

REPORT OF ACTIVITIES
NATIONAL EVALUATION PROGRAM
December, 1976

I. INTRODUCTION

LEAA has implemented a number of approaches to monitor and evaluate criminal justice programs funded under the Crime Control Act of 1973 to determine the impact and value of these programs, as required by Public Law 93-83, Part D, Section 402.

The core of LEAA's effort to evaluate widespread criminal justice programs funded under Part C is the National Evaluation Program (NEP). The NEP was first announced in July of 1974 by the National Institute of Law Enforcement and Criminal Justice.

The following sections of this report discuss the background of the NEP, its goals, approach and accomplishments to date.

II. BACKGROUND

In order to rationally allocate limited funds, institute new programs or phase out or change existing ones, national policy makers and state and local decision makers require sound information concerning major criminal justice hypotheses, project results, and nationally applicable standards. The Crime Control Act of 1973 instructed the Law Enforcement Assistance Administration to strengthen its capability to gather such information through evaluation of law enforcement and criminal justice projects and programs receiving LEAA support. Section 402(c) of the Act designates the National Institute as a major participant in the development of this capability:

The Institute shall undertake, where possible, to evaluate the various programs and projects carried out under this title to determine their impact upon the quality of law enforcement and criminal justice and the extent to which they have met or failed to meet the purposes and policies of this title, and shall disseminate such information to State Planning Agencies and, upon request, to units of general local government.

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In response to this legislation, LEAA established in late 1973 an Evaluation Policy Task Force responsible for developing recommendations for a broad LEAA evaluation program. One of the three major recommendations of the Task Force Report of March 1, 1974 was the establishment within the Institute of a "knowledge" program aimed at the "production and dissemination of information on the cost and effectiveness of various approaches to solving crime and criminal justice problems" to be identified as the National Evaluation Program (NEP). During the Spring of 1974, the National Institute developed the detailed program objectives and strategy of the NEP and began implementation of the program in early fiscal year 1975. In the Spring of 1976, LEAA's overall evaluation strategy, including the NEP, was reviewed by an Evaluation Policy Working Group (EPWG) and reaffirmed in the form of an LEAA Instruction, which is appended (see Appendix A).

III. NEP PROGRAM DESCRIPTION

A. Objectives

To accomplish the knowledge goal, LEAA's National Institute of Law Enforcement and Criminal Justice has undertaken the NEP, conducted in cooperation with the LEAA Regional Offices and State Planning Agencies. The program involves major evaluations of various areas of criminal justice activity, including those LEAA supports through its block grant program, and is administered by the National Institute's Office of Research Programs.

Specifically, the National Evaluation Program's objectives are:

- To provide a timely, objective and reliable assessment to Congress and the public of the effectiveness of LEAA's programs.
- To extend our present knowledge and technical capability in all aspects of criminal justice.
- To test criminal justice standards and goals and, through critical research, refine and evaluate them.
- To provide criminal justice administrators with relevant information which they can use to administer their programs more effectively.

B. Approach

1. Selection of Project Areas for Research

The Office of Research Programs, through a survey of State Planning Agencies and LEAA Regional and National Offices, identifies the issues and concerns that might be most effectively addressed by means of evaluations under this program. Projects identified as being related to these issues and concerns are clustered into "Topic Areas", each of which consists of comparable projects with similar activities or similar measurable objectives. Iteration of this process at regular intervals permits additional Topic Areas to be selected on an annual basis. As Topic Areas are identified they become candidates for Phase I assessment.

2. Phase I Assessment

For each Topic Area selected, an analysis is conducted to determine what is currently known about the project type, what additional information could be provided through further evaluation of the project type, and what would be the cost and value of obtaining the additional information. In addition, Phase I assessments are expected to result in the identification of areas in which the Office of Research Programs might effectively undertake further research.

The products of the Phase I assessment are:

- A state-of-the-art review synthesizing what is now known about the topic area.
- Descriptive material documenting the typical internal operations of projects in each topic area.
- Analysis of available information drawing conclusions about the efficiency and effectiveness of projects in the topic area.
- Alternative strategies and designs, with cost estimates and anticipated benefits, for in-depth evaluation of the topic area to fill gaps in existing knowledge.
- An evaluation design for typical projects in the topic area which will assist project administrators in assessing their own operations.

The Phase I assessments give LEAA a sound basis for determining if intensive evaluation is warranted. Where appropriate, the design for intensive evaluation is implemented as a "Phase II" evaluation. Phase I assessments can be conducted without extensive data collection and analysis efforts through reviewing completed evaluation projects of the type being studied and by conducting a limited number of site visits. While available data may not permit a definitive evaluation, it generally supports an assessment of the potential effect of a type of project and permits an estimate of the confidence which can be placed in existing project cost and effectiveness information.

In those instances where available data and prior study are not a sufficient basis for an assessment of potential effects, Phase I field work forms the basis for the development of strategies for obtaining the necessary data; included are definition of data requirements, recommendation of measurement techniques, and identification of measurement points. In developing alternative long-term evaluation strategies and designs, the grantee begins with five basic options arising out of LEAA's structure:

- a. Use of on-going block or discretionary grant projects.
- b. Modification of existing or planned block grant or discretionary programs.
- c. Replication of a specific project design in a number of locations.
- d. Data collection on all LEAA-funded projects of selected types.
- e. Use of a research design not based on particular projects.

Whichever strategy is selected by the Phase I evaluator, rough estimates of the cost of implementation are developed, along with a specification of the type of information to be produced and the anticipated uses for the information.

Beginning in fiscal year 1977, the structure of the Phase I assessments will be expanded to include a limited pretest of the Phase II evaluation design in a small number of test sites. Original data will be collected and analyzed and a report on the results submitted along with any necessary revision of the Phase II design. A Phase II pretest should result in more conclusive results at the Phase I stage, a well-grounded estimation of the feasibility of the Phase II evaluation, and an opportunity to improve the Phase II design. This expansion of the scope of the Phase I effort will entail longer and somewhat more expensive studies, but should be justified by increased confidence in conclusions. In conjunction with this change in the Phase I scope, the number of new Phase I assessments initiated will be reduced. However, it is anticipated that a high percent of these studies will be continued into the Phase II stage. This will not, therefore, involve a reduction of the resources budgeted for the NEP.

To date, 27 Phase I assessments have been funded. Of these, 20 have been completed. A list of all funded Phase I assessments, including an indication of the present status, is appended. (See Appendix B.)

3. Phase II Evaluation

Upon the completion of Phase I assessments, the National Institute selects those Phase I topic areas which will undergo long-term, in-depth study (Phase II evaluations). Phase II topic area selection is based upon the judgements of the Phase I evaluators in terms of the value, feasibility and cost of in-depth evaluation. The National Institute also selects and works with the Phase II evaluator to further develop the Phase II research design; a major input in formulating Phase II research designs are the in-depth evaluation strategies recommended by Phase I evaluators.

In implementing a Phase II evaluation, the Office of Research Programs and the evaluator work closely with other components of LEAA to insure that the conditions of the research design are met. Special attention is also given to coordination and monitoring activities. An immediate task of the Office of Research Programs and the evaluator is to develop an operational plan for implementing the design. Projects that will be involved in the evaluation are identified and plans for managing the projects within the constraints of the design are established. Due to the block grant approach to the funding of most LEAA projects, the development and implementation require the coordination and commitment of a variety of criminal justice agencies. Establishing this coordination represents another essential input toward the success of Phase II evaluations.

The initial two Phase II evaluations have recently been chosen. The Phase II evaluation of the Treatment Alternatives to Street Crime (TASC) program involves two coordinated efforts. First, through an inter-agency agreement with the National Institute on Drug Abuse, an evaluation of TASC client performance, in terms of both further criminality and drug abuse, is being carried out as part of a larger follow-up study of drug treatment program effectiveness. The second part of this Phase II involves an LEAA contract to support an evaluation of TASC project operations per se. This contractor will work closely with the NIDA effort in order to estimate the cost-effectiveness of TASC. It is anticipated that this part of the Phase II will be completed by late 1978 at a cost of approximately \$250,000.

A Phase II evaluation of Pre-Trial Release projects is now being processed for funding at the \$600,000 level. This evaluation will concentrate on pre-trial crime by defendants on release, the fairness of release criteria, and the effectiveness of release criteria in identifying defendants who fail to appear or are in risk of committing criminal offenses while on release. Funding of this Phase II is expected by February, 1977; completion of the evaluation will take approximately 2 years.

In addition, a second round of Phase II evaluation topic areas are presently being selected. Two or three Phase II studies will be funded during FY 1977.

4. Evaluation Products

The results of both Phase I and Phase II efforts will contain the following information to the extent possible:

- An analysis of the internal operations of the projects studied including staffing patterns, project cost data, organizational structure, appropriate standards of project output, and detailed descriptions of typical day-to-day activities.
- An analysis of the effectiveness of the projects studied including comparisons of cost-effectiveness among different methods of operation or other program alternatives.

5. Dissemination of Results

In order to achieve substantial payoff from the Phase I assessments and Phase II evaluations, the results of these efforts are widely disseminated to the criminal justice system. The purpose of the NEP is to conduct evaluations only when something can be learned and program managers and policy makers have a need for the knowledge to be produced. The Office of Research Programs has taken steps to see that potential users of the Phase I and Phase II efforts are kept informed of progress and provided with the results.

Each Phase I assessment results in a summary report of the findings which is printed and disseminated to all LEAA Regional Offices, State Planning Agencies, Regional Planning Units, and appropriate criminal justice agencies. Further, the full reports from the Phase I assessments are placed in the National Criminal Justice Reference Service (NCJRS), and are available on microfiche or on loan upon request. A similar dissemination process will be followed for the products of Phase II evaluations.

Follow up studies of the utilization of Phase I results are now underway and will be completed by June, 1977.

IV. NEP ACCOMPLISHMENTS AND FINDINGS

To accomplish the evaluation mandate of the 1973 Crime Control Act, there was a clear need for national level evaluations, each of which was prospectively a lengthy and costly undertaking. Additionally, the Institute identified a large number of criminal justice project types - from halfway houses to property-marking projects - that were serious candidates for evaluation. Given limited funds, however, the prospect was for a limited number of evaluations with payoffs years in the future.

The National Evaluation Program was developed to respond to this dilemma. The NEP approach of sequential collection of information through Phased studies, described in preceding sections, has the goal of lowering the initial cost of evaluation and thus increasing the number of program types that can be examined. At the same time, the NEP strives to provide more rapid turnaround of information to policy-makers at all levels.

The NEP's innovative approach to evaluation has been systematically implemented in 27 topic areas in the past two years. A great deal of information about a number of criminal justice project types has been gathered and disseminated as a result of completed Phase I studies. Much has been learned, and the learning continues.

A. General NEP Findings

The NEP studies have revealed a compelling need for an educational effort in the area of evaluation. A startling and frequent NEP finding is that many researchers and government officials at all levels are unable to design or conduct a field evaluation, or even to completely comprehend the tasks involved. It is apparent from previous research and evaluation in the criminal justice area that researchers are often unsure of or unable to deal with real measures, i.e. measurement and comparisons from actual projects operating in the field. Clearly, further research and training in evaluation methodology and concepts would be of value.

Perhaps related to the fact that evaluation of operating projects in the field is a very difficult task, a number of NEP Phase I's have uncovered broad discrepancies between program theory and policy intentions, on the one hand, and the activities of operating programs on the other. Where this is true, an NEP Phase I is in an advantageous position to quickly and inexpensively discover gaps between policy and implementation. By focusing on the actual processes implemented in the field, the NEP can identify the real strengths and obstacles in law enforcement and criminal justice activity, resulting in improved policy decisions at an earlier point.

For example, a primary goal of Operation Identification projects is the return of stolen property to its owner. The Phase I assessment, however, clearly shows that the large majority of these projects fail to accomplish the property return goal, primarily because of nonuse of identification markings on the part of police department property divisions. In the juvenile area, most national experts and policy makers supported Youth Service Bureaus (YSB's) as agents of system reform and juvenile advocacy. The Phase I assessment of YSB's, however, revealed that most projects are predominantly involved in the provision of direct services to juveniles and client referral. Juvenile Diversion and Alternatives to Incarceration projects were developed to reduce the flow of juveniles through the juvenile justice system, just as the juvenile system was created to divert the flow of juveniles from the adult criminal justice system. Phase I assessments in these areas show, however, that in at least some cases the actual projects are increasing the numbers of juveniles who come into

contact with the quasi-legal portions of the juvenile justice system without significantly reducing the numbers processed through the legal agencies of the system.

These Phase I studies and others, while oversimplified here, have created opportunities for decision-makers at all levels to re-examine policy issues in terms of more clearly drawn pictures of current operating practices. Successive decisions, even if only to evaluate further, can now be made on the basis of what is actually being done rather than what was originally desired or believed.

Another finding of the NEP concerns the relevance and accessibility of program data necessary for performance evaluation. Phase I studies indicate that data collection varies from project to project across the criminal justice system, and data accessibility varies with the researchers' approach and focus. In the case of many projects examined, relevant data was available but had never been marshalled satisfactorily to address performance. For example, in the case of pretrial screening of criminal cases by prosecutors, much data is available, but the Phase I grantee concluded that unless the prosecutor's screening policy is considered, using this data to measure success can easily produce invalid results.

A problem exists generally with criminal justice evaluation measures and measurement and the NEP Phase I studies are making headway toward solving this problem. When performance measures are selected locally or nationally without a measurement model (or referent evaluative framework), the measures may not meaningfully relate to project activities and will likely vary from project to project in meaning and interpretation. There is clearly a need for improved project monitoring and evaluation at the local level and for standard measurement models and measures that can be applied nationally. The more successful Phase I studies are developing a basis for such work.

As the NEP proceeds with additional Phase I assessments, completed studies are beginning to generate research indications, findings for dissemination and requirements for larger Phase II evaluations in a few specific cases. These studies are also producing the basis for development of measurement models for the criminal justice activities involved or affected by each project type examined. In order to more knowledgably choose future research and evaluation topics and to comprehend overall cost-effectiveness and system effects of programs, there is a need for larger systematic maps of the related parts of the criminal justice system.

B. Specific NEP Findings

To date, reports from 16 NEP Phase I assessments have been published and disseminated to national, state and local criminal justice decision makers and/or introduced into the NCJRS loan library. The findings from these studies are briefly summarized below. Appendix B lists the 27 Phase I studies which have been funded and their current status.

1. Treatment Alternatives to Street Crime (TASC)

The Treatment Alternatives to Street Crime (TASC) program identifies drug abusers who come into contact with the criminal justice system, refers them to drug treatment projects, and monitors their progress during treatment. As a relatively new program, the impact of TASC has not yet been thoroughly analyzed. Little is known, for example, about its long term effects on either addiction or criminality because no follow-up studies have been made of TASC clients after they leave the program.

On the positive side, the study reports encouraging findings for those in treatment. Only 8 percent of TASC participants have been arrested while in the program. This low rate of recidivism during treatment is particularly significant since the typical TASC participant is a heroin addict under a felony charge with a lengthy criminal record. Surprisingly, the study found that 55 percent of the TASC clients are receiving their first treatment for drug abuse. Although not originally designed as an outreach program, it is clear that TASC has been able to reach many drug abusers who might otherwise never have sought or received treatment.

In another encouraging development, local governments have assumed financing of all six TASC projects that have completed the maximum Federal funding period. In view of the fiscal pressures facing many jurisdictions, this support reflects considerable local confidence in the TASC approach to drug treatment.

2. Operation Identification Projects

This report examines the effectiveness of burglary prevention programs that encourage citizens to mark their valuables with a unique traceable number or name. Results show that:

- There are only a small number of participants in Operation Identification Projects.
- Participants have significantly lower burglary rates than non-participants, but city-wide burglary has not decreased in Operation Identification communities nor has the number of apprehended burglars increased.

-Markings have not increased the recovery and return of stolen property.

3. Security Survey: Community Crime Prevention Programs

In an effort to limit burglaries, police departments in more than 300 communities now assist citizens in assessing their individual security needs. These "security surveys" typify cooperative police-community crime prevention; police departments offer to survey the home or business of any interested citizen and to recommend appropriate security measures.

The National Institute's assessment of security surveys supports the utility of this approach. There is some evidence to document that individuals who followed survey recommendations proved less likely to be victimized by burglars. The report further suggests that security surveys help to improve police relations with the community, and cites the number of units established or maintained with exclusively local funds as evidence of impressive community support.

However, the study also indicates that security surveys are not being used to fullest advantage. Their benefits are not well understood by the general public and many police departments lack the resources to reach their entire jurisdiction. To realize the full potential of security surveys, continued experimentation is called for: first, to develop more economical and efficient means of deploying survey units; and, second, to stimulate citizen participation through more effective promotional campaigns.

4. Citizen Crime Reporting Programs

The types of citizen crime reporting projects (CCRP's) involved in this research fall into two major categories, each having three project types. The first category consists of projects which facilitate the means of reporting suspicious/criminal activity - whistlestop, radio watch, and special telephone line projects. The second category consists of projects which use an educational approach to encourage witness reporting of suspicious/criminal activity - group presentation, membership, and home presentation projects.

Unfortunately, the lack of well designed CCRP evaluation studies does not allow for conclusive findings in this area. Expert opinion, however, indicates a positive assessment of the effectiveness of CCRP's. The recommendations for Phase Two research include: evaluation of home presentation CCRP's, evaluation of radio watch CCRP's, and a survey of witness behavior (the factors which influence witnesses to report crimes).

5. Citizen Patrol Projects

It is estimated that more than 800 resident patrols are currently active in a wide variety of neighborhoods. Most have been initiated since 1970. They often arise in response to a sudden spurt in local crime and continue on an average for 4 to 5-1/2 years. Most are voluntary efforts, operating on low budgets independent of public funding.

The study identified four types of patrol: building, neighborhood, social service, and community protection. Of the four, building patrols appear to be effective in reducing crime and increasing a sense of security. In public housing projects they seem to act as a mediating force in encounters between residents and the police. Lack of data makes it difficult to draw conclusions about the other types of patrol, although there is evidence that neighborhood patrols perform valuable services. Overall, those patrols with carefully selected and well-trained members, established administrative procedures, affiliations with community organizations, and positive contacts with local police are most likely to succeed.

These findings suggest that citizen patrols can be an economical way to help prevent crime in the community. A common concern about such groups -- the threat of vigilante activity -- is not borne out by this study. It appears only an occasional problem, and one that can be minimized by careful planning and review of patrol operations.

6. Traditional Preventive Patrol

This project has resulted in perhaps the first systematic description of the traditional preventative patrol function, i.e., a specification of the interrelationships among its component sub-systems and, for each sub-system, an identification of its inputs and processes. The analytical framework focused upon two categories of patrol inputs: modes of transportation for patrol and patrol officer characteristics; and three patrol processes: supervision, task assignment and deployment.

Major findings show that:

- ° An unprecedented opportunity exists for increasing the productivity of the patrol division by entering into directed patrol activities oriented toward serving the explicitly defined needs of the community. Programs in the area of directed and interactive patrol and community profiling for example, constitute significant attempts to improve the delivery of all services.

- ° Evidence indicates that significant opportunities exist to enable police departments to restructure officers' time in order to provide for the delivery of these directed services without jeopardizing the ability of the department to respond effectively to calls for service. In support of attempts to restructure and better utilize officer time, it is noted that sufficient technology and equipment exists to permit the fine manipulation of deployment patterns which can reflect the desires of the patrol command and the needs of the community.
- ° Research on patrol modes indicates that while the patrol car remains the appropriate vehicle of choice for general patrol duty assignments, alternative modes can be effectively utilized for specific purposes, i.e., in high-density commercial and residential areas, foot patrol seems to have a favorable impact upon the community; bicycles have been found to be of utility in patrol directed against burglaries; motor scooters have been found to facilitate patrol in urban areas, but the associated problems of officer safety and vehicle reliability are of considerable concern.
- ° While the paramilitary organization of police departments and its orientation toward close supervision of patrol officers has been viewed as the most effective way of maximizing officer attention to duty, indications are emerging that increased emphasis upon officer initiative, the inclusion of officers in the planning process, and the assignment of officers to duty in direct proportion to the level of demand for services all improve the officers' orientation toward duty and may in turn minimize the need for such close supervision.

7. Select Patrol Strategies: Specialized Patrol Operations

Twenty-one projects using the patrol tactics of civilian dress, mechanical devices, and/or uniformed tactical units have been classified into project families (low visibility, high visibility, and combined low/high visibility patrols). The three types of specialized patrol are further analyzed by uses - location oriented, crime oriented, or suspect oriented.

Major findings related to success and failure indicate that high/low visibility patrols are more effective at apprehension than deterrence while the reverse appears for the high visibility and low visibility patrols. Researchers concluded that a sound knowledge base on specialized patrols does not exist, although tentative conclusions indicate that the combined use of civilian dress and uniformed tactical units may be the most successful approach.

8. Early Warning Robbery Reduction Projects

In these projects a police-owned alarm system is installed in stores to signal police when a robbery is in progress. Stake-out patrols, usually cruising, unmarked cars, are stationed near vulnerable, storefront businesses such as convenience stores and gas stations. These patrols receive a direct radio alarm from the nearby store when a robbery is in progress. The goal is the apprehension of the offender at or near the scene of the crime with the stolen money or goods.

Early Warning Robbery Reduction Projects are a new development and it is still too early to firmly assess their value, but the results so far hold promise. A field survey of 22 EWRR projects--approximately half those currently in operation--shows that almost all communities surveyed reported robbery reductions in stores participating in EWRR. By enabling police to respond quickly, the program appears to increase both apprehensions and convictions.

9. Team Policing Projects

This report investigated the impact of team policing programs upon expanding the role of the patrol officer, combatting crime, and improving police-community relations. The information contained in this report relies heavily upon formal evaluations of team policing programs in fourteen cities, including Albany, Charlotte, Detroit, Dayton, New York City, Palo Alto, and San Diego. Team policing projects are classified into five program types--basic patrol teams, investigative teams, community relations teams, and full service teams, both generalist and multi-specialist. The review of these projects indicates that several team policing programs have failed because of the inability of departments to implement the most basic components of the program. Where team concepts have been operationalized, however, several departments have demonstrated that team policing can improve the performance of patrol, investigative and community service activities.

The most serious shortcoming in the evaluation of team policing has been the failure of evaluators to carefully monitor the extent to which planned program activities have actually been implemented by team managers and officers. Because of this problem it has not always been possible to determine whether the concepts of team policing or extraneous variables are responsible for the evaluation results reported.

10. Pretrial Screening Projects

This project reviews pretrial screening of cases by prosecutors, its utility as a decision-making tool and the factors governing its use. The key finding is that the prosecutor's policy regarding the prosecution and disposition of cases -- however derived and communicated to sub-ordinates -- is directly and measurably related to charging procedures. Without knowledge of the policy, data on dispositions may be misinterpreted. When the policy is known, charging practices become understandable and, on the whole, rather predictable. Despite the importance of a clearly defined charging policy, however, the study found that prosecutors typically pay little heed to developing and articulating charging practices.

The study identifies four distinct charging policies, ranging from one which accepts for prosecution virtually all cases with the required legal elements to another which accepts only those cases which have been judged likely to result in conviction after trial. Other policies include one which emphasizes the defendant's rehabilitation through diversion from the criminal process and another which stresses efficiency, i.e., early disposition of as many cases as possible. These four policies are not exhaustive, the report notes. In any prosecutor's office, a mixture of policies may be operating for different types of cases. Using this study as a guide, however, a prosecutor who articulates his charging policy can interpret aggregate dispositional data more coherently and can predict what the data will show. For example, in a system that emphasizes accepting only those cases likely to be won at trial, a high percentage of rejections at the charging level and of guilty pleas to original charges would be expected. When the existence of the legally-required elements of the offense is the chief criterion controlling the charging decision, a low percentage of original rejections and of guilty pleas to original charges can be predicted. The data obtained in this study support these expectations.

11. Pretrial Release Programs

During the past fifteen years, major reforms have taken place in the area of pretrial release of criminal defendants. A major, though not surprising, finding of this study is that these programs have, often dramatically, brought about a change from almost total reliance on money bail as the means for obtaining release prior to the 1960's to extensive use of release on recognizance and other non-financial forms of release. Unfortunately, it also found that few careful studies have been carried out to evaluate the impact of this change relative to important issues such as pretrial criminal activity on the part of releasees. Even the question of failure to appear rates, which appears to be universally accepted by these programs as a measure of effectiveness, has not received the amount of careful documentation which would permit drawing definitive conclusions about the success of these programs or about the comparative value of different types of pretrial release.

12. Court Information Systems

There is a new and growing awareness that information handling within the courts is significantly important in the processing of cases. This realization, together with increased caseloads, has produced considerable interest in information systems among those concerned with judicial administration. Thirty jurisdictions have already developed, and are operating, comprehensive court information systems, thirteen of which were visited during the course of this study. Those court information systems provide not only day-to-day court operational information processing but data useful for court management as well.

For a variety of reasons system development projects were not carried out in accordance with the best management practices. For instance, specific statements of system goals and objectives have not been prepared; comprehensive requirements analysis has rarely been performed before system development; and the involvement of court operational or managerial personnel in the development process has been minimal. Yet, ninety percent of the resulting court information systems were on-line and operating, processing data and yielding reports. No formal quantitative evaluations of such systems were uncovered, although system development project costs ranged from less than half a million to over four million dollars and annual system operating expenditures require from one hundred thousand to over one million dollars.

The assessment concludes that court information systems are evolving into a useful, integral part of normal court operations. However, their potential for assisting in court administration and caseflow management activities has not yet been realized. Recommendations have been presented to provide (1) a more rational approach to system implementation, (2) a method for evaluating existing systems, and (3) greater utilization of system capabilities.

13. Prevention of Juvenile Delinquency

Analysis of the major explanations of delinquency indicates primary orientation of theorists and researchers to one of three focal points, rather than to the interactive aspects of all three levels of explanations. Attention is typically given to the conceptual classification of theories and assumptions according to whether the major focal point is the individual, social institutions, or social interaction.

Major assessment findings include: extreme programmatic weaknesses in the areas of client identification and program evaluation; intervention strategies seldom linked to either assumptions about causation or identification procedures; parental consent requirements and program screening procedures which inhibit the delivery of services to large numbers of youth; and the overall inability of practitioners, administrators, and policy makers to address those individual, interpersonal, and societal conditions from which delinquent behavior emerges.

14. Juvenile Diversion

This report examines projects that strive to divert juveniles from the formal juvenile justice system, which is thought to stigmatize them and encourage delinquent behavior. In theory, and as traditionally defined, diversion is the process of removing a juvenile from the system altogether, with or without referral to another social agency outside the system. In practice, however, the report concludes that diversion has come to mean minimizing the penetration of a juvenile into the system through referral to a program within the system or to one closely related to it. According to this report, a program within the juvenile justice system has a greater chance of adding to the system's costs and to the number of juveniles within its control.

This change in diversion program emphasis leaves open the question of how to view the experience of juveniles in diversion projects. Will there still be stigma attached if diversion programs are perceived to be an integral part of the formal juvenile justice structure? There is little research to answer this question or, for that matter, whether diversion to programs completely outside of the system also is damaging.

15. Alternatives to Juvenile Incarceration

According to this study, there has been a trend toward the increased use of community-based facilities but not a major decline in the use of training or reform schools. The result is that many programs are serving as a supplement to incarceration rather than replacing secure institutional care. A major exception is the network of community-based programs developed in Massachusetts since that state closed its training schools in 1970-1972.

The study highlights the need to assess community-based programs as an integral part of the juvenile justice process. If not viewed in terms of systemic impact these programs run the risk of "widening the net" - a problem that has been pervasive in major programmatic reforms.

16. Residential Inmate Aftercare (Halfway Houses) for Adult Offenders

The study of halfway houses was based on the review of 55 evaluations of house programs and the survey of an additional 153 halfway houses. The study maintains that few methodologically sound evaluations of halfway houses have been completed because of the use of insensitive outcome measures and vague program goals and objectives. A review of existing evaluations suggests some conclusions about halfway houses which include: houses are as effective in preventing criminal behavior in the community as alternatives which involve community release; the placement of a halfway house in a community neither increases crime nor decreases property values; houses assist their clients in locating employment but not necessarily in maintaining it; houses are able to provide for the basic needs of their clients as well as other forms of release; at full capacity, houses cost no more, and probably less, than incarceration although they cost more than parole and outright release; the available capacity of halfway houses is only partially utilized at present, thus driving up actual per diem costs; and evaluations of halfway houses tend not to produce changes in actual house operations.

V. IN SUMMATION

As indicated above, the conclusiveness of judgemental assessments made possible as the result of Phase I efforts vary widely as a result primarily of four factors: (1) the quantity of evaluative information available in the topic area, (2) the quality of evaluations performed in terms of validity, reliability, and generalizability, (3) the numbers of existing projects available for site investigation, and (4) the quantity and quality of information available at those sites.

The sixteen projects discussed are those for which Summary Reports have been published and/or full reports have been made available (see attached Status Chart) through November, 1976. Based upon program experience during the first two years of the NEP, the Phase I modifications noted earlier have been introduced to the program. The inclusion of pre-testing of the Phase II design should allow for more conclusive assessments during future fiscal years.

Upon completion of Phase I's a number of options for future effort based upon these studies become possible: (1) selected individual topics can be focused upon in order to help fill identified knowledge gaps through various funding mechanisms: Phase II's, Exemplary Projects, Prescriptive Packages, and/or special conferences, (2) a redirection can be implemented at the Phase II level which either increases or decreases the scope of the area investigated at the Phase I level, or (3) topic areas can be combined into clusters, e.g., a single patrol Phase II might be defined from the input of the Phase I's on traditional and specialized patrol and early warning robbery reduction projects. The support of Phase II efforts has been initiated with the funding of TASC and the call for papers on Pre-Trial Release. Continued review of Phase I findings is underway in terms of the varying types of follow-on options noted above. Only through the performance of Phase II evaluations and other follow-on activities will the full potential of the National Evaluation Program be realized.

We hope that this report has proven of interest and value. Any comments and/or recommendations concerning the NEP or this report will be appreciated and should be addressed to the Special Programs Division:

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UNITED STATES
DEPARTMENT OF JUSTICE

LAW ENFORCEMENT ASSISTANCE
ADMINISTRATION

Instruction

1 2300.5

May 20, 1976

Subject: ADDITIONAL POLICY GUIDANCE TO SUPPORT THE CONTINUED
IMPLEMENTATION OF THE LEAA EVALUATION PROGRAM

1. PURPOSE. This Instruction has the following purposes:
 - a. To emphasize that LEAA management considers it to be of the highest priority that evaluation be made an integral part of the LEAA program at all levels;
 - b. To define the three evaluation policy goals which should guide the LEAA evaluation program;
 - c. To define the three LEAA evaluation program components which have been initiated to achieve the three evaluation policy goals;
 - d. To provide further policy and procedural guidance to relevant LEAA offices in order to ensure continued development of the LEAA evaluation program; and
 - e. To define individual office roles and responsibilities in the implementation of LEAA evaluation policy.
2. SCOPE. This Instruction applies to the professional staff in the Office of Planning and Management, the Office of Regional Operations, the Office of Operations Support, the National Institute of Law Enforcement and Criminal Justice, the National Criminal Justice Information and Statistics Service, the Office of Juvenile Justice and Delinquency Prevention, the Office of the Comptroller and all ten Regional Offices, and is of general interest to all LEAA professional personnel.
3. BACKGROUND.
 - a. Although significant LEAA evaluation efforts preceded the enactment of the Crime Control Act of 1973, the amendments to the agency's legislation (P.L. 93-83) contained in the 1973 Act provided further impetus to the development of an agency evaluation program. The 1973 Act requires that comprehensive law enforcement and criminal justice plans provide for "such ... monitoring and evaluation procedures as may be necessary", and it also requires that the National Institute of Law Enforcement and Criminal Justice should undertake "where

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All Professional Personnel

Initiated By:

Office of Planning
and Management

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possible, to evaluate the various programs and projects" for the purpose of determining "their impact and the extent to which they have met or failed to meet the purposes and policies" of the Crime Control Act. The results of evaluations are to be disseminated to State Planning Agencies and, upon request, to local governments.

- b. Following the enactment of the new evaluation mandate in the Crime Control Act of 1973, LEAA established an evaluation task force whose task it was to develop recommendations for evaluation policy, programs, and responsibilities within LEAA and in the State Planning Agencies. The task force was instructed to build upon previous LEAA evaluation efforts and respond directly to the new requirements for evaluation mandated by the Crime Control Act of 1973. The task force was authorized to develop a comprehensive evaluation program which would enable LEAA to identify valid, successful criminal justice programs and practices and would further the state of the art in evaluation of Federal social programs. This task force completed its work and submitted a final report in March, 1974. This report proposed three evaluation policy goals for LEAA and developed a comprehensive evaluation program for the achievement of those goals.
- c. In 1974, the Congress added evaluation responsibilities to LEAA when it passed the Juvenile Justice and Delinquency Prevention Act. The State plans required under this Act must provide for development of an "adequate evaluation capacity" within the State, and for an annual analysis and evaluation of program and project results. Further, the Act requires that programs funded under the Act are to continue unless the yearly evaluation of programs is unsatisfactory.
- d. In September, 1975, an Evaluation Policy Working Group was established with the specific mandate of building on the earlier work of the Evaluation Policy Task Force (March, 1974), and making recommendations for the resolution of evaluation policy issues which had been identified. This Working Group submitted its final report in January, 1976. Some of its major recommendations were to:
 - (1) Issue an agency-wide evaluation policy statement to codify agency evaluation policy;
 - (2) Reaffirm the evaluation policy goals proposed by the Evaluation Policy Task Force in March, 1974;
 - (3) Define clearly the three LEAA evaluation programs which had been initiated to achieve the evaluation policy goals;
 - (4) Assign specific responsibility and accountability to the appropriate LEAA offices for each of the evaluation programs and their components; and

- (5) Clearly define individual office roles and responsibilities in the implementation of LEAA evaluation policy.

This Instruction is specifically designed to achieve these purposes.

4. THE POLICY GOALS OF THE LEAA EVALUATION PROGRAM.

- a. LEAA considers it to be of the highest priority that evaluation be made an integral part of the LEAA program at all levels. The measurement of the effectiveness of the programs supported by LEAA funds is one of the highest priorities of LEAA management. Every effort must be made to learn whether programs and projects are having the effect intended, and whether they are cost-effective. The programs which LEAA supports must be designed so that their results may be measured, the measurement effort must be fully supported within LEAA and by its grantees, and the results of measurement must be made available to those who need them outside LEAA and used by managers in improving programs, in making program decisions, in the design of research and future evaluations, and in program design and development. To accomplish this LEAA has adopted the following three goals as the policy goals of its evaluation program:
- (1) To develop information on the effectiveness of criminal justice programs and practices -- the KNOWLEDGE GOAL;
 - (2) To have all LEAA program managers employ management practices which use evaluative information in the formulation and direction of their activities -- the MANAGEMENT GOAL;
and
 - (3) To encourage all agencies in the criminal justice system to develop and utilize such evaluation capabilities -- the DEVELOPMENT GOAL.
- b. To accomplish these three goals LEAA has developed three separate evaluation program components - one for each of the evaluation goals. In addition, LEAA has developed and issued further detailed policy and procedural guidance in the form of evaluation guidelines for LEAA block and discretionary grant programs. For the block grant program this additional guidance is found in Part II - Section 6 - Performance Measurement Plans, paragraphs 44-48 and Part III - Section 4 - Performance Measurement Utilization, paragraphs 64-68 of Guideline Manual M 4100.1E - State Planning Agency Grants (January 16, 1976). For discretionary grant programs this additional guidance is found in Part I, Chapter 3 - Measurement

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of Performance: Evaluation and Monitoring of Discretionary Grants, paragraphs 31-43 of Guideline Manual - M 4500.1D - Guide for Discretionary Grant Programs (July 10, 1975). Moreover to ensure the implementation of LEAA evaluation policy, the agency has developed an evaluation planning cycle which will produce an annual agency evaluation plan. This annual plan specifies what evaluation activities will be carried out during the year and indicates precisely what the cost in manpower and dollars will be for the evaluation effort. It will also specify responsibilities within LEAA for the accomplishment of the tasks set forth in the annual plan.

5. EVALUATION PROGRAM COMPONENTS. The major components of the LEAA evaluation program are the following:
- a. The Knowledge Program. The Knowledge Program has a strong national focus in its operation and utility. Basically, it recognizes that certain types of information can best be produced through a nationally coordinated evaluation. Yet it is designed to capitalize on the action grant program by building the evaluation designs around the operating projects. The results of the program are expected to be of use to a national audience of criminal justice system planners and decision makers and to meet the Congressional mandate to identify what has been learned about reducing crime and improving criminal justice through the LEAA program.
 - (1) National Evaluation Program: This program sponsors a series of phased evaluation studies of specific approaches and programs already operating within the criminal justice system, including those supported under the block grant program. This program consists of the following specific phases:
 - (a) Annual Survey. The program begins with an annual survey of every SPA to identify candidate "topic areas" for evaluation. Each topic area consists of on-going projects having similar objectives and strategies. Other topic areas are contributed by the Regional Offices and national LEAA offices and the results grouped into identifiable project types.

