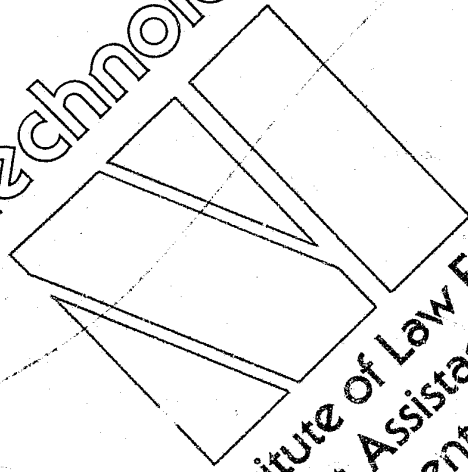


research...
evaluation...
technology transfer



National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice
Washington, D.C. 20531

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to study...
evaluate...
and inform

NCJRS

SEP 21 1976

ACQUISITIONS

To study, evaluate, and inform is the three-fold mission of the National Institute of Law Enforcement and Criminal Justice. As the research center of the Law Enforcement Assistance Administration, the Institute's goal is to develop useful ways to reduce crime and promote justice.

Working together with professionals and scholars throughout the criminal justice field, we seek to discover ways to strengthen the system and to make it more responsive to the needs of a changing society.

During the past eight years, the Institute has sponsored imaginative, useful research which has had a significant impact on criminal justice practices.

More research is in progress.

This booklet is designed to:

- explain how the Institute works
- describe some areas of current investigation
- highlight the link between research and action.

We hope this information will be useful.

Gerald M. Caplan
Director

The National Institute is the research center of the Law Enforcement Assistance Administration.

Gerald M. Caplan, Director



Law Enforcement Assistance Administration
U.S. Department of Justice
Washington, D.C. 20531

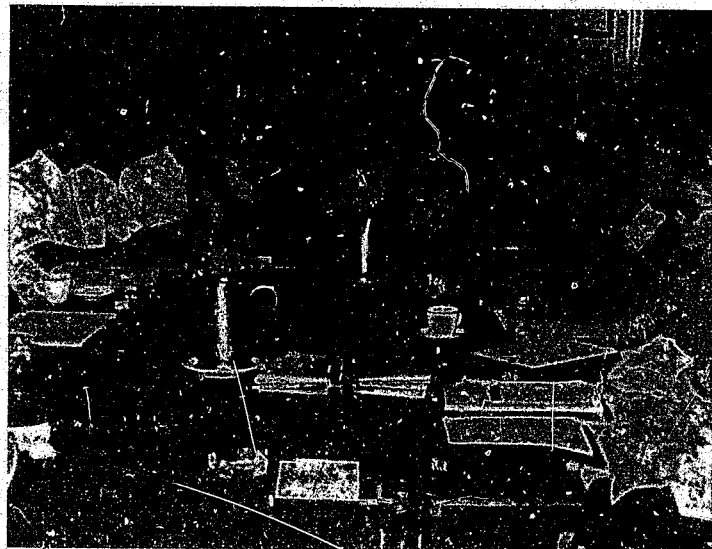
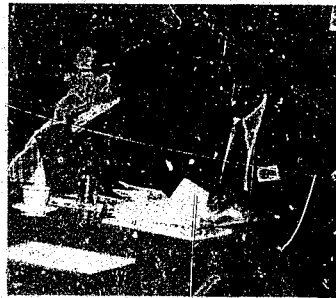
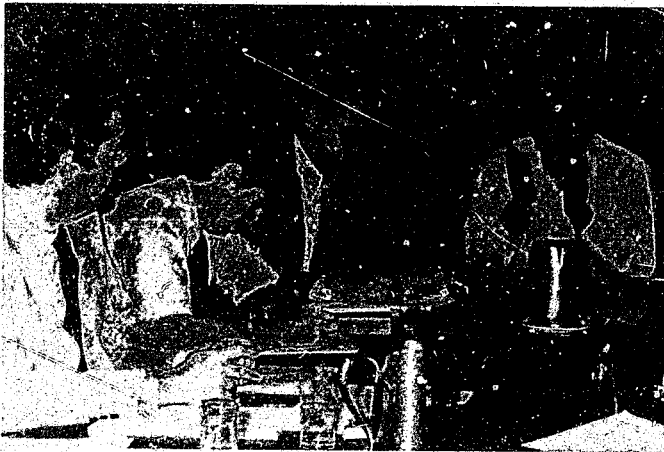
Richard W. Velde, Administrator

Henry F. McