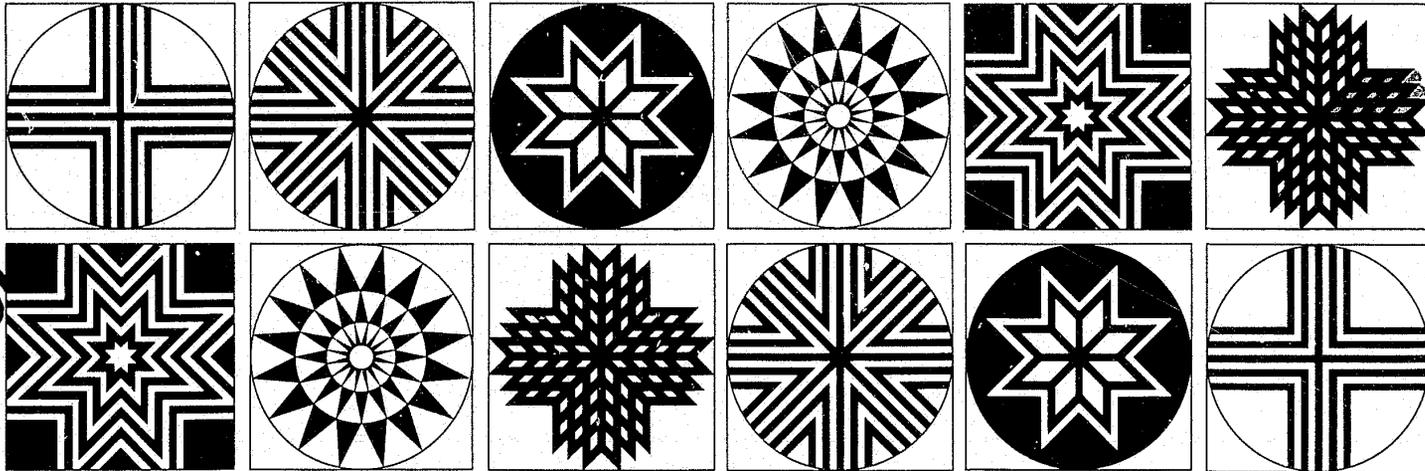


THE TECHNOLOGY TRANSFER PROGRAM

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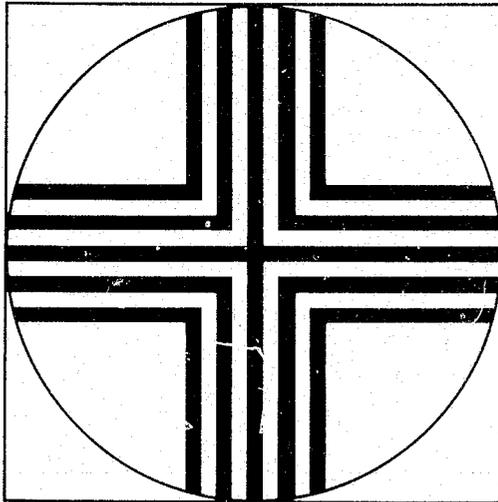


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National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice

TECHNOLOGY TRANSFER

Transforming promising new criminal justice concepts and techniques into action



Foreword

The National Institute of Law Enforcement and Criminal Justice is the research center of the Law Enforcement Assistance Administration. Its charge is not only to develop effective ways to reduce crime and promote justice, but also to translate these ideas into operating programs. Unless the knowledge gained through research is transformed into action, we will have failed in our ultimate goal.

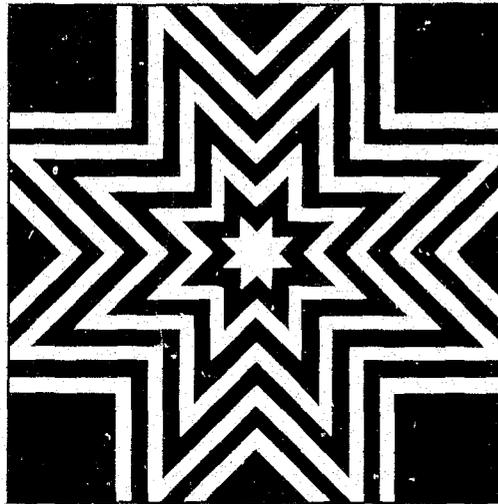
"Technology transfer" is the means to this end. By creating awareness of better ways of doing things and interpreting new approaches for those who can benefit from them, technology transfer is a catalyst for change.

This publication describes the information and programs available through the National Institute's Office of Technology Transfer.

Gerald M. Caplan
Director

MODEL PROGRAM DEVELOPMENT

Identifying and developing model criminal justice programs



Many police departments, courts and corrections agencies have devised their own individual and effective solutions to particular criminal justice problems. Ideally, such approaches would soon be known and used throughout the country.

But the reality is more complex. How can a concerned administrator find out about successful new techniques? Where does he get the time to sift through the myriad variations of criminal justice practices? How can he tell which ones really work? And how can he be aware of superior programs that simply haven't been publicized?

Identifying promising programs whose basic practices could be effectively instituted nationwide and "spreading the word" on these programs are the tasks assigned to the Model Program Development Division.

The first step in the technology transfer process is searching out the most effective criminal justice projects currently in operation. These projects are

developed into program models which may, in turn, be further refined into training workshops or field tests.

The Model Program Development Division uses three vehicles designed exclusively for identifying and documenting progress in the criminal justice field: Exemplary Projects, Monographs, and Prescriptive Packages.

Exemplary Projects. Each year, state, local, and private agencies are invited to submit existing criminal justice programs for consideration as Exemplary Projects. All candidates must meet definitive eligibility criteria; above all, they must be significantly effective in reducing crime or improving some aspect of the criminal justice system.

OTT screens the candidate projects and commissions an independent contractor to validate the projects' operations and achievements. A Review Board, composed of representatives of state planning agencies and LEAA central and regional offices, makes the final selection.

WHAT IS OTT AND HOW CAN IT HELP ME?

NCJRS

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ACQUISITIONS

"The past decade has been one of change and transition for the nation's criminal justice system. Out of this period have come a variety of innovative concepts and techniques that deserve consideration and further experimentation by officials and practitioners in the field. Our goal is to provide the tools and techniques to help criminal justice agencies take full advantage of this new knowledge by putting it to practical use."

*Paul Cascarano
Director, OTT*

Neighborhood team policing... Community-based corrections... Defensible space... Family crisis intervention...

These phrases may be household words among criminal justice officials in your community. Some may already have been translated into operational pro-

grams. But all were once considered innovative. With the assistance of the Institute's Office of Technology Transfer, these and similar successful criminal justice programs are being adopted, in whole or in part, on a national scale.

Although the answers to many difficult questions in criminal justice are still elusive, research sponsored by the National Institute of Law Enforcement and Criminal Justice has expanded our knowledge. Current efforts focus on increasing the efficiency and fairness of the criminal justice system and on reducing the cost of crime to the individual citizen.

But even where the research findings are promising and provocative, their full potential is unlikely to be realized until they reach those directly involved in criminal justice operations - the police, courts, and corrections agencies. The Office of Technology Transfer (OTT) is responsible for distilling research, transforming the theoretical into the practical, field-testing certain particularly worthwhile programs, and identifying those with measurable records of success that deserve widespread application. In selected instances, OTT may also provide

financial and technical assistance to adapt and test these practices in several communities. The result is that criminal justice professionals are given ready access to some of the best, field-tested programs or those experimental approaches that exhibit good potential.

OTT has developed a structured, organized system to bridge (1) the operational gap between theory and practice; and (2) the communication gap between researchers and criminal justice personnel scattered across the country. OTT's comprehensive program provides:

- Practical guidelines for model criminal justice programs
- Training workshops for criminal justice executives in selected model programs
- Field tests of important new approaches in different environments
- International criminal justice clearinghouse and reference services for the entire criminal justice community.

To perform these tasks, OTT operates through three interdependent divisions - Model Program Development, Training and Testing, and Reference and Dissemination - whose functions serve as a systematic "thoroughfare" for identifying, documenting and publicizing progress in the criminal justice field.