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- (b) Phase I Study. From the topic areas which have been identified through the Annual Survey, a selected number are chosen for Phase I evaluation -- a 7-9 month study which identifies the key issues, assesses what is currently known about these issues and about the operational effectiveness of projects in the topic area, and develops a design for a full scale evaluation. Phase I evaluations are not meant to be definitive but should provide guidance based on the state-of-the-art, for short term decision-making.
 - (c) Phase II Study. The Phase II study is a full scale evaluation which would consist of a full assessment of the utility of the project type under a variety of situations, and would also contain detailed standards for SPAs and operating agencies to use in assessing the effectiveness of similar programs which they fund or operate. The standards would address expected costs, level of effort, qualifications of personnel, program results, and likely effects of particular program variations.
- (2) Program Evaluation. In addition to the National Evaluation Program, LEAA also undertakes selected program level evaluations specifically designed to develop information on the effectiveness of criminal justice programs and practices. Program level evaluations are undertaken in recognition of the unique opportunity which LEAA discretionary funding offers to develop sound program designs at the national level which will generate significant new knowledge concerning criminal justice programs and practices, knowledge which should be of use for future program development at all levels of the criminal justice system. These program level evaluations are joint NILECJ/program office undertakings.
- (3) Evaluative Research is also undertaken in order to develop new methods for assessing the effectiveness of criminal justice programs. Evaluative research concentrates on methodology standardization and the creation of a data center to give LEAA the capability to analyze existing and future criminal justice data bases to answer specific research and evaluation questions.

b. The Management Program.

- (1) The program for the Management Goal is designed to ensure that evaluation becomes an integral part of the management process for each administrative level of LEAA. Basically the objectives of this program are to:
 - (a) Provide well-defined measurable objectives for every LEAA component, program, and project;
 - (b) Provide accurate and timely information to assess the results of activities carried out to achieve those objectives;
 - (c) Ensure the consideration of evaluative information in all planning and decision-making.

- (2) Essentially, these objectives are accomplished by the implementation and utilization of the LEAA Management-by-Objectives (MBO) system. However, two additional components recently added to the Management Program are the development and implementation of an evaluation planning system based upon the MBO system and the design and implementation of an evaluation utilization system. Each of these additional components are detailed below:
 - (a) The Evaluation Planning System is basically designed to aid in the development of an LEAA capacity to produce an annual evaluation plan for the entire agency which would then be used for the allocation of agency resources to the evaluation program. Such a planning system is presently under development and is envisioned as consisting of the following specific steps:
 - 1 The OPM would issue clear guidance to each program office as part of the annual program planning exercise detailing criteria to be used for the selection of agency DF programs and projects for evaluation.
 - 2 Each program office would prepare as part of each workplan an evaluation plan. These plans should identify which DF programs/projects will be evaluated during the fiscal year and how that will be accomplished.
 - 3 OPM should review each program office annual evaluation plan and develop an inventory of planned agency DF evaluations.
 - 4 Based upon the review of program office evaluation plans, and supplemented by the NILECJ's evaluation plans in view of its accountability for the Knowledge Program, OPM

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should prepare an annual agency-wide evaluation strategy as part of the overall MBO planning process.

- 5 OPM and OE will utilize the information gathered in steps 3 and 4 to work with selected program managers to help them define information needs and show them how to obtain and use timely monitoring information on both positive and negative program and project results.
- 6 OPM should also prepare an agency evaluation budget crosscut for presentation with recommendations to the Administrator as part of the annual budget process.

The result of these steps would be the production of an annual plan for evaluation of LEAA programs, indicating programs to be evaluated, costs and manpower requirements. A much more important result will be the development of enough information on evaluation plans to permit the Office of Planning and Management, in conjunction with the Office of Evaluation, to give direct assistance to program managers in the development of understanding about how to build evaluation into programs, how to ask the right questions, and how to obtain timely, usable information on program results.

- (b) The Evaluation Utilization System is basically designed to ensure the utilization of evaluation findings in agency decision-making. LEAA has found that the only way to guarantee that evaluation findings are used is to make sure that the answers that evaluations give are directly linked to the questions to which agency managers need answers. The way to assure that this happens is to arrange for dialogue between those who are planning programs and those who are able to ask questions about what program planners hope to learn, what hypotheses they are testing, and how they intend to use the results. Therefore the development of an evaluation utilization system is to be based upon the following specific elements:

- 1 The active involvement of the National Institute (NILECJ) with the program offices in program design to ensure utilizable evaluation findings;
- 2 The preliminary analysis of evaluation findings by relevant program office;

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- 3 The development of a standard reporting system for reporting program/project evaluation findings to NILECJ;
- 4 The undertaking of a comprehensive analysis and integration of reported evaluation findings by NILECJ and the production of an annual synthesis of what has been learned about the criminal justice system through evaluation of LEAA funded programs.

Both of these two additional components of the Management Program are presently under development in OPM.

c. The Development Program. The Development Program is aimed at building evaluation capabilities in LEAA and in the entire criminal justice system. The program is designed to incorporate and coordinate a variety of activities, including training, technical assistance, and supporting model evaluations at various levels of LEAA and in the criminal justice system. All of the activities of the Knowledge and Management Programs are structured to be maximally useful to the criminal justice community. Specifically, the objectives of this program are to:

- (1) Provide the means for a long-term continuing increase in the capability of criminal justice agencies to conduct and utilize evaluations.
- (2) Provide the means for the sharing of evaluation expertise within LEAA - both between Federal and State levels and between separate units at each level; and
- (3) Provide leadership to criminal justice agencies in evaluation.

6. DESIGNATION OF LEAD OFFICE RESPONSIBILITIES FOR EVALUATION PROGRAM COMPONENTS. In order to ensure the effective implementation of the LEAA evaluation program as well as the close coordination of the various program components, the Office of Planning and Management is hereby designated as the lead office for providing general oversight of the program as well as for monitoring the overall implementation and coordination of the program. See Figure One for the offices designated as lead offices responsible for the effective implementation of each of the respective evaluation program components:

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FIGURE 1. LEAD OFFICE

<u>PROGRAM COMPONENT</u>	<u>RESPONSIBILITY</u>
a. Knowledge Program	NILECJ
b. Development Program	
1. Evaluation Training	OOS (Training Division)
2. Evaluation Technical Assistance and Other Capacity Building Activities	ORO (when this program is more completely developed and resources have been assigned to it)
c. Management Program	OPM

7. INDIVIDUAL OFFICE ROLES AND RESPONSIBILITIES IN THE IMPLEMENTATION OF THE LEAA EVALUATION PROGRAM. To further aid the implementation of the LEAA evaluation program, the individual roles and responsibilities of each respective LEAA office are detailed as follows:

a. The Office of the Administrator shall:

- (1) Exercise overall responsibility for LEAA evaluation program;
- (2) Approve and issue LEAA evaluation policy and administrative requirements;
- (3) Allocate resources to the LEAA evaluation program;
- (4) Approve the LEAA annual evaluation plan; and
- (5) Be responsible for making decisions regarding policies for the dissemination of evaluation findings.

b. The Office of Planning and Management shall:

- (1) Develop and recommend agency-wide evaluation policy to the Office of the Administrator;

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- (2) Develop agency discretionary and SPA evaluation guidelines for approval by the Administrator;
- (3) Establish criteria for the selection of discretionary programs for evaluation;
- (4) Develop in cooperation with NILECJ and each of the program offices an annual agency evaluation plan with recommendations for approval by the Administrator;
- (5) Develop and interpret requirements established for all components of LEAA under the management program;
- (6) Monitor and assess compliance with the requirements and report findings to appropriate office heads as well as to the Administrator;
- (7) Assess the effect of the evaluation program on management and decision-making by the various organizational units;
- (8) Monitor and coordinate the entire LEAA evaluation program;
- (9) Consult frequently with and provide assistance to relevant LEAA offices in the implementation of all approved evaluation policy working group recommendations, and coordinate the implementation of those recommendations.

c. The National Institute of Law Enforcement and Criminal Justice shall:

