (\$108/month)</u>                               |  |  |
|             |  | <u>Other: Newspapers for classified ads @ \$76 / 6 months.</u>                 |  |  |
|             |  | <u>Other: Toilet paper and paper towels.</u>                                   |  |  |
| Volunteered |  | <u>Time: Volunteers cleaning kitchen, socializing with consumers,</u>          |  |  |
|             |  | <u>Time: @ ____ hours per week, at an estimated \$ ____ per hour.</u>          |  |  |
|             |  | <u>Other: Books, Tables, 2 outside, for smokers' conversations,.</u>           |  |  |
|             |  | <u>Other: Bakery items (no cost, but pickup required).</u>                     |  |  |



Findings for adding  
nonmonetary costs ...

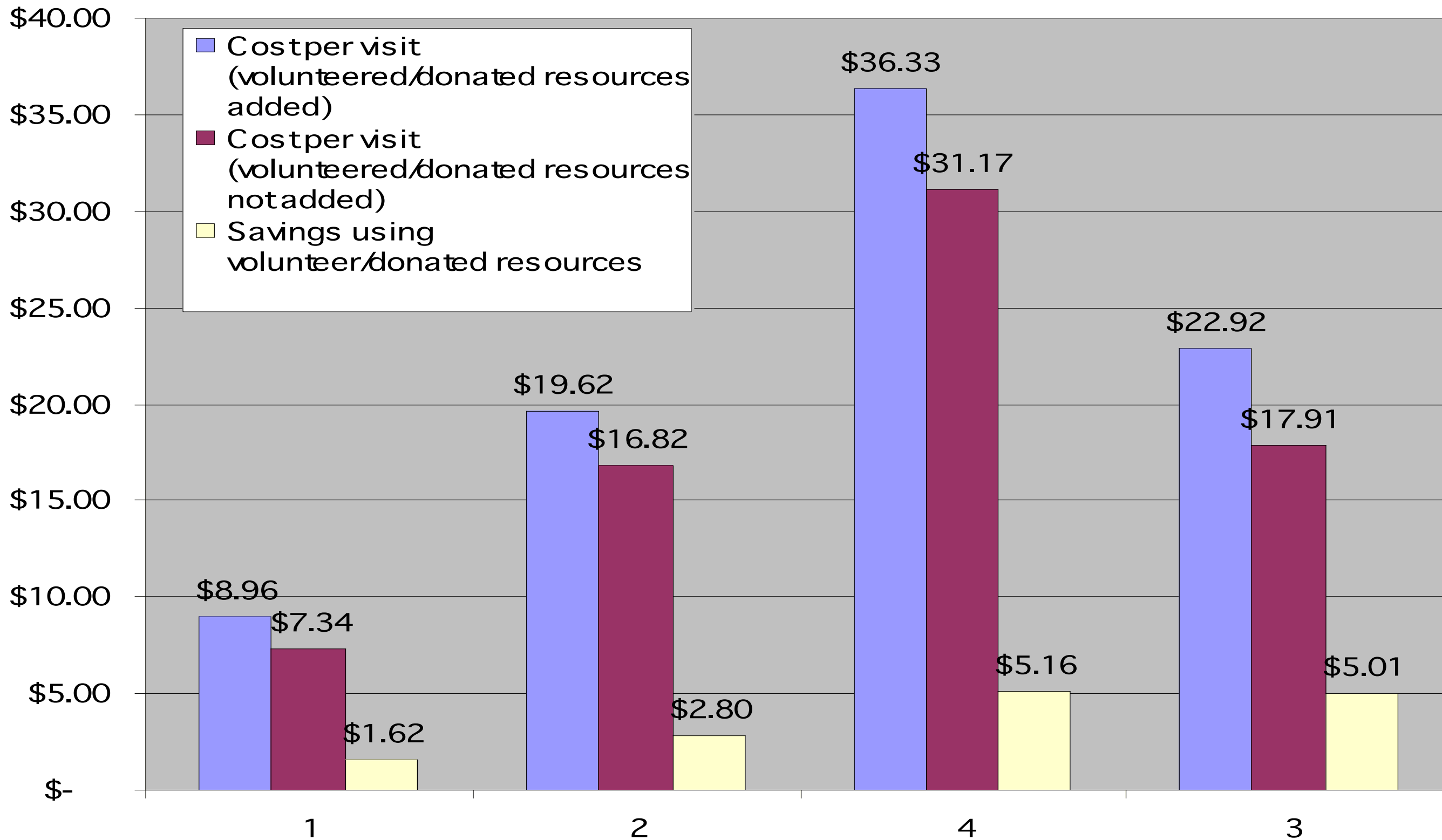


# how we turned feared data into beneficial findings

- volunteered and donated resources reconceptualized as:
  - something you don't have to pay for
  - monetary demonstration of a program's ability to mobilize community!
  - return on monetary resources