The program has high standards; only a small proportion of the candidates are chosen to be Exemplary Projects each year.

Once a project is designated Exemplary, brochures are prepared to summarize its operations, highlighting results and particularly innovative elements. Instruction manuals are also developed, detailing operating methods, budget, staffing, potential problems and measures of effectiveness. Particular attention is focused on evaluation methods so that other locations adopting the program can gauge their own success and shortcomings.

Monographs. Among the candidate projects which fail to meet stringent Exemplary Project standards, the Review Board may find general practices that are worthwhile and may recommend that they can be documented and distributed in the form of a Monograph. This publication may simply be the contractor's evaluation report of a single candidate project, or it may be an anthology of information gleaned from several projects in a single topic area, e.g., The Dilemma of Diversion. In either case, the Monograph contains suggestions for improving or modifying current practices.

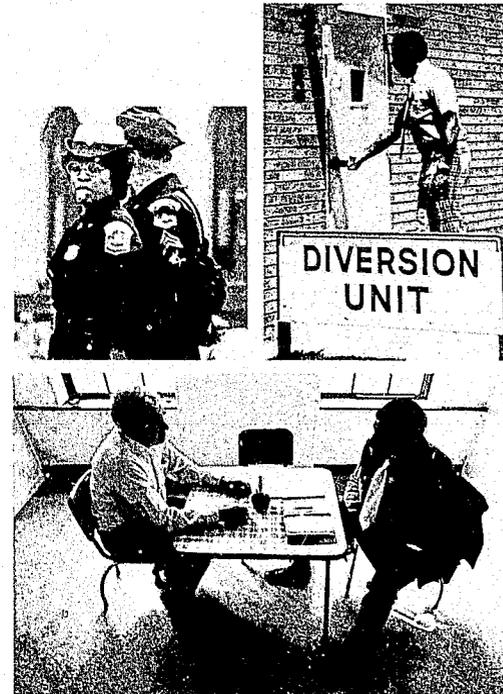
Prescriptive Packages. Certain concepts in criminal justice, such as neighborhood team policing or the use of volunteers, have become popular among officials and administrators in the field. These people have translated such concepts into action in many ways, developing a number of variations on a theme,

devising several approaches to a common problem.

How can an interested criminal justice administrator learn of these strategies and determine which is best for his community? When the need exists for an organized collection of knowledge in a certain criminal justice area, the Institute commissions a Prescriptive Package on that topic.

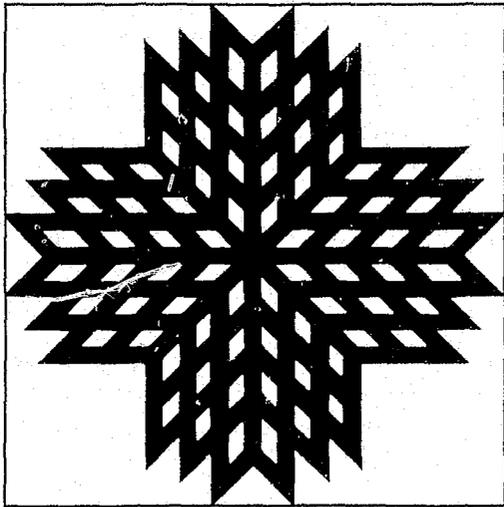
In contrast to the Exemplary Project, which is one unique program, a Prescriptive Package offers model program guidelines drawn from several operating projects. The Prescriptive Package is thus a composite report on the various worthwhile approaches criminal justice agencies are using to cope with a common problem.

Following a thorough review of the literature on the subject, researchers select a few existing projects for further analysis. The most promising new techniques are then compiled in a single handbook, a synthesis of successful experiences and the best available research information. Prescriptive Packages provide local administrators with step-by-step procedures to follow, as well as practical information on staff and budget, problems that may be encountered, measures of effectiveness, and sites where similar programs are operating successfully.



TRAINING AND TESTING

Bringing research findings and model programs to the field



An official reading a Prescriptive Package or Exemplary Project manual may correctly point out that his community differs in significant ways from the city cited in the handbook. Or, he may feel that he lacks the necessary skills or techniques to execute the model. To adapt programs to unique local needs and resources, OTT recognizes that the most valuable opportunity to learn new concepts and techniques is through personal experience.

This is where the Training and Testing Division comes in. This Division "packages" the most significant model programs for personalized presentation to the criminal justice community through training workshops, program field tests, and the HOST program.

Training. LEAA Regional Offices and State Planning Agencies recommend several training topics each year, generally drawn from the most successful products of the Model Program Development Division. From these, the Training and Test-

ing Division selects four to six "top priority" topics for intensive training workshops. Packages of handbooks, brochures, role-playing designs, audio-visuals, and other training aids are then prepared for each topic.

The workshops, held regionally, are conducted by teams of nationally-renowned experts in that particular subject -- wherever possible, by the specialists who originated the new technique. To encourage involvement and interaction, each workshop is limited to approximately 60 key criminal justice executives who have authority to implement such programs in their jurisdictions.

Workshop formats have included lectures, role playing, and model planning. In every case, informal discussions are held in which participants wrestle with the problems comparable programs might encounter in their communities.

Workshops offer a double benefit: the individual participant learns new skills, techniques, and ways to implement inno-

vations in his community; his agency enjoys long-term benefits from these improved practices even if the individual moves on to another job in another community.

The quality of each training program and its impact on facilitating technology transfer by participants are closely evaluated and the results used in planning future workshops. OTT encourages other groups to sponsor their own state and local workshops using the Institute curriculum and materials. In addition, interested SPAs may use their training funds to retain the experts who directed the regional workshops to conduct similar programs.

OTT also provides limited on-site consultation by national experts to agency executives who express strong interest in implementing the training program in their cities.

Field Tests. Model programs that hold the most significant potential for progress in criminal justice are field-tested in several cities to evaluate their effectiveness in different environments. The values of a program field test are two-fold: (1) it allows for further experimentation with and rigorous analysis of the sometimes unconventional implications of Institute-sponsored research; and (2) for the interested practitioner, it provides a "showcase" of the best techniques currently available to deal with a particular aspect of criminal justice.

Careful monitoring and evaluation characterize all program field tests from initial planning through operation. In

addition to locally-based evaluations at each site, the Institute's Office of Evaluation contracts with independent organizations to assess the overall, national effectiveness of the new methods; to gauge individual community performance; and to study the impact of variations in operation among the cities.

HOST Program. Conventional wisdom holds that "Experience makes the best teacher." And so the HOST program was developed, allowing practitioners to delve into a model program's operations, sharing in its day-to-day ups and downs, cooperating with the people who initiated and work with this program.

The HOST Program enables qualified, highly-committed criminal justice executives to spend up to one month working with the administrators of selected HOST projects. The "hosts" may be Exemplary Projects or field test sites operating demonstrably successful criminal justice programs.

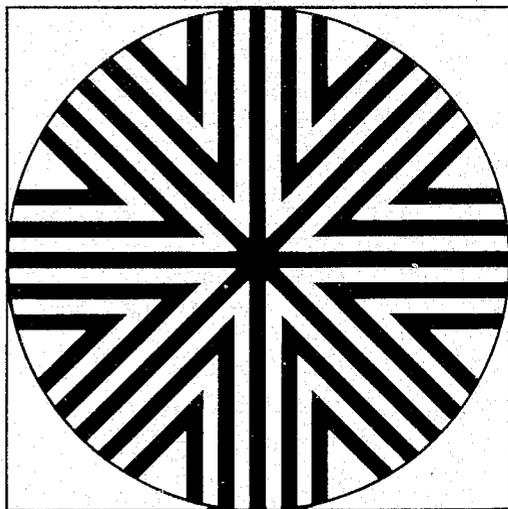
This first-hand, on location experience should better prepare the visitor to transfer elements of the model program to his own community. Since the Institute provides his travel and living expenses, little cost is incurred by either visitor or host.

The Institute solicits the evaluations of both HOST and visitor concerning their training experience. The visitor is later asked to report on the extent to which the model program has been adopted by his agency, and on its success in tackling the target problem in the visitor's community.



REFERENCE AND DISSEMINATION

Providing timely, comprehensive criminal justice information



Practitioners, scholars, anyone who is in any way involved with the criminal justice system, may find a need for information on operations, research, or evaluation in their fields. They could immerse themselves in a massive literature review at the local college library, or . . . they could contact the National Criminal Justice Reference Service (NCJRS).

OTT's Reference and Dissemination Division gives criminal justice personnel access to information on the total range of activities relevant to their interests through NCJRS. With a computerized data base of more than 20,000 documents, NCJRS offers more than 35,000 registered users a quick response to queries and is able to keep practitioners and researchers abreast of current developments. In addition, for each item in the NCJRS data bank, a copy of the complete work is kept on file and may be viewed at the NCJRS facility.

As an international clearinghouse, NCJRS offers a wide range of free ref-

erence and referral services to criminal justice personnel both here and abroad:

Selective Notification of Information - Registered users regularly receive abstracts of recent literature on selected topics relating to their particular fields of interest.

Reference and Information Services - In response to requests from the criminal justice community, bibliographies, complete LEAA reports or selected segments, abstracts, reprints of articles, computer printouts and referral information are assembled through the computerized Search and Retrieval program.

Loan Document Program - Difficult-to-obtain materials are provided for short-term use through standard inter-library loan procedures.

Microfiche Program - Noncopyrighted materials are stored and distributed without charge on economical, space-saving microfiche.

Annotated Bibliography Series - NCJRS periodically issues annotated bib-

liographies on timely, specialized subjects. Topics have included Criminal Justice Evaluation, Victim Compensation, Plea Bargaining, Terrorism, and Recidivism.

Public and Academic Packages - Less technical information packages are designed especially for use by nonprofessionals and students.

The Institute-funded United Nations clearinghouse in Rome, Italy has design and data systems compatible with those of NCJRS and aids in acquiring international material for the Reference Service.

The Reference and Dissemination Division maintains the LEAA Library, which offers the full range of traditional library services and access to its collection, both to LEAA staff and to the general public. The Library publishes a catalog of its holdings, those of NCJRS, and those in the libraries at the Federal Bureau of Prisons and the Drug Enforcement Administration.

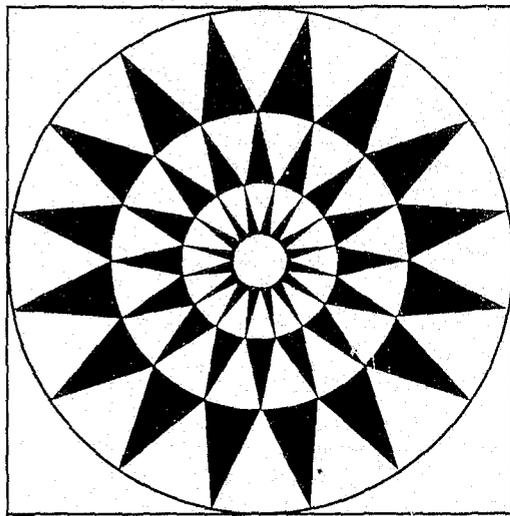
The Division also publishes documents

generated by the Institute's work - research reports, monographs, equipment standards and guidelines, Prescriptive Packages, Exemplary Project brochures and handbooks, as well as general information materials on Institute programs and the Institute's annual report. For information on how to obtain copies of these publications, write:

National Criminal Justice Reference
Service
P.O. Box 24036
S.W. Post Office
Washington, D.C. 20024



A SAMPLING OF PROJECTS



The programs described below are typical of the kind of criminal justice programs that OTT has identified and publicized.

Improved Lower Court Case Handling is a program combining elements of a Prescriptive Package (Guide to Improved Handling of Misdemeanant Offenders) with PROMIS (Exemplary Project; a computerized system of priority case scheduling), and several other innovative techniques, including a police misdemeanor citation system, a short-form presentence report, and a lower courts coordinator. Institute research in pretrial release, case screening, and probation is used as resource material. The composite program is presented to court administrators through training workshops, and its effects on court operations are carefully evaluated at several field-test sites.

Des Moines Community-Based Corrections began as an Exemplary Project when evaluations suggested that this ap-

proach was able to reduce the cost of corrections without increasing the risk to the community. The Des Moines model was adapted for field-testing and is being evaluated in five cities. By integrating four components of the corrections system (pretrial release-on-recognizance, pretrial supervised release, probation services, and a community correctional facility), Des Moines has eliminated much overlap and splintering in corrections administration.

The Street Crime Unit (SCU) of the New York City Police Department, an Exemplary Project, uses police officers as decoys in high crime areas, supported by nearby plain-clothed officers. SCU has scored impressive records in arrests leading to conviction, especially in robbery and grand larceny.

The Major Offense Bureau (MOB) in the Bronx District Attorney's Office is an Exemplary Project that expedites the prosecution of violent or habitual offenders through a specialized unit of As-

sistant District Attorneys. The prosecutors use a highly objective screening procedure to select those serious and repeat offenders most suitable for speedy prosecution. In its first two years of operation, MOB achieved a 92 percent conviction rate while shortening the time span between arrest and trial from 400 to 90 days.

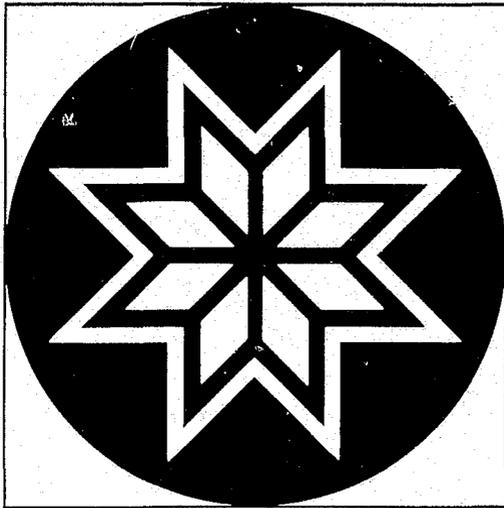
Some form of Neighborhood Team Policing has been attempted in many city police departments. Police activity is organized in teams, each responsible and accountable for crime control and the quality of police services in its neighborhood "beat." OTT developed a Prescriptive Package to consolidate the most successful techniques used in these programs. Interest in Team Policing has been so high that OTT instituted several field tests to encourage systematic evaluation of the operations and benefits of this strategy.

Some model programs derive from Institute-sponsored research. Family Crisis

Intervention is one such program that has since been delivered to more than 600 police executives in workshops and tested in six cities. More than 200 police departments have requested the training packages, which offer useful techniques for dealing safely and effectively with family disputes.



THE RESULTS



OTT makes every effort to use tools and techniques that are comprehensive and action-oriented -- but do they work? The response from state and local agencies is encouraging:

"I would like to have access to other Prescriptive Packages so that we could evaluate our special problems against what has been done elsewhere. I have found these publications to be more practical as a resource than the more theoretical publications."

Police Department
New York State

"Based on Health Care in Correctional Institutions Prescriptive Package we have begun sweeping program modifications."

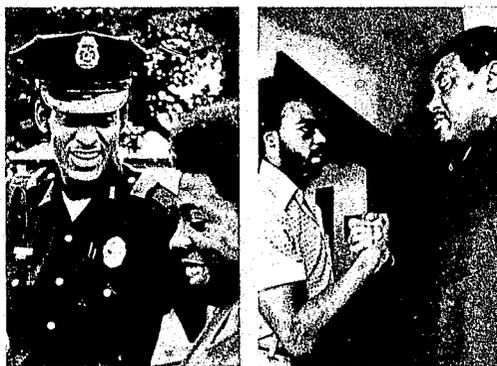
Correctional Center
Virginia

"... the new Prescriptive Package Job Training and Placement for Offenders and Exoffenders will have a significant impact on our planning in Maryland. You have ... given us guideposts for future events."

Community Correction
Task Force
Maryland

"I found it (Police Robbery Control Manual) to be very interesting, especially in the areas of modifying existing projects, as a reference for providing new information and for developing new projects."

Sheriff's Department
California



NILECJ TECHNOLOGY TRANSFER

Nationwide Application

