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## CHAPTER THREE

# III

Program Evaluation

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## Program Evaluation

Program evaluation is a key element of the Department's strategic planning and implementation cycle. It is also a vital complement to performance measurement. Performance measurement provides information on whether a program is achieving its targets. Program evaluation tells not only what is happening in a program but why. It typically addresses a broader range of questions, is more sensitive to contextual factors, provides a richer, more complete picture of program performance (including impact), and offers greater insight about ways to improve.

All major Justice components have internal inspection and review processes designed to foster improved operations and compliance with applicable rules and regulations. Grant-making organizations (OJP and COPS) also conduct extensive financial and programmatic monitoring of the grants they award. In addition, the Department's independent Office of the Inspector General performs audits and inspections and recommends program improvements. These studies as well as those conducted by the General Accounting Office are important and useful sources of information for improving program operations and organizational effectiveness.

Although extremely useful, these various review and monitoring activities do not substitute for the conduct of formal, methodologically rigorous program evaluations that examine fundamental questions of program design, implementation and impact. Most of the formal program evaluations undertaken by the Department are focused on state and local assistance programs and are undertaken under the auspices of the Office of Justice Programs. However, several other components have evaluation programs. The FBI, for example, has in place a five-year schedule for conducting assessments of its major programs. The DEA has recently established a program evaluation unit within its Office of Inspections. BOP also has a formal evaluation program. INS is carrying out a number of evaluation studies.

For purposes of this plan, the Department relied on several studies affecting core Justice programs that have either been recently completed or are in progress. These include the ongoing study of the effects of the BOP residential drug treatment programs and the national level evaluations of Weed and Seed and other community-based programs. In addition to providing feedback on whether or not our strategies and programs are achieving the outcomes desired, program evaluations have been used to help improve program implementation and identify meaningful and appropriate performance measures.

The following table provides the current schedule of major program evaluations, organized by strategic goal. The Department's Annual Performance Plan will include any adjustments to this schedule for the performance year covered by the plan.

**Table 3: Schedule Of Ongoing And Planned Major Program Evaluations**

**Goal 1: Keep America Safe by Enforcing Federal Criminal Laws**

Title	Focus/Issues to be Addressed	Methodology Type of Evaluation	Estimated Completion Date
Organized Crime Drug Enforcement Task Force (OCDETF)	Congressionally-requested review of the OCDETF program to assess the effectiveness and efficiency with which it uses its resources.	Process Evaluation: In progress	September 2000
FBI's Counter-Terrorism Program	Comprehensive review by the Office of Program Evaluation and Audit in the FBI's Inspections Division of the FBI's international and domestic terrorism programs.	Process Evaluation: In progress	September 2000

**Goal 2: Prevent and Reduce Crime and Violence by Assisting State, Tribal, Local and Community-Based Programs**

<b>Title</b>	<b>Focus/Issues to be Addressed</b>	<b>Methodology Type of Evaluation</b>	<b>Estimated Completion Date</b>
Local Law Enforcement Block Grant (LLEBG) Evaluation	Examination of the utilization of block grant funding including decisionmaking models, level of innovation and effectiveness of the electronic application process.	Process Evaluation: In progress  Impact Evaluation: Planned for FY 2001	November 2000
Violence Against Women Act — Evaluation of Services, Training, Officers and Prosecutors (STOP)	Examination of STOP purpose areas including prosecution, law enforcement, victim services, services to Native Americans, and data improvement.	Impact Evaluation: In progress	September 2000
Violence Against Women Act — Evaluation of Grants to Combat Violent Crimes Against Women on Campuses	Analysis of program characteristics and effectiveness.	Process and Impact Evaluations: In progress	Fall 2003
Violence Against Women Act — Evaluation of the Rural Domestic Violence and Child Victimization Enforcement Grant Program	Analysis of program characteristics and effectiveness.	Process and Impact Evaluations: In progress	November 2001
Violence Against Women Act — Evaluation of Grants to Encourage Arrest Policies Grant Program	Two-phased study of implementation and impact of program.	Process and Impact Evaluations: In progress	September 2001
Violence Against Women Act — Evaluation of the Domestic Violence Victims Civil Legal Assistance Program	Study will document local programs funded, examine grantee planning and implementation, evaluate the need for and adequacy of special conditions pertaining to victim confidentiality and determine the effectiveness of these programs.	Process and Impact Evaluations: In progress	Fall 2003
Byrne — Evaluation of Tribal Strategies Against Violence Initiative	Study will document the processes used by tribal communities to develop and implement strategies to reduce violence at seven sites and analyze and document differences and similarities related to the development and implementation of local strategies.	Process Evaluation: In progress	December 2000
Byrne — Evaluation of the Impact of Multi-jurisdictional Task Forces	This evaluation will attempt to assess the effectiveness of this approach to crime reduction.	Process Evaluation: In progress  Impact Evaluation: FY 2001	September 2000
COPS — Reducing Non-emergency Calls to 911: An Assessment of Four Approaches to Handling Citizen Calls for Service Evaluation	Program participation and implementation is being studied to assess the extent to which there is a reduction in the volume of inappropriate emergency calls for service as a result of 311.	Process Evaluation: In progress	December 2000

<b>Title</b>	<b>Focus/Issues to be Addressed</b>	<b>Methodology Type of Evaluation</b>	<b>Estimated Completion Date</b>
Violent Offender Incarceration and Truth-in-Sentencing (VOI/TIS) Grants Evaluation	This evaluation will examine legislative actions, sentencing patterns, correctional populations, systems costs and crime rates in all 50 states.	Process Evaluation: In progress	March 2001
COPS — School Resource Officer (SRO) Program Assessment	This national assessment will provide a description of various models implemented under the SRO Program and measurement of the impact of various SRO programs on selected indicators of school safety.	Process Evaluation: FY 2000 Impact Evaluation: FY 2001	February 2002
Evaluation of the Juvenile Mentoring Program (JUMP)	The national evaluation will collect, manage, and analyze both quantitative and qualitative data, provide evaluation technical assistance, and develop reports. An interim evaluation report will be in September of 2000, and a final report in September of 2001.	Process and Outcome Evaluations: In progress	September 2001
Evaluation of the Combating Underage Drinking Program	The national evaluation will determine how states and communities are using the Combating Underage Drinking funds and evaluate the impact of the program in communities.	Process and Impact Evaluations: In progress	August 2001
Evaluation of the Safe Start Initiative	This evaluation will document and evaluate communities' efforts to prevent and reduce the impact of family and community violence on young children.	Process and Impact Evaluations: In progress	May 2005
Evaluation of the Intensive Community-Based Aftercare Demonstration and Technical Assistance Program	This evaluation will assess the fidelity with which the program model is implemented and measure outcomes including several different measures of recidivism.	Process and Impact Evaluations: In progress	June 2001
Evaluation of the Tribal Youth Program	This evaluation will examine the relationship between federal, state, local and tribal systems.	Process and Outcome Evaluations: In progress	June 2003
National Evaluation of Title V	This evaluation will examine the viability and effectiveness of the comprehensive, locally-defined risk and protective factor focused prevention models in preventing delinquency in 12 sites in six states.	Process and Outcome Evaluations: In progress	July 2003
Evaluation of the OJJDP Comprehensive Strategy	This process evaluation will document the lessons learned and factors associated with successful Comprehensive Strategy planning and implementation processes.	Process Evaluation: In progress	March 2001
Evaluation of Community Assessment Centers	This evaluation will determine the degree to which two program sites, Denver, CO, and Orlando, FL, implemented the OJJDP Community Assessment Centers concept and its effect on the local juvenile justice and delinquency prevention systems and on the juveniles.	Process and Impact Evaluations: In progress	September 2003

<b>Title</b>	<b>Focus/Issues to be Addressed</b>	<b>Methodology Type of Evaluation</b>	<b>Estimated Completion Date</b>
Safe Kids/Safe Streets Evaluation	This evaluation will (1) document and explicate the process of community mobilization, planning, and collaboration that has taken place before and during the SKSS awards and (2) determine the effectiveness of the implemented programs in achieving the goals of the SKSS program.	Process and Impact Evaluations: In progress	October 2002
Juvenile Accountability Incentive Block Grant Evaluation	A national study is being conducted to determine how the program has been administered, how the grants have been used, the types of programs funded as well as program access and utilization. The study will assess local satisfaction with training and technical assistance and attitudes toward the program.	Process Evaluation: In progress	December 2002
Victims of Crime Act (VOCA) Program Evaluation	Evaluation of victims assistance and compensation programs.	Process Evaluation: In progress	February 2001
Victims of Crime	Evaluation of victim needs and access to assistance.	Process Evaluation: In progress	March 2002
Community-Oriented Policing Services Program — National Evaluation	Ongoing evaluation of implementation including allocation of resources, distribution of funds, organizational structure, local hiring of officers, acquisition of technology and adoption of the COPS model by local jurisdictions.	Process and Impact Evaluations: In progress	October 2000
COPS — Methamphetamine Project	Assessment of initiative to support enforcement, intervention and prevention efforts using community policing strategies in jurisdictions with pressing methamphetamine problems.	Process and Outcome Assessment: In progress	March 2001
School-Based Partnerships	Local and national level evaluation of program impact, including effectiveness of applying problem solving model to specific crime and disorder problems in schools.	Impact Evaluation: In progress	Local: May 2001 National: Dec. 2001
Regional Community Policing Institutes	Local and national level evaluation of implementation and effects of RCPI training on police officer trainees and police agencies.	Process and Impact Evaluations: In progress	June 2001
Problem Solving Partnerships — Program Assessment	Local and national level evaluation of impact of applying problem solving model to specific crime and disorder problems.	Impact Evaluation: In progress	Local: Ongoing National: June 2000
Advancing Community Policing Demonstration Centers	Local evaluations to assess active community policing laboratories and tools needed to disseminate information and assistance to other law enforcement agencies.	Process Evaluation: In progress	January 2001

#### Goal 4: Fairly and Effectively Administer the Immigration and Naturalization Laws of the United States

Title	Focus/Issues to be Addressed	Methodology Type of Evaluation	Estimated Completion Date
New Immigrant Survey	Interagency-sponsored longitudinal study to develop program and policy-relevant information for government and public use. Study will address impact of recent immigrants on future immigration flows and naturalization, emigration, and criminal justice as well as provide data over time on the income, health, employment, net worth, and social participation of recent immigrants.	Telephone and in-person survey  Process and Impact Evaluations: To begin in late 2000	December 2004
Evaluation of the IIRIRA Sponsorship Provisions	Study to determine the impact of the new sponsorship provisions on immigrant flows and characteristics, the ability of U.S. residents to bring close relatives to this country, and of the ability of benefit agencies to enforce the sponsor's commitment of support.	Administrative data and record review  Impact Evaluation: In progress	March 2001 with follow up
Welfare Reform, the Economic and Health Status of Immigrants	Interagency-sponsored study to evaluate the impacts of welfare reform on different types of aliens in Los Angeles and New York City, including coping mechanisms and continued use of benefit programs. Results will have program and policy-relevant information for INS and the public.	Telephone and in-person survey  Impact Evaluation: In progress	October 2001
Evaluation of the IIRIRA Basic Pilot	Congressionally-mandated evaluation to determine how well employers participating in the pilot verify the status of all newly hired workers and the impact of the program on workload, cost, discrimination, privacy, and other factors.	Mail and in-person survey and administrative data and record review  Process and Impact Evaluations: In progress	September 2001
Evaluation of the IIRIRA Citizen Attestation Pilot	Congressionally-mandated evaluation to determine how well employers participating in the pilot verify the status of newly hired alien workers and the impact of the program on workload, cost, discrimination, privacy, and other factors.	Mail survey and administrative data and record review  Process and Impact Evaluations: To begin in late 2000	September 2001
Evaluation of the IIRIRA Machine Readable Document Pilot	Congressionally-mandated evaluation to determine how well employers participating in the pilot verify the status of all newly hired workers and the impact of the program on workload, cost, discrimination, privacy, and other factors.	Mail and in-person survey and administrative data and record review  Process and Impact Evaluations: To begin in late 2000	September 2002
Evaluation of the New Legally-Enforceable Affidavit of Support	Evaluation of how well sponsors follow the requirements of the new affidavit of support and the adequacy of government decisionmaking on these forms.	Administrative data and record review  Process Evaluation: In progress	June 2001



