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EDUCATION

B.A., Magna Cum Laude, Psychology, University of California, Los Angeles, 1975
M.A. Psychology, Department of Psychology, University of Vermont, 1979
Ph.D., Psychology, Department of Psychology, University of Vermont, 1982

PROFESSIONAL EXPERIENCE

Senior Partner 1992 to present
Flint Springs Associates
Hinesburg, VT

Conduct research (research design, data collection and analysis), facilitate groups, and manage projects. Specialize in program evaluation and system assessment to provide information for planning and policy decision making. Most recent projects, many in collaboration with Donna Reback, include:

Human Service Program Evaluations:

Vermont Department for Children and Families: *Evaluation of the Promise Communities Initiative* (2015 to present): As part of the federally funded Race to the Top grant, this three year initiative seeks to help communities develop and implement action plans to improve early childhood care and education. Work with DCF staff, statewide advisory group, and local Promise Community teams to design and implement process and outcome evaluations.

Vermont Department of Mental Health: *Mental Health Transformation Grant Evaluation* (2010 to present): Evaluator on this five year federal Substance Abuse and Mental Health Services Administration (SAMHSA) grant to offer effective outreach and early intervention services for young adults showing early signs of mental illness or at risk for mental illness. Working with DMH staff, consumers, services providers, and local and state multi-disciplinary teams to develop and implement an evaluation plan and will be responsible for evaluating program performance and client outcomes for four pilot project sites.

Department of Mental Health: *Annual Act 114 Assessment* (2002 to present). Conduct legislatively mandated annual assessment of Act 114 (involuntary psychiatric medication legislation) implementation. Includes structured interviews with administrators, psychiatric hospital staff, and psychiatric patients; review of documentations; and, report to Vermont legislature.

Boston College Graduate School of Social Work, National Resource Center for Participant-Directed Services: *Voices of Veterans Research Project* (2014-2015): Conducted telephone interviews and focus groups with Veterans and their caregivers receiving services through the Veteran Directed Home and Community Based Services program to learn how the program impacted on Veteran's lives.

Marlboro College Graduate School Program in Non-Profit Management: *Evaluation of “Benchmarks for a Better Vermont” A Non-Profit Capacity Building Project* (2011 – 2013).

Develop and implement evaluation of this effort to build capacity in small to medium non-profits for results based accountability – identifying, gathering, and using outcome measures for improved performance.

Vermont Department of Children and Families: *Evaluation of Pregnant and Parenting Teen Prevention Programs* (2011 – 2013). Design evaluation to include 16 varied teen pregnancy prevention programs, train and oversee data collection, train programs to use outcome data, provide data analysis, complete semi-annual reports, and present data to each individual program for site-specific use.

Howard Center for Community Services: *Community Outreach Team Evaluation*, (2003 to present). Conduct annual evaluation of the community mental health program to address the needs of individuals with mental illness in the downtown Burlington Marketplace. Develop survey instruments for clients, providers, police officers and merchants, analyze data and complete written reports. Evaluation results are used by the program to report to various funders and to assess service quality.

Vermont Developmental Disabilities Council: *Information Needs Survey* (2012) and *Design of Multiple Year Evaluation of Statewide Plan* (2012 to present). Designed a survey to assess information needs of people with developmental disabilities, their families and service providers; guided the VTDDC in survey distribution; and, analyzed and summarized data. Design ongoing evaluation of implementation of the Statewide Five Year Plan for persons with developmental disabilities and their families.

Central Vermont Community Action Council: *Program Evaluation and Impact Analysis* (2010 to 2011): Worked with five Vermont community action agencies which manage three economic development programs to improve internal capacity for outcome evaluation and performance measurement. Roles included: facilitating process for defining shared outcome and performance metrics across agencies, developing data collection and management strategies, conducting longitudinal evaluations of each program, and training staff to support ongoing evaluations.

Department of Mental Health: *Evaluation of Alternatives to Seclusion/Restraint Initiative* (2008 to 2011): Design and conduct qualitative evaluation of this federally funded (Substance Abuse and Mental Health Services Administration, SAMHSA) project to reduce the use of seclusion and restraint at two psychiatric in-patient hospitals. Evaluation methods will include use of stakeholder satisfaction surveys and structured group interviews. Data will be gathered at three points during this three year project and be used for program improvement as well as to track accomplishment of goals.

