

TRAINING for PLANNERS and EVALUATORS

a
systems
approach
to
Criminal
Justice

October, 1978

Training Division
Office of Operations Support
Law Enforcement Assistance Administration
U.S. Department of Justice

5223

TRAINING FOR PLANNERS AND EVALUATORS

EXECUTIVE SUMMARY

An agency-wide strategy to develop and deliver training programs for State, regional and local planning unit personnel was approved by LEAA in FY 1976. This strategy enabled the centralized development of courses through the Training Division, Office of Operations Support and the decentralized delivery of these programs through a system of Criminal Justice Training Centers (CJTCs) selected and supervised by LEAA with the assistance of representatives of the agencies served.

Implementation of this strategy has had a significant effect. In FY 1977, more State, regional and local planning unit personnel were trained than in all previous years, combined. In FY 1978 this capacity was more than doubled to enable 1,250 instances of training. The quality and variety of the training changed as well. For example, the Criminal Justice Planning Course evolved as a result of transferring it from the developer to other institutions and through the involvement of new training teams; the Analysis Course was refocused and refined; the Evaluation Course was developed and has since matured; a Glossary has been prepared to facilitate communication among criminal justice personnel; and new courses in Program Development and Management are under development.

In FY 1978 the intended audience for the program was expanded to include State and local operating agency personnel, and Community Anti-Crime Program grantees were included on a trial basis. In addition, the Technical Assistance Resource Centers managed by the Office of Criminal Justice Programs have been co-located with the five CJTCs.

Thus, an integrated set of training materials that are academically sound and practical have been developed, tested, packaged, transferred, and used. In addition, an integrated training delivery system, the five university based CJTCs with their trained teams of practitioner-oriented instructors, has been established.

Together, the training materials and the CJTCs constitute new and effective resources for capacity development.

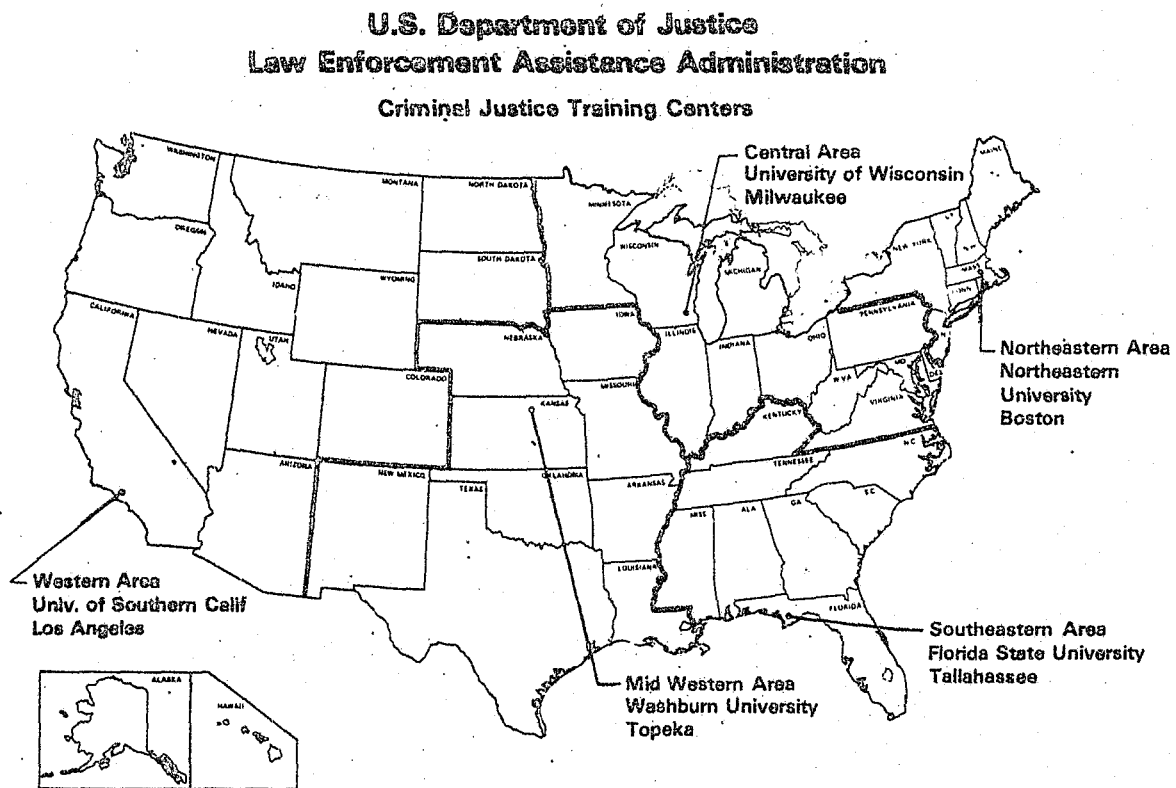
CRIMINAL JUSTICE TRAINING CENTERS

In FYs 1976 and 1977, CJTCs were established at Northeastern University (NU), University of Wisconsin/Milwaukee (UWM), Florida State University (FSU), Washburn University (WU) and the University of Southern California (USC). The CJTCs serve the training needs of state and local planning unit personnel within specific jurisdictions. These CJTCs "localize" and deliver nationally developed and/or approved training materials. They employ trained instructor teams composed of carefully selected academicians and practitioners and operate with the guidance of Planning/Advisory Committees, which represent State, regional and local criminal justice agencies, to ensure responsiveness and to assist in on-going quality control.

Initially, a five-day Criminal Justice Planning Course, developed by the USC under LEAA sponsorship, was revised and transferred to the CJTCs. By the end of FY 77 each CJTC had trained and experienced teams of instructors in place for the planning course, and over 500 planners had been trained. Complementary courses in Criminal Justice Analysis, Monitoring and Evaluation, which were under development in FY 1977, were transferred to the CJTCs in FY 1978. In that year, the CJTCs delivered training in planning, analysis, monitoring and evaluation to over 1,250 personnel from criminal justice planning and operating agencies from almost all of the States and Territories of the United States.

Participant "in-course" and "follow-up" evaluations attest to the high quality and usefulness of the training. Initial feedback indicates that the planning and evaluation process of several States has been improved as a result of participation in this training program. An impact assessment is being designed and tested. If feasible, it will be implemented nationally to determine the effect of this program.

In FY 1979, each of the CJTCs will deliver approximately ten courses in field locations. Participation is usually arranged directly with the CJTC or through the Planning/Advisory Committee member representing a given jurisdiction. The addresses of the CJTCs and the names of the Staff, Planning/Advisory Committee Members and Instructors for each of the courses are provided in Appendix 1. A tentative schedule of course offerings for FY 1979 is provided in Appendix 2. Jurisdictions served by each of the CJTCs are indicated below.



Requests for participation in these programs continue to exceed the capacity of the CJTCs. However, about 1,500 opportunities will be provided during FY 1979. Persons interested in participating in any of these courses should contact the appropriate CJTC at the earliest opportunity.

TRAINING PROGRAMS

The Training Division, OOS, with the assistance of other LEAA offices and the CJTCs, is developing a series of complementary training programs in criminal justice planning, analysis, program development, program management, monitoring and evaluation. Additional courses in policy development, advanced analysis, and long range planning are under consideration for future development.

As resources are made available, course developers are competitively selected on a national basis to develop an individual or closely related series of courses. Development usually includes needs assessment, curriculum design, materials development, pilot testing, refinement and packaging. Once the program has been approved by LEAA, the developer assists in the transfer of the course to the CJTCs. The current courses are in various stages of evolution.

1. **Criminal Justice Planning:** A one-week course developed by USC. It provides a comprehensive introduction to the criminal justice planning process; provides instruction and practical experience in several techniques used in planning; and prepares participants to apply components of the process in their planning activities. This course, which is in place in all CJTCs, is structured around a general planning process model and a series of tasks which should be performed in any planning effort.