<b>Title</b>	<b>Focus/Issues to be Addressed</b>	<b>Methodology Type of Evaluation</b>	<b>Estimated Completion Date</b>
Evaluation of the Immigrant Investor Regional Center Pilot Program	Evaluation of how well regional centers approved under the pilot program to attract immigrant investors engaging in certain export activities are working and what changes should be made.	Mail and in-person survey  Process and Impact Evaluations: To begin in mid 2000	September 2001
Border Coordination Initiative (BCI) Program Evaluation	An evaluative study to determine whether or not the BCI core mission initiatives are meeting the predetermined goals and objectives described in the original program plans of September 1998.	Analysis of workload and performance data from INS' and Customs' databases, questionnaires, surveys, case studies  Process and Impact Evaluations: In progress	December 2000
Southwest Border Strategy Evaluation	Evaluation of (1) Are the strategies we are pursuing achieving their intended effects? (2) Are there unanticipated effects? (3) Are our goals realistic? (4) Are we collecting the right performance data? and, (5) Are there alternative strategies that might prove more successful?	Independent, non-governmental research augmented by analyses from ongoing INS evaluations  In progress	December 2000
Customer Surveys	Survey of U.S. residents asking about the speed and courtesy of the inspections process at airports and land border crossing points; part of a multiagency survey spearheaded by the National Partnership for Reinventing Government.	Telephone survey  Process Evaluation: To begin July 2000	October 2000
Evaluation of Use of Expedited Removal in the Institutional Removal Program	Study to determine whether use of Expedited Removal (ER) procedures with selected alien detainees in federal prisons can speed their removal. If successful, this use of ER would enhance the Service's ability to remove criminal aliens from the interior of the United States.	Administrative data and record review  Process and Impact Evaluations: In progress	March 2001

**Goal 5: Protect American Society by Providing for the Safe, Humane and Secure Confinement of Persons In Federal Custody**

<b>Title</b>	<b>Focus/Issues to be Addressed</b>	<b>Methodology Type of Evaluation</b>	<b>Estimated Completion Date</b>
BOP Taft Correctional Institution in California	Cost effectiveness and operational success of government-owned but privately managed facility.	Process/Cost Effectiveness Evaluation: In progress	March 2003
BOP Residential Drug Treatment Program	Conducted with funding and assistance from the National Institute of Drug Abuse, this study focuses on the effectiveness of residential drug treatment programs by monitoring inmates for up to three years following their release.	Impact Evaluation: In progress	September 2000 [Preliminary report issued February 1998]

<b>Title</b>	<b>Focus/Issues to be Addressed</b>	<b>Methodology Type of Evaluation</b>	<b>Estimated Completion Date</b>
Private Medical Services Provided at BOP Facilities in Beaumont, Texas	Cost effectiveness and operational success of private health care services.	Process/Cost Effectiveness Evaluation: In progress	March 2003
Assumption of Outside Medical Care Responsibilities for USMS Prisoners	Assessment of financial and operational impact on BOP of assuming these responsibilities.	Analysis of Pilot Program Data: In progress	September 2000