Children’s Aid Society: *Kids-A-Part: Defining and Monitoring Outcomes* (2010): Work with staff and key stakeholders to identify desired outcomes of this initiative to serve children with incarcerated parents. Roles include interviewing stakeholders, facilitating day-long retreat to define outcomes, identifying appropriate outcome measures, and assisting with selection of web-based data management tool to gather data and provide regular progress reports.

Vermont Department of Disabilities, Aging and Independent Living: *Summative Evaluation of the MyCare Vermont Project* (2008). Evaluated this three year CMS funded project to integrate Medicaid and Medicare funding along with medical, social and long term care services for frail elders and adults with disabilities. Evaluation methods included structured individual and group interviews with key stakeholders along with content analysis of extensive project documentation. Results used to inform Vermont's further efforts toward developing integrated care systems.

Vermont Department of Disabilities, Aging and Independent Living: *Aging and Disabilities Resource Connection (ADRC) Evaluation* (2007 to 2009): Identify process and outcome measures to assess this three year grant designed to streamline access to services for older adults and persons with physical and developmental disabilities. Develop evaluation design, refine or develop data collection tools, supervise data collection, analyze data and complete written reports.

Developmental Services Division, Vermont Department of Developmental and Mental Health Services: *Sex Offenders with Developmental Disabilities* (November 2001 to November 2005) This Center for Sex Offender Management supported project involved several components directed toward improving management of sex offenders with developmental disabilities. Responsibilities included development of a data base to track sex offenders with developmental disabilities and working with Robert McGrath to test the reliability and validity of a Treatment Progress Scale designed for this population.

Vermont Department of Disabilities, Aging and Independent Living: *Evaluation of the Senior Center Earmark Project* (2005 to 2007). Developed outcome indicators and measures for the Senior Center Earmark Grant which provided funds to senior centers and meal sites to improve programming; training materials and a training curriculum to help grantees collect and compile data; and, analyzed data across 15 grantee sites.

Results Based Accountability Training

Common Good Vermont: *Making Data Work for You* (2014): This 8 hour workshop, provided in two half-day sessions to 21 non-profit organizations, focused on the next steps in implementing the RBA framework, specifically: data collection strategies and tools; data management; data analysis; and, data utilization.

Vermont Center for Justice Research: *Results Based Accountability (RBA) Staff Training* (2014). Designed and delivered two-day training on RBA for Vermont's federally funded criminal justice Statistical Analysis Center. In addition, will bring RBA training to a meeting organized by VCJR of criminal justice providers interested in learning to manage to outcomes.

Educational Program Evaluations:

University of Vermont, Vermont Experimental Program to Stimulate Competitive Research (EPSCoR): *EPSCoR Evaluation* (2008 to present). Provide evaluation services to this interdisciplinary program designed to improve Vermont's research competitiveness, develop Vermont's science and technology infrastructure, and develop resources for academic and private sector science and technology. Services to date have included assistance in developing a logic model to guide the project activities and evaluation and qualitative assessment of progress on collaboration in a complex systems project. Over the coming three years, will continue to

qualitative assessment of complex systems collaboration and will conduct annual surveys of undergraduate, graduate and faculty participants. Evaluation data will be used to assess achievement of project goals and to inform program improvements.

The Vermont Genetics Network, University of Vermont: *Program Evaluation* (2003 to present). Design method and conduct analysis for program evaluation of undergraduate, graduate, and faculty participation in the Vermont Genetics Network (VGN) programs, another NSF sponsored program. Results of the evaluation used to assess progress toward VGN goals and to report to NSF.

Connecting Youth, Chittenden South Supervisory Union: *Program Evaluation* (2001 to present): Assist with program evaluations on a range of federal and state supported prevention efforts. Develop evaluation designs and tools, methods include focus groups, telephone interviews and self-report surveys. Supervise data collection, analyze data, and provide written summaries for use in reporting to funding sources and program improvement.

National Endowment for the Arts Grant, Flynn Center for the Performing Arts: *Evaluation of Words Come Alive!* (2005 to 2007). Develop and administer outcome measures for Words Come Alive! a two year demonstration program to help teachers integrate dance and theater into K to 6 grade classroom instruction. Results were used to improve the program and provide the NEA with information on the effectiveness of this approach.

Systems and/or Needs Assessments

Vermont Department of Disabilities, Aging and Independent Living: *Best Practices and Program Design for People with Traumatic Brain Injury who have been found not guilty by reason of insanity or incompetent to stand trial Study* (2014 to 2015): This legislatively mandated study included literature review, key informant interviews, and site visits to identify strategies for community safety and integration of persons with TBI who are not able to comply with the law. Results will be used by DAAIL and the legislature for crafting policy and practice.

Vermont Department of Corrections: *Statewide Recidivism Reduction Planning* (2013 to 2014): This Bureau of Justice Assistance (BJA) funded planning effort focused on assessment of systems that impact offender recidivism and public safety. The Department of Corrections convened a multi-disciplinary Task Force: provided the Task Force with information and data needed to complete the system assessment; responsible for analyzing data, conducting literature reviews, and otherwise locating needed information; and, provided assistance with group processes for efficiently completing the system assessment within a six-month time frame.

Vermont Department of Disabilities, Aging and Independent Living: *Evaluation of Rural and Agricultural Vocational Rehabilitation Program* (2011). Designed and conducted assessment of program performance and evaluation of client outcomes in order to help the Division of Vocational Rehabilitation implement cost-effective methods for providing services to farmers and others living in rural areas of Vermont. Conducted: document review of RAVR policies; review of RAVR caseload statistics; structured interviews with RAVR case managers, key informants, and RAVR clients; review of RAVR client case files; analyzed data; final report with summary of findings and concrete recommendations for re-structuring and relocating the provision of services to RAVR's target client population.

United Way of Vermont: Statewide Information, Referral and Assistance (I,R&A) Coordinating Council (2006 to 2008): Convened and facilitated the work of a Statewide Coordinating Council made up of more than 25 human service agencies that provide I,R&A; educated agencies on I,R&A best practices through use of a self-assessment instrument; developed foundations for creating an I,R&A system statewide.

Building Bright Futures, Chittenden County: Chittenden County Early Childhood Regional Plan (2005 to 2008): Facilitated this multi-stakeholder planning process; services included collecting needed archival data, providing data analysis, and directing process of selecting outcomes and indicators to guide planning. Final plan submitted to be used in regional efforts toward improving services and supports for young children and for use in state-wide planning.

Real Change Systems Change Project, Department of Disabilities, Aging and Independent Living: Assessment of Information and Assistance Systems (2003 to 2005). Worked with a Task Force of consumers, advocates and providers to identify criteria for assessment, conduct systems assessment, and develop recommendations for systems change in delivery of information and assistance to elders, persons with physical, developmental, and psychiatric disabilities. Articulated standards for provision of Information, Referral and Assistance (I,R&A), developed process and tool for agencies to conduct self-assessment of their I,R&A services, then created and implemented training and education initiative to promote I,R&A system guided by standards.

Projects focused on Recruitment and Retention of Direct Care Workers

Vermont Department of Disabilities, Aging and Independent Living: Direct Care Workforce Study (2006 to 2008): Working with diverse multi-stakeholder advisory group, designed legislatively mandated study assessing issues impacting on developing a stable, high quality direct care workforce. Study involved assessment of archival data, collection of qualitative and quantitative data, and analysis of current status and 10 year projections. Study culminated in Stakeholder Advisory Group recommendations which were summarized in a report to the legislature that also included results of the study.

Community of Vermont Elders (COVE): Evaluation of Gold Star Nursing Home Employer Program (2006 to 2007): Conducted qualitative evaluation of the Gold Star program to improve recruitment and retention of direct care workers. Project included site visits to 15 nursing homes throughout Vermont, collection of retention data, and summary report of findings.

Institute for the Future of Aging Services: Better Jobs Better Care (2005 to 2008). Provided services to this research and demonstration program, funded by the Robert Wood Johnson Foundation and The Atlantic Philanthropies. Wrote discussion guide to direct educational use of a video production addressing recruitment and retention of direct care workers, and wrote a “user-friendly” summary of demonstration research project results to guide program administrators interested in using evidence based best practices.

Community of Vermont Elders (COVE): Identifying Best Practices in Promoting Retention of Direct Care Workers (2005 to 2007). Conducted a qualitative study to identify best practices Vermont’s adult day programs employ to create workplace cultures that nurture positive retention rates of direct care workers. Developed and conducted focus groups and structured interviews, summarized findings and presented report to VAADS. Also, convened a task force of Vermont

Assembly of Home Health Agencies (VAHHA) representatives to identify best practices through use of a self-assessment and create a “Gold Star” program to engage home health agencies in use of direct care worker retention best practices.

Division of Licensing and Protection, Department of Aging and Disabilities: *Gold Star Employer Program* (2003 to 2004). Facilitated team of nursing home professionals and advocates to identify best practices for recruitment and retention of nursing home staff, particularly direct care workers. Designed survey, supervised data collection, and analyzed data for nursing home professionals input on best practices; led committee through development of nursing home self-assessment and planning tools; designed documentation tools; and, assisted with implementation of program to recognize nursing homes implementing best practices.

Additional Selected Projects:

Housing Resource Center, Committee on Temporary Shelter (COTS) (2008 to 2010)

Choices for Care Moderate Needs Group Consumer Satisfaction Study, Vermont Department of Disabilities, Aging and Independent Living (2008)

Child Care Wages and Benefits Study, Child Care Resource (2006)

Outcome Measure Development, Vermont Works for Women (2006 to 2009)

Missouri Reentry Process: Celebrating Success and Planning for the Future, Center for Effective Public Policy (2008)

Comparative Costs: Nursing Homes, Home-Based Waiver and Enhanced Residential Care Waiver, Vermont Department of Aging and Independent Living (2005)

State Performance Plan (SPP) and Annual Progress Report (APR) Outcome Indicators, General Supervision Enhancement Grant (GSEG), Vermont Department of Education (2005)

Sex Offenders with Developmental Disabilities (November 2001 to November 2005), Developmental Services Division, Vermont Department of Developmental and Mental Health Services

Local Evaluator, KidSafe Collaborative, Community Network for Children, Youth and Families of Chittenden County (1999 to 2005).

Assessing Barriers to HIV/AIDS Prevention and Care for Vermonters of Color, HIV/AIDS Services Advisory Council (HASAC), Vermont Department of Health (2003 to 2005)

Traumatic Brain Injury (TBI) Needs Assessment and Service Planning, Division of Vocational Rehabilitation, Department of Aging and Disabilities (2002 to 2003)

Care Partner Assessment, Department of Prevention, Assistance, Transition, and Health Access (September 2002 to June 2003)

Assessment of Primary Care Providers' Training Needs for Domestic Violence Screening,

Domestic Violence Prevention Intervention Project, Vermont Department of Health (November 2002 to June 2003)

Assessment for Comprehensive Plan of Care, HIV/AIDS Services Advisory Council, Vermont Department of Health (September 2001 to March 2003)

Domestic Violence Prevention Planning Project, Vermont Department of Health (November 2001 to August 2002)

State-Wide Assessment of Vermont Criminal Justice, Mental Health, Social Service and Law Enforcement Responses to Crime Victims and Their Needs, Vermont Center for Crime Victim Services (2000-2001)

Sex Offender Management System Assessment, Center for the Prevention and Treatment of Sexual Assault, Vermont Department of Corrections (July 2000 to January 2002)

ADDITIONAL PROFESSIONAL EXPERIENCE

Director of Evaluation Studies 1988 – 1992
Center for Community Change through Housing and Support
University of Vermont, Burlington, VT

Assistant Research Professor 1988 to 1992
Department of Psychology
University of Vermont, Burlington, VT

Assistant Academic Director 1985 – 1987
Coordinator of Student Support Services 1983 – 1985
Burlington College
Burlington, VT

TEACHING EXPERIENCE

Certified Results Based Accountability © Trainer

Courses:

Research Methods and Statistics
Introduction to Women's Studies

Introduction to Social Psychology
Women: A Psychological Perspective

Institutions:

University of Vermont
Burlington, VT

State University of New York
Plattsburgh, NY

Burlington College
Burlington, VT

Trinity College
Burlington, VT

PROFESSIONAL MEMBERSHIP

American Evaluation Association

COMMUNITY SERVICE

Current position:

Fern Hill Apartments (HUD subsidized housing) – Board of Directors

Past positions:

Ohavi Zedek Synagogue – Vice President Board of Directors

Leukemia and Lymphoma Society – Volunteer Event Fund Raising

Women Helping Battered Women – Board of Directors

Vermont Women's Health Center – Advisory Board