- (1) Implement national evaluation program phase one studies (state of current knowledge assessments);
- (2) Conduct national evaluation program phase two evaluations (intensive evaluations of selected phase one areas);
- (3) Design and fund evaluation of the Office of Technology Transfer replications;
- (4) Undertake the development of and improvement of evaluation methodologies;
- (5) Disseminate evaluation results to users within and outside LEAA;
- (6) Exercise lead role in the design of and the evaluations of selected experimental programs;
- (7) Develop recommendations to the Administrator on priorities for and selection of other experimental projects and programs;

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- (8) Assist OPM and the program offices in the development of an annual agency evaluation plan for approval by the Administrator;
- (9) Develop designs for evaluation and demonstrations on a selected basis as these are generated from earlier knowledge program activities;
- (10) Develop and maintain capability to analyze, i.e. interpret the meaning of and make recommendations about use of evaluation results for research program development and management decision-making; and
- (11) Continue to provide evaluation technical assistance and other evaluation capacity building services to SPAs/RPUs until this function is transferred to ORO.

d. The Office of Regional Operations shall:

- (1) Ensure that selected ORO and Regional Office DF projects and programs are designed so that they can be evaluated;
- (2) Perform or request NILECJ to perform intensive evaluations of selected major ORO DF programs and projects;
- (3) Support OPM and NILECJ in the development of the annual agency evaluation plan;
- (4) Analyze present and projected evaluation results of those ORO and Regional Office DF projects and programs in which the evaluation design has been the responsibility of either ORO or one of the Regional Offices, with the analysis aimed at providing useful information to program desks and Regional Offices about the meaning and future use of those results;
- (5) Maintain liaison with the Planner-Evaluators in the Regional Offices with respect to the evaluation functions and activities of those persons;
- (6) Provide advice on evaluation training to the Training Division (OOS) through the LEAA task force on SPA/RPU training; and
- (7) Manage the evaluation technical assistance program and other evaluation capacity building activities, when those activities are transferred to ORO.

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e. The Office of Operations Support (Division of Training) shall:

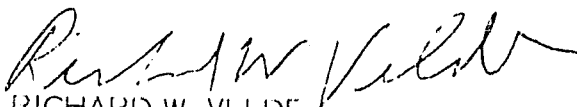
- (1) Develop and implement an evaluation training program for LEAA/SPA/RPU personnel;
- (2) Coordinate through a training task force all LEAA (central and regional) evaluation training activities to ensure consistency with agency evaluation policy; and
- (3) Support OPM and NILECJ in the development of the annual agency evaluation plan.

f. The Office of the Comptroller shall:

- (1) Provide support to OPM and NILECJ in the development of the budget component of the annual agency evaluation plan; and
- (2) Develop in cooperation with OPM and NILECJ the mechanisms necessary to ensure the incorporation of significant evaluation findings into the GMIS data base.

g. All other offices shall:

- (1) In cooperation with NILECJ, ensure that selected programs which they fund or operate are designed to ensure that they are evaluable;
- (2) Perform, or request NILECJ to perform, intensive evaluations of selected major programs and projects;
- (3) Support OPM and NILECJ in the development of the annual agency plan;
- (4) Utilize the results of evaluation activities in their own program decisions; and
- (5) Analyze and report results of evaluation activities to NILECJ (OE) for integration and synthesis.


RICHARD W. VLLDE
Administrator

NEP PHASE I ASSESSMENTS

NOVEMBER, 1978

TOPIC AREA	FUNDING STATUS		GRANT STATUS		PUBLICATION STATUS	
	UNDER CONSIDERATION	AWARDED	IN PROGRESS	COMPLETED	REPORTS UNDER REVIEW	FULL REPORTS AVAILABLE FROM NCJRS & SUMMARY PUBLISHED
FY 1975						
Operation Identification Projects		X		X		X
Treatment Alternatives to Street Crime (TASC)		X		X		X
Pretrial Screening Projects		X		X		X
Select Patrol Strategies: Specialized Patrol Operations		X		X		X
Early Warning Robbery Reduction Projects		X		X		X
Citizen Crime Reporting Programs		X		X		X
Pretrial Release Programs		X		X		X
Prevention of Juvenile Delinquency		X		X		X
Alternatives to Juvenile Incarceration		X		X		X
Juvenile Diversion		X		X		X
Traditional Preventive Patrol		X		X		X
Youth Service Bureaus		X		X	X	
Team Policing Projects		X		X		X
Citizen Patrol Projects		X		X		X
Patrol Support Systems: Crime Analysis Units		X		X	X	
Detention of Juveniles and Alternatives to Its Use		X		X	X	
Security Survey: Community Crime Prevention Programs		X		X		X
FY 1976						
Residential Inmate Aftercare Projects (Halfway Houses) for Adult Offenders		X		X		X
Court Information Systems		X		X		X
Institutional Furlough Programs		X		X	X	
Intensive Special Probation		X	X			
Employment Services for Releases in the Community		X	X			
Street Lighting Projects		X	X			
Policing Urban Mass Transit Systems		X	X			
Institutional Education Programs for Inmates		X	X			
FY 1977						
Police Juvenile Units		X	X			
Coeducational Correctional Institutions		X	X			
Crime-Specific Prosecution Units	X					
Correctional Data Systems	X					
Basic Police Training Programs	X					
Alternative Schools for Disruptive Youth	X					
Citizen Victim Service Projects	X					

NATIONAL EVALUATION PROGRAM: PHASE I GRANTEE ORGANIZATIONS

December, 1976

1. Operation Identification Projects

The Institute for Public Program Analysis
230 South Bemiston
Suite 914
St. Louis, (Clayton) Missouri 63105

2. Treatment Alternatives to Street Crime (TASC)

The Lazar Institute
Suite 840
1800 M Street, N.W.
Washington, D.C. 20006

3. Pretrial Screening Projects

Bureau of Social Science Research
1990 M Street, N.W.
Washington, D.C. 20036

4. Select Patrol Strategies: Specialized Patrol Operations

Institute for Human Resources Research
7315 Wisconsin Avenue
Bethesda, Maryland 20014

5. Early Warning Robbery Reduction Projects

The MITRE Corporation
Westgate Research Park
McLean, Virginia 22101

6. Citizen Crime Reporting Programs

Loyola University of Chicago
Department of Psychology
6525 N. Sheridan Road
Chicago, Illinois 60626

7. Pretrial Release Programs

National Center for State Courts
1661 Lincoln Street
Suite 200
Denver, Colorado 80203

8. Prevention of Juvenile Delinquency

The Center for Vocational Education
The Ohio State University
1960 Kenny Road
Columbus, Ohio 43210

9. Alternatives to Juvenile Incarceration and

10. Juvenile Diversion

University of Minnesota
Department of Criminal Justice
Studies
314 Social Sciences Building
Minneapolis, Minnesota 55455

11. Traditional Preventive Patrol

University City Science Center
Washington Program Office
1717 Massachusetts Avenue, N.W.
Washington, D.C. 20036

12. Youth Service Bureaus

Boston University
Metropolitan College
Urban Affairs Program
755 Commonwealth Avenue
Boston, Massachusetts 02215

13. Team Policing Projects

National Sheriffs' Association
1250 Connecticut Avenue, N.W.
Suite 320
Washington, D.C. 20036

14. Citizen Patrol Projects

The Rand Corporation
2100 M Street, N.W.
Washington, D.C. 20037

15. Patrol Support Systems: Crime Analysis Units

Foundation for Research and Development in Law
Enforcement and Criminal Justice, Inc.
515 Woodcrest Drive
Bloomington, Indiana 47401

16. Detention of Juveniles and Alternatives to Its Use

School of Social Service Administration
University of Chicago
5801 S. Ellis Avenue
Chicago, Illinois 60637

17. Security Survey: Community Crime Prevention Programs

International Training, Research and Evaluation
Council
Suite G
10500 Sager Street
Fairfax, Virginia 22030

18. Residential Inmate Aftercare Projects (Halfway Houses)
for Adult Offenders

Program for the Study of Crime and Delinquency
The Ohio State University Research Foundation
1314 Kinnear Road
Columbus, Ohio 43212

19. Court Information Systems

The MITRE Corporation
Advanced Program Development/Justice Systems
P.O. Box 208
Bedford, Massachusetts 01730

20. Institutional Furlough Programs

University of Alabama
School of Social Work
P.O. Box 1935
University, Alabama 35486

21. Intensive Special Probation

Georgia Institute of Technology
School of Industrial and Systems
Engineering
225 North Avenue
Atlanta, Georgia 30322

22. Employment Services for Releasees in the
Community

The Lazar Institute
1800 M Street, N.W.
Suite 840
Washington, D.C. 20006

23. Street Lighting Projects

Public Systems Evaluation, Inc.
929 Massachusetts Avenue
Cambridge, Massachusetts 02139

24. Policing Urban Mass Transit Systems

The MITRE Corporation
Criminal Justice System Research Department
Westgate Research Park
McLean, Virginia 22101

25. Institutional Education Programs for Inmates

Lehigh University
School of Education
Bethlehem, Pennsylvania 18015

26. Police Juvenile Units

The Police Foundation
1909 K Street, N.W.
Suite 400
Washington, D.C. 20006

27. Coeducational Correctional Institutions

Koba Associates, Inc.
2001 S Street, N.W.
Suite 302
Washington, D.C. 20009

NATIONAL EVALUATION PROGRAM: PHASE I REPORTS AVAILABLE
FROM THE NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE

December, 1976

1. Operation Identification Projects

- NCJ - 28907 Evaluation of Operation Identification: Evaluation of the Program's Effectiveness
- 28908 Evaluation of Operation Identification: Survey Findings, Other Evaluations of Operation Identification, and Evaluation of this Study
- 28909 Evaluation of Operation Identification: Summary of the Assessment of Operation Identification's Effectiveness, and Plans for Evaluating a Single Project

2. Treatment Alternatives to Street Crime (TASC)

- NCJ - 32493 Treatment Alternatives to Street Crime (TASC): A State of Knowledge Review
- 32494 Treatment Alternatives to Street Crime (TASC): Analytical Framework
- 32495 Treatment Alternatives to Street Crime (TASC): Evaluation Design for the TASC Program
- 32496 Treatment Alternatives to Street Crime (TASC): Evaluation Considerations for an Individual Project
- 32497 Treatment Alternatives to Street Crime (TASC): An Evaluative Framework and State-of-the-Art Review

3. Pretrial Screening Projects

- NCJ - 30003 Design for a Phase II Evaluation of Pretrial Screening Programs
- 30004 Design for a Single Pretrial Screening Project Evaluation
- 30005 Issues in Pretrial Screening
- 30006 Pretrial Screening in Perspective

4. Select Patrol Strategies: Specialized Patrol Operations

- NCJ - 30380 National Evaluation of Selected Patrol Strategies:
Literature Search
- 30381 National Evaluation of Selected Patrol Strategies:
The Universe and Selected Project Descriptions
- 30382 National Evaluation of Selected Patrol Strategies:
Project Families, Synthesis Framework and Measurement
- 30383 National Evaluation of Selected Patrol Strategies:
Assessment of the Knowledge on Specialized Patrol
- 30384 National Evaluation of Selected Patrol Strategies:
Study Designs for Local, Multiple Project and Field
Experimental Evaluations of Specialized Patrol

5. Early Warning Robbery Reduction Projects

- NCJ - 32498 Early-Warning Robbery Reduction Projects: An Assess-
ment of Performance
- 32499 Early-Warning Robbery Reduction Projects: Individual
Project Evaluation Design

6. Citizen Crime Reporting Programs

- NCJ - 34140 National Evaluation Program Phase I Report: Citizen
Crime Reporting Projects Final Report
- 34141 National Evaluation Program Phase I Report: Evaluation
Manual for Citizen Crime Reporting Projects
- 34142 National Evaluation Program Phase I Report: Design for
Phase II Research on Citizen Crime Reporting Projects
- 34143 National Evaluation Program Phase I Report: Towards
Increasing Citizen Responsibility, Surveillance and
Reporting of Crimes

7. Pretrial Release

- NCJ - 32738 Phase I Evaluation of Pretrial Release Programs:
Issue Paper
- 32739 Phase I Evaluation of Pretrial Release Programs:
Evaluation Framework
- 32740 Phase I Evaluation of Pretrial Release Programs:
Assessment of the Present State of Knowledge Concerning
Pretrial Release Programs
- 32741 Phase I Evaluation of Pretrial Release Programs:
Designs for Phase II National Scope Research on
Pretrial Release Programs
- 32742 Phase I Evaluation of Pretrial Release Programs:
Single Program Evaluations

8. Prevention of Juvenile Delinquency

- NCJ - 32487 Theory and Practice of Delinquency Prevention in the
United States: National Evaluation Program
- 32488 Theory and Practice of Delinquency Prevention in the
United States: Review, Synthesis and Assessment
- 32489 Juvenile Delinquency Prevention: Priority Areas
for Evaluation and Research
- 32490 Principles and Guidelines for State and Local
Administrators of Juvenile Delinquency Prevention
Programs

9. Alternatives to Juvenile Incarceration

- NCJ - 32491 Community-Based Alternatives to Juvenile Incarceration

10. Juvenile Diversion

- NCJ - 34472 Juvenile Diversion: Final Report
- 34473 Juvenile Diversion: Key Issues

11. Traditional Preventive Patrol

- NCJ - 35438 Traditional Preventive Patrol: A Site-Specific
Evaluation Design

- 35439 Traditional Preventive Patrol: A Design for Phase II Research
- 35440 Issues in Traditional Preventive Patrol: A Review and Assessment of the Literature - Bibliography
- 35448 Issues of Traditional Preventive Patrol: A Review and Assessment of the Literature - Phase I Report
- 35449 Traditional Preventive Patrol: An Analytical Framework and Judgemental Assessment

12. Team Policing

- NCJ - 34480 Issues in Team Policing: A Review of the Literature
- 34481 Neighborhood Team Policing in the United States: An Assessment
- 34482 Monitoring and Evaluating Team Policing Programs

13. Citizen Patrol Projects

- NCJ - 34856 Patrolling the Neighborhood Beat: Residents and Residential Security
- 34857 Patrolling the Neighborhood Beat: Residents and Residential Security - Case Studies and Profiles

14. Security Survey: Community Crime Prevention Programs

- NCJ - 34858 Recommendations concerning Phase II Research of the Security Survey
- 34859 Plan for Evaluating a Single Security Survey Program
- 34860 Assessment of the Crime Prevention Physical Security System

15. Residential Inmate Aftercare Projects (Halfway Houses) for Adult Offenders

- NCJ - 36379 Residential Inmate Aftercare: The State-of-the-Art

- 36380 Residential Inmate Aftercare: The State-of-the-Art, Supplement A - Survey of Residential Inmate Aftercare Facilities
- 36381 Residential Inmate Aftercare: The State-of-the-Art, Supplement B - Abstracts of Evaluations Reviewed
- 36382 Residential Inmate Aftercare: The State-of-the-Art- Single Halfway House Evaluation Model
- 36384 Residential Inmate Aftercare: The State-of-the-Art- Phase II Evaluation Design

16. Court Information Systems

- NCJ - 37882 Court Information Systems: A Single Court Information System Project Evaluation Design
- 37883 Court Information Systems: Preliminary Findings and Issues
- 37884 Court Information Systems: A Judgemental Assessment
- 37885 Court Information Systems: An Assessment Framework
- 37886 Court Information Systems: Phase II Study

END