



CHAPTER IV

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. For example, the DEA has recently established its program evaluation function within the Office of the Deputy Administrator. BOP also has a formal evaluation program. And the FBI, as part of its business process re-engineering efforts, has determined the need to conduct program evaluations of its headquarters-based investigative and administrative programs prior to beginning cyclical inspection fieldwork. In calendar year 2004, the FBI expects to conduct approximately seven of these program evaluations.

For purposes of this plan, the Department relied on several studies affecting core Justice programs that have either been completed recently or are in process. These include the BOP evaluation of private medical services, the assessment of Victims of Crime Act-funded compensation and assistance programs, and the on-going evaluation of the effectiveness of partnerships between agencies to reduce crime. 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 the plan.

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations			
GOAL I: PREVENT TERRORISM AND PROMOTE THE NATION'S SECURITY			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
FBI's Cyber crime program effectiveness	Cyber crime program effectiveness in meeting program goals and intent	Process/Impact Evaluation	December 2003
GOAL II: ENFORCE FEDERAL LAWS AND REPRESENT THE RIGHTS AND INTERESTS OF THE AMERICAN PEOPLE			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
GAO Audit of the Radiation Exposure Compensation Act (RECA) Program	DOJ's administration of the RECA Program; adequacy of RECA trust fund monies.	Process Evaluation	October 2004 - report to Congress due every 18 months by P.L. 106-245
GOAL III: PREVENT AND REDUCE CRIME AND VIOLENCE BY ASSISTING STATE, TRIBAL, LOCAL AND COMMUNITY-BASED PROGRAMS			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
Victims of Crime Act (VOCA) Programs	Effectiveness of VOCA-funded compensation and assistance programs	Process Evaluation	Completed - editing final reports and implications for field
Violence Against Indian Women: Services, Training, Officers and Prosecutors formula grants (STOP)	Impact of tribal STOP programs and examination of how the unique cultural and legal context of American Indians impacts the effectiveness of these programs.	Impact Evaluation	Completed - reviewing final report
Tribal Youth Program	Relationship among federal, state, local and tribal systems.	Process/Outcome Evaluations: In Process	November 2003

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations (cont.)

GOAL III: PREVENT AND REDUCE CRIME AND VIOLENCE BY ASSISTING STATE, TRIBAL, LOCAL AND COMMUNITY-BASED PROGRAMS (CONTINUED)			
Title	Focus/Issues to be Addressed	Medodology/Type of Evaluation	Estimated Completion Date
National Evaluation of Title V	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/Outcome Evaluations: In Process	Completed - report should be finalized in November 2003
Community Assessment Centers	To 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/Impact Evaluations: In Process	Completed - report should be finalized in November 2003
Violence Against Women Act - Grants to Combat Violent Crimes Against Women on Campuses	Program characteristics and effectiveness.	Process Evaluations: In Process	Fall 2003
New Hampshire Department of Corrections Community Drug Testing Program	Effectiveness of drug testing to develop profiles of offenders most likely to benefit from a drug-testing program and the impact of interventions applied as the result of testing positive.	Impact Evaluation	Q2/FY 2004

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations (cont.)

GOAL III: PREVENT AND REDUCE CRIME AND VIOLENCE BY ASSISTING STATE, TRIBAL, LOCAL AND COMMUNITY-BASED PROGRAMS (CONTINUED)			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
Civil Legal Assistance	How local non-Civil Legal Assistance funded programs complement OVAW-funded programs and the effectiveness of these programs in meeting the needs of the women they serve.	Process Evaluation	Q2/ FY 2004
Comprehensive Indian Resources for Community and Law Enforcement (CIRCLE)	Utilization and effectiveness of technical assistance and training for CIRCLE project sites; effects of CIRCLE on relations between and among tribal sites; effectiveness of CIRCLE to help create safer communities; etc.	Process/Outcome Evaluation	Q2/ FY 2004
Safe Start Initiative	To document communities' efforts to prevent and reduce the impact of family and community violence on young children.	Process/Impact Evaluations: In Process	September 2005
Multi-Jurisdictional Task Forces	Effectiveness of partnerships between agencies to crime reduction.	Impact/Outcome Evaluation	Fall 2005
Victim Assistance in Indian Country; Developing and Enhancing Tribal Courts; and Indian Alcohol and Substance Abuse	Provide information on methods and efforts used to reduce alcohol and substance abuse in Indian Country	Process Evaluation: Evaluability assessment is being performed	January 2004

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations (cont.)

GOAL III: PREVENT AND REDUCE CRIME AND VIOLENCE BY ASSISTING STATE, TRIBAL, LOCAL AND COMMUNITY-BASED PROGRAMS (CONTINUED)			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
Auto Theft Prevention; Watch Your Car Program	May include: 1) a review of the programmatic activities of states currently administering the program; 2) a review of the best practices; 3) a literature search to evaluate findings of other auto theft prevention initiatives; 4) the collection of programmatic and technological information that has developed from the implementation of these programs; or 5) any other steps or methods needed to collect information.	Process Evaluation	March 2004
Serious and Violent Offender Reentry Initiative	Includes: 1) implementation assessment to generate programmatic data on all 68 sites; 2) impact assessment to compare key outcomes between offenders who do and do not receive reentry services; and 3) cost-benefit analysis to determine additional expenditures and resources required to operate a reentry program and the returns on this investment.	Process/Outcome Evaluation	Begin: April 2004 (Year 1) End: April 2008 (Year 5)

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations (cont.)

GOAL III: PREVENT AND REDUCE CRIME AND VIOLENCE BY ASSISTING STATE, TRIBAL, LOCAL AND COMMUNITY-BASED PROGRAMS (CONTINUED)			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
Services for Trafficking Victims Discretionary Grant Program: Comprehensive Services Sites	To build knowledge to help ensure the services are conceptually well-developed and field-tested. Two primary goals are 1) determine the effectiveness of the Comprehensive Services demo sites in helping trafficking victims receive appropriate and adequate services, and 2) document the development and implementation of coordinated services delivery networks.	Process Evaluation	March 2006
OVC's National Victim Assistance Academy (NVAA)	Operation of OVC's NVAA and State Victim Assistance Academy (SVAA) programs. The grantee will develop recommendations regarding future programmatic directions of the NVAA and SVAA	Process Evaluation	September 2003
National Drug Courts	Phase I: Identify and contact sites that are appropriate for this effort; examine data information systems to ensure appropriate information is available at each site	Impact Evaluation	Phase I: September 2004

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations (cont.)

GOAL III: PREVENT AND REDUCE CRIME AND VIOLENCE BY ASSISTING STATE, TRIBAL, LOCAL AND COMMUNITY-BASED PROGRAMS (CONTINUED)			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
National Drug Courts	Phase II: Multilevel analyses that will pool the samples across courts and clusters to examine: 1) individual-level outcomes as a function of exposure to treatment, legal leverage, and supervision; and 2) court-level outcomes as a function of drug court practices and community characteristics. Results also will be used in a formal evaluation of drug court costs and benefits.	Impact Evaluation	Phase II: September 2008
BJA's Byrne Program Discretionary Grant Fund	NIJ and BJA identified 19 high priority programs; NIJ is conducting evaluability assessments (examinations of a program's potential for an outcome evaluation)	Outcome Evaluation	December 2007
Office of Juvenile Justice and Delinquency Prevention (OJJDP) Programs	Programs funded for the Safe Schools Initiative. NIJ and OJJDP identified the 19 highest priorities and conducted evaluability assessments to determine the programs most likely to produce successful outcome evaluations.	Outcome Evaluation	September 2008

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations (cont.)

GOAL III: PREVENT AND REDUCE CRIME AND VIOLENCE BY ASSISTING STATE, TRIBAL, LOCAL AND COMMUNITY-BASED PROGRAMS (CONTINUED)			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
Model Training	To produce a training evaluation model and related products that can guide evaluations of criminal justice training activities supported by federal, state, and local funds	Outcome Evaluation	June 2005
Harold Rogers Prescription Drug Monitoring	Assess technical assistance needs of the grantees, provide useful feedback to participating states on the best practices from other state programs, and identify the critical elements necessary to build a well-coordinated program.	Formative and Outcome Evaluations	Formative: Spring 2004 Outcome evaluation: completion will be based on the results of the formative evaluation
The Doe Fund of New York City	Pending the results of an initial program review, the outcome evaluation will try to determine whether the Doe Fund's intensive efforts to rehabilitate homeless ex-offenders, probationers, and parolees will result in permanent gains in self-sufficiency	Formative and Outcome Evaluation	Formative: Spring 2004 Outcome: Completion will be based on the results of the formative evaluation

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TABLE 3. Schedule of Ongoing and Planned Major Program Evaluations (cont.)

GOAL IV: ENSURE THE FAIR AND EFFICIENT OPERATION OF THE FEDERAL JUSTICE SYSTEM			
Title	Focus/Issues to be Addressed	Methodology/Type of Evaluation	Estimated Completion Date
BOP - Taft Correctional Institution in California	Cost effectiveness and operational success of government-owned but privately managed facility.	Process / Cost Effectiveness Evaluation: In Process	December 2003
BOP - Recidivism as Performance Measure	Provide annual reports on relative rates of recidivism for inmates who participate in work programs.	Impact Evaluation: In Process	September 2004
BOP - Inmate Skills Assessment and Development Program	Assessment tool that measures the strengths and weaknesses of inmates at commitment to provide an individualized program for effective reentry.	Process / Outcome Evaluation: In Process	December 2005 with annual interim reports
BOP - Life Connections Program	Program accommodating the religious beliefs of participating inmates.	Process / Outcome Evaluation: In Process	December 2006 with annual interim reports
BOP - Sex Offender Treatment Program Evaluation (SOTP)	Supervision violations, failed polygraph tests, and arrests of SOTP participants and comparison group. Will be monitored for up to 15 years after release from BOP custody.	Process / Impact Evaluation: In Process	September 2020 with annual interim reports