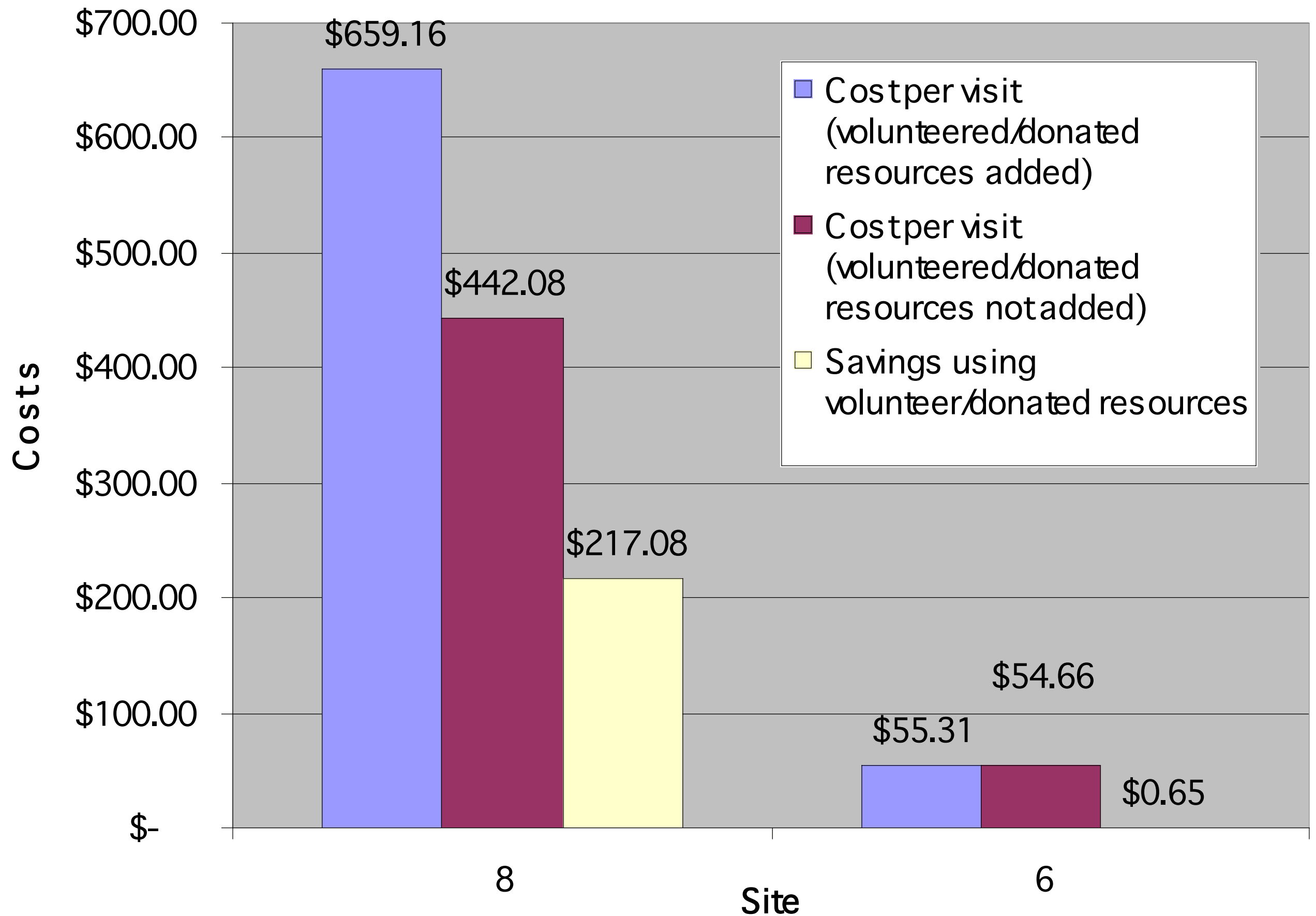


## Average Cost Per Visit Drop-Ins



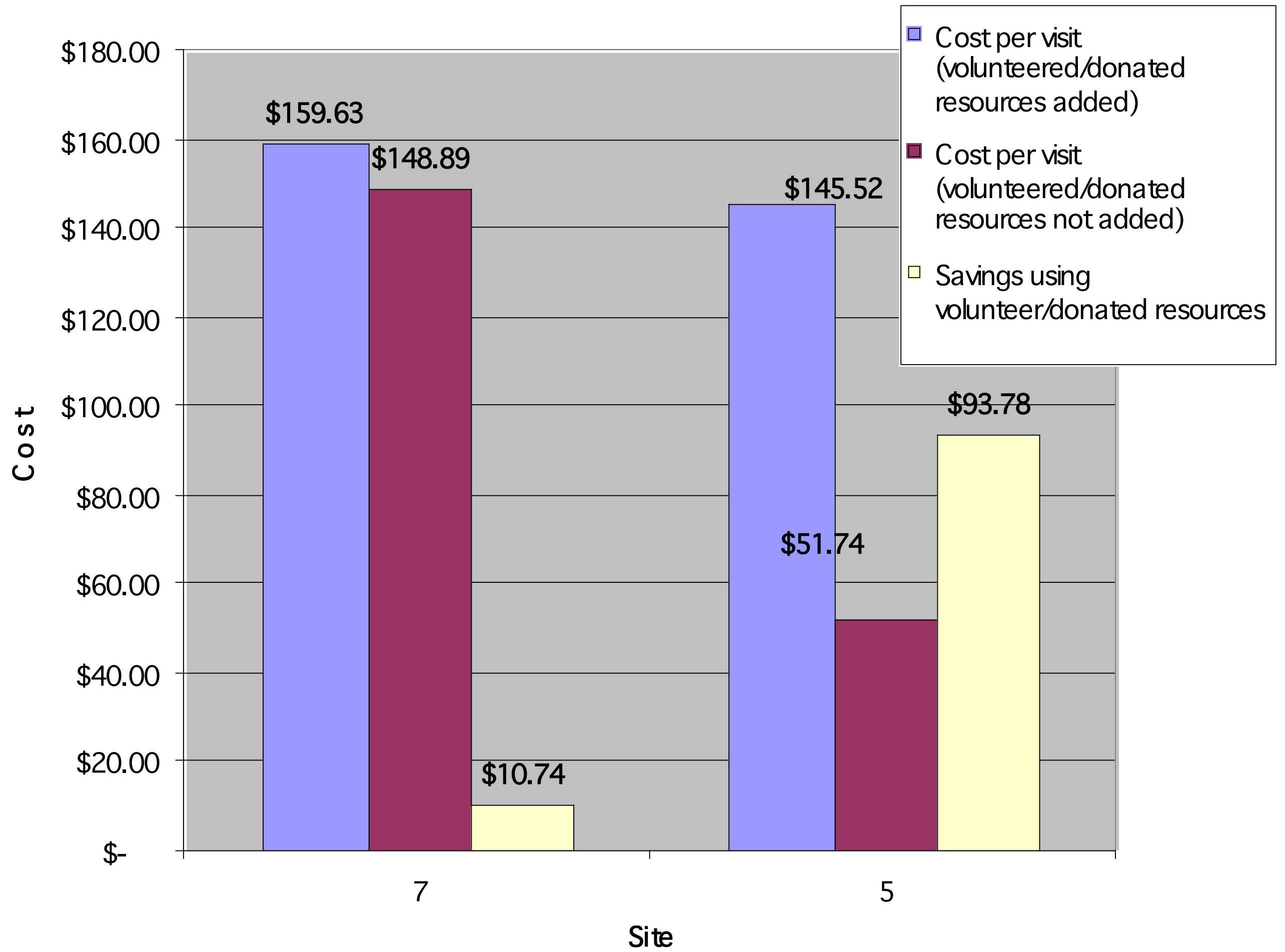


# Average Cost per Visit Education/Advocacy





# Average Cost per Visit Peer Support



# :: volunteered & donated resources can be evaluated

- inexpensively
- little resistance
- more accurate evaluation:
  - show how resources really being used
  - contrast “cash” versus replacement value
  - better replication



# Gender-Sensitive Treatment Cost Study with Sarah Hornack & Westat (Orwin, Kissin, Tang, Claus, Arieria)

| Program Services   | Time<br>(mean minutes per day) |         |        | Weekly<br>frequency | Transportation<br>(round trip)       |                           |
|--|--------------------------------|---------|--------|---------------------|--------------------------------------|---------------------------|
|  | "average"                      | "least" | "most" |                     | Yes or No?<br>minutes spent          | Did you pay?<br>How much? |
| <i>PRACTICE –<br/>Getting ready in the<br/>morning (n = 71.5)</i>          | 29.4                           | 14.5    | 46.2   | 6.4                 |                                      |                           |
| Individual counseling<br>(n = 61)  | 26.8                           | 15.2    | 43.8   | 1.9                 | no: 30<br>yes: 0                     |                           |
| Family or couples<br>counseling/conference<br>(n = 7)                      | 79.4                           | 72.1    | 98.6   | 1.9                 | no: 6<br>yes: 0                      |                           |
| Group Therapy or Education<br>– <i>Coed or mixed (n = 74)</i>              | 205.3                          | 171.2   | 231.7  | 6.7                 |                                      |                           |
| Group Therapy or Education<br>– <i>Women only (n = 59.5)</i>               | 104.7                          | 95.7    | 117.9  | 5.1                 |                                      |                           |
| Medication (including<br>waiting time) (n = 64)                            | 24.6                           | 12.8    | 34.1   | 11.1                |                                      |                           |
| Other medical services (e.g.,<br>doctor, nurse, GYN) (n =<br>40)           | 101.0                          | 67.0    | 129.3  | 1.5                 | no: __<br>yes: __<br>32.5 minutes    |                           |
| Other appointments (e.g.,<br>legal, child custody,<br>housing)<br>(n = 13) | 81.9                           | 71.8    | 103.3  | 2.4                 | no: __<br>yes: __ 8?<br>61.9 minutes |                           |
|  |                                |         |        |                     |                                      |                           |



# Questions & Answers

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