Lectures presented throughout the week are integrated through the recently revised Gotham City Exercise, a major simulation which enables participants to apply what they have learned. Comprehensive crime and systems data is supplied from which trainees draw inferences about the past in "Gotham City", forecast trends, identify problems, establish goals and priorities, and develop interrelated programs for a group presentation to a mock supervisory board.

Module titles include: The Planning Process - Introduction and Overview; Preparing for Planning; Selecting a Planning Approach; The Present Situation - Implications of a Systems Approach; Introduction to Forecasting; Problem Identification and Analysis; Determining Planning Goals; Developing a Plan - Programs and Projects; Plan Implementation; and Monitoring and Evaluation.

2. Criminal Justice Analysis: This course which was originally developed by Abt Associates and tested in support of the High Crime Area Program by the State University of New York at Albany, has been substantially revised. While building upon the original materials, the course has been restructured and refocused. It is now specifically directed at a basic level audience and is designed to develop problem identification and analysis knowledge and skills to support planning and evaluation activities.

This course has been transferred to the CJTCs. As with the Planning Course, the course evolved during the transfer process. These refinements and a major exercise are being introduced into the course materials by WU with the assistance of the original course developer and the other CJTCs. These materials have been pilot tested and will be available in December 1978.

Modules for this course include: Problem Formulation; Data Synthesis; Descriptive Methods; Comparative Methods; Inferential Methods; Interpretation of System Data; Presentation of Findings; and Managing Analysis.

3. Criminal Justice Monitoring and Evaluation: These one-week courses, developed by the American Institutes for Research (AIR), address the needs of criminal justice personnel who manage, plan or conduct the monitoring or evaluation of criminal justice projects at the State, regional or local level. The courses emphasize the basic logic underlying project evaluation, the characteristics of different information needs, and the value of informing decision making through evaluation. The courses introduce the Method of Rationales and teach participants to apply this framework of logic in planning, designing and conducting monitoring and evaluation.

The courses are in place at all CJTCs. Some refinements have been made over the past year and have already been incorporated into the participant materials. The Instructor Guide is still being updated.

The lectures, applications and exercises of the courses are structured around a continuum ranging from monitoring to process evaluation to impact assessment. Module titles include: Introduction to Evaluation; Project Monitoring; Process Evaluation; Impact Assessment; and Survey of Procedures.

4. Program Development: This course is under development. A contract was competitively awarded to AIR in September 1978, to design, develop, test, package and transfer this course over the following 18 months. In general, it is anticipated that this course will develop knowledge, tools and skills which can be used by State, regional and local criminal justice personnel to identify alternative strategies, select optimum courses of action and orchestrate the necessary organizations and resources to implement appropriate programs and projects. After development this course will be delivered through the CJTCs.
5. Program Management: A contract was competitively awarded to the American Management Associations (AMA) in September 1978 to adapt a proven program management course to criminal justice system needs. This course will be tested in January 1979. If the test is successful, the course will be transferred by AMA to each of the five CJTCs over the next two years. During this transfer ten courses will be conducted training a total of 200 criminal justice managers and the CJTCs will be prepared to continue the delivery of this course.

These courses are well documented. Instructor guides, participant guides, simulation exercises, visual aids, texts, collections of readings, glossaries, administrative guides and evaluation reports recording participant responses and transfer technology have been or are being produced. These materials can be made available for use by State and local training academies, colleges and universities, Federal agencies and other governments.

Further information concerning this program can be obtained from the CJTC that serves your area or Richard N. Ulrich, Director, Training Division, Office of Operations Support, Law Enforcement Assistance Administration, 633 Indiana Avenue, N.W., Washington, D. C. 20531, telephone: 202/376-3665.

NORTHEASTERN AREA
CRIMINAL JUSTICE TRAINING CENTER
College of Criminal Justice
Northeastern University
739 Boylston Street
Boston, Massachusetts 02116
617/437-2979

JURISDICTIONS SERVED

Connecticut, Maine, Massachusetts, New Hampshire, New Jersey,
New York, Puerto Rico, Rhode Island, Vermont, Virgin Islands

STAFF

Principal Investigator	: Robert R. J. Gallati
Project Director	: Thomas C. Stringer
Academic Advisor	: Edith Flynn
Program Manager	: Gabrielle Tyrnauer
Administrative Assistant	: vacant
Secretary	: Barbara Lawson Joann Lynch

PLANNING/ADVISORY COMMITTEE

Chairman : Ted T. Trott, Criminal Justice Planning & Assistance, Augusta, Maine

Vice-Chairman : Donald J. Apai, State Law Enforcement Planning Agency, Trenton,
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Members : William Bauman, Vermont Commission on the Administration of Justice,
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William Betjemann, Office of Crime Control, Albany, New York

Willis Cunningham, Law Enforcement Planning Commission,
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Patrick Fingliss, Governor's Committee on Crime Delinquency & Criminal
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Morrey Forman, Division of Criminal Justice Services, New York, New York

Robert Huestis, Capitol Region Council of Government, Hartford, Connecticut

Donald C. Main, Committee on Criminal Justice, Boston, Massachusetts

Wayne Markinson, Eastern Massachusetts Criminal Justice Planning Agency,
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John Mason, Governor's Commission on Crime & Delinquency, Concord,
New Hampshire

Skip McDonough, Puerto Rico Crime Commission, Hato Rey, Puerto Rico

Edmund Stoy, Mercer County Criminal Justice Planning Unit, Trenton,
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NORTHEASTERN AREA (continued)
TRAINING TEAMS

Planning : Doug Dallio, Orange, New Jersey
Jay Friedman, Department of Corrections, Orange, New Jersey
Ellis McDougal, University of South Carolina
Laurel Rans, Pennsylvania Board of Pardons
Gary B. Smith, Columbia, South Carolina

Analysis : Doug Frisbee, Minneapolis Crime Prevention Project, Minneapolis, Minnesota
Steve Gottfredson, John Hopkins University, Baltimore, Maryland
Rick Reishel, University of Illinois, Chicago, Illinois
Mag Seng, Illinois Law Enforcement Commission, Chicago, Illinois
Terry Thornberry, University of Pennsylvania, Philadelphia, Pennsylvania

Evaluation and
Monitoring : Lorraine Fowler, Bureau of Evaluation, Madison, Wisconsin
Ken Hines, Governor's Commission on Law Enforcement and Administration
of Justice, Towson, Maryland
Michael Kirby, Pre-Trial Services Center, Washington, D. C.
Shelly Mueller, Community Correctional Services, Geneva, Illinois
Laurel Rans, Pennsylvania Board of Pardons
Marc Riedel, Southern Illinois University, Carbondale, Illinois
Steve Van Dine, Ohio State University

CENTRAL AREA
CRIMINAL JUSTICE TRAINING CENTER
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JURISDICTIONS SERVED

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Secretaries	: Patricia Lehman
	Diane Oswald

PLANNING/ADVISORY COMMITTEE

Chairman	: Thomas Brennan, Governor's Justice Commission, Harrisburg, Pennsylvania
Vice-Chairman:	Marvin Zwiers, Western Michigan Regional Planning Commission, Grand Rapids, Michigan
Members	: Carl Cimino, Division of Justice and Crime Prevention, Richmond, Virginia
	Bennett Cooper, Ohio Department of Economic and Community Development, Columbus, Ohio
	Christine Harker, Governor's Commission on Criminal Justice, Wilmington, Delaware
	William Mercuri, Indiana Criminal Justice Planning Agency, Indianapolis, Indiana
	Elizabeth Reveal, Office of Criminal Justice Plans and Analysis, Washington, D. C.
	James Rush, Greater Egypt Regional Planning and Development Commission, Carbondale, Illinois
	Susan Saetre, Arrowhead Regional Development Commission, Duluth, Minnesota
	Victor Sulin, Governor's Commission on Law Enforcement and Administration of Justice, Towson, Maryland
	Fred Wileman, Wisconsin Council on Criminal Justice, Madison, Wisconsin

CENTRAL AREA (continued)
TRAINING TEAMS

Planning

- : Doug Dallio, Orange, New Jersey
- Lawrence Mackie, Planning Systems United Way, Cleveland, Ohio
- Don Manson, Public Facilities, City of Boston
- Nick Pijoan, Criminal Justice Administration Program, University of Colorado at Denver, Denver, Colorado
- Elizabeth Reveal, Office of Criminal Justice Plans and Analysis, Washington, D. C.
- Mag Seng, Illinois Planning Enforcement Commission, Chicago, Illinois
- George Trubow, John Marshall Law School, Chicago, Illinois

Analysis

- : Doug Frisbee, Minneapolis, Minnesota
- Steve Gottfredson, John Hopkins University, Baltimore, Maryland
- Rick Reishel, University of Illinois, Chicago, Illinois
- Mag Seng, Illinois Law Enforcement Commission, Chicago, Illinois
- Terry Thornberry, University of Pennsylvania, Philadelphia, Pennsylvania

Evaluation and

Monitoring

- : James Garafalo, Division of Criminal Justice Services, New York City, New York
- David Garwood, Administration of Justice Division, Columbus, Ohio
- Ken Hines, Governor's Commission on Law Enforcement and Administration of Justice, Towson, Maryland
- Michael Kirby, Pre-Trial Services Center, Washington, D. C.
- Shelly Mueller, Community Correctional Services, Geneva, Illinois
- Mike McMahon, Governor's Commission on Crime Prevention and Control, St. Paul, Minnesota
- Laurel Rans, Pennsylvania Board of Pardons
- Marc Riedel, Southern Illinois University, Carbondale, Illinois

SOUTHEASTERN AREA
CRIMINAL JUSTICE TRAINING CENTER
School of Criminology
Florida State University
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JURISDICTIONS SERVED

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina,
South Carolina, Tennessee

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PLANNING/ADVISORY COMMITTEE

Chairman : vacant

Vice-Chairman: John Duvall, Criminal Justice Planning Unit, W. Palm Beach, Florida

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SOUTHEASTERN AREA (continued)
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Charles Freil, Institute of Contemporary Corrections and the Behavioral
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MID-WESTERN AREA
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JURISDICTIONS SERVED

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Vice-Chairman: Vacant

Members : Lloyd Baptiste, Commission on Law Enforcement and Administration of
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Dennis Canote, Council on Criminal Justice, Jefferson City, Missouri
Fran Dodds, Criminal Justice Division, Austin, Texas
Rick George, Iowa Crime Commission, Des Moines, Iowa
Nancy Griggs, Regional Council on Criminal Justice, Jefferson City,
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Paula Hall, Crime Commission, Little Rock, Arkansas
Ken Jenkins, Commission on Law Enforcement and Criminal Justice,
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Thomas Kelley, Governor's Committee on Criminal Administration, Topeka,
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Richard Lindahl, Criminal Justice Department, Santa Fe, New Mexico
Ken Nash, County Criminal Justice Council, Oklahoma City, Oklahoma
John Ransom, Oklahoma Crime Commission, Oklahoma City, Oklahoma

MID-WESTERN AREA (continued)
TRAINING TEAMS

- Planning : Greg Bien, Washburn University of Topeka, Topeka, Kansas
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- Analysis : Charles Freil, Institute of Contemporary Corrections and the Behavioral
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Marshall Miller, Institute for Evaluation, Auburn University, Auburn,
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Robert Sternhell, University of New Orleans, New Orleans, Louisiana
Hayward White, Oklahoma City, Oklahoma

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Dakota, Utah, Washington, Wyoming

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Administrative Assistant : Amy Turner

PLANNING/ADVISORY COMMITTEE

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Members : Donald Dahlin, Department of Public Safety, Pierre, South Dakota
Ken Green, Law Enforcement Planning Office, Boise, Idaho
Lawrence Gunn, Law And Justice Planning Office, Olympia, Washington
Steve Vidinha, State Law Enforcement and Juvenile Delinquency Planning
Agency, Honolulu, Hawaii
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Utah
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WESTERN AREA (continued)
TRAINING TEAMS

- Planning : John Carr, Denver Anti-Crime Council, Denver, Colorado
Robert Crushman, American Justice Institute, Sacramento, California
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Mal King, Criminal Justice Planning Board, Ventura, California
George Trubow, Illinois Law Enforcement Commission, Chicago, Illinois
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Susan Wismer, Denver, Colorado
- Analysis : Jeff Barnes, Regional Automated Information Networks, Salem, Oregon
John Carr, Denver Anti-Crime Council, Denver, Colorado
Lyle Knowles, Pepperdine University, Los Angeles, California
William Larson, California Polytechnical Institute, Pomona, California
Ron Weber, Los Angeles Regional Criminal Justice Planning Board, Los Angeles, California

APPENDIX 2

TENTATIVE SCHEDULE OF FY 1979 COURSES

<u>Dates</u>	<u>Course</u>	<u>CJTC</u>	<u>Location</u>
10/1-6/78	Analysis	FSU	Atlanta, Ga.
10/15-20/78	Planning	UWM	Oshkosh, WI
10/15-20/78	Monitoring	WU	Topeka, KS
10/22-27/78	Monitoring	USC	Los Angeles, CA
10/22-27/78	Monitoring	NU	Auburn, MA
10/29-11/3/78	Planning	FSU	Atlanta, GA
11/5-10/78	Evaluation	UWM	Oshkosh, WI
11/12-17/78	Evaluation	FSU	Atlanta, GA
11/26-12/1/78	Analysis	WU	Huntsville, TX
11/26-12/1/78	Analysis	NU	Bedford, NH
12/3-8/78	Evaluation	UWM	Lancaster, PA
12/10-15/78	Planning	USC	*
1/7-12/79	Planning	FSU	Atlanta, GA
1/7-12/79	Evaluation	WU	Topeka, KS
1/7-12/79	Planning	UWM	Lancaster, PA
1/7-12/79	Evaluation	USC	*
1/14-19/79	Evaluation	NU	Bedford, NH
1/28-2/2/79	Analysis	WU	Topeka, KS
1/28-2/2/79	Analysis	UWM	Oshkosh, WI
2/4-9/79	Monitoring	FSU	Atlanta, GA
2/4-9/79	Analysis	USC	*
2/25-3/2/79	Planning	UWM	Lancaster, PA
2/25-3/2/79	Planning	NU	Bedford, NH

*Location to be determined

<u>Dates</u>	<u>Course</u>	<u>CJTC</u>	<u>Location</u>
2/25-3/2/79	Monitoring	USC	*
3/4-9/79	Analysis	FSU	Atlanta, GA
3/18-23/79	Analysis	USC	*
3/18-23/79	Planning	WU	Huntsville, TX
3/25-30/79	Analysis	UWM	*
4/8-13/79	Evaluation	FSU	Atlanta, GA
4/8-13/79	Evaluation	NU	*
4/22-27/79	Monitoring	WU	Huntsville, TX
4/22-27/79	Planning	USC	*
4/29-5/4/79	Evalation	UWM	*
5/6-11/79	Analysis	FSU	Atlanta, GA
5/6-11/79	Monitoring	NU	*
5/20-25/79	Planning	UWM	Lancaster, PA
5/20-25/79	Planning	WU	Topeka, KS
6/3-8/79	Evaluation	USC	*
6/10-15/79	Monitoring	FSU	Atlanta, GA
6/17-22/79	Evaluation	UWM	*
6/24-29/79	Planning	USC	*
7/29-8/3/79	Management	USC	*
8/19-24/79	Analysis	USC	*
9/16-21/79	Planning	UWM	Lancaster, PA
9/23-28/79	Monitoring	USC	*
9/30-10/5/79	Analysis	UWM	*
10/21-26/79	Planning	UWM	Lancaster, PA
10/21-26/79	Planning	USC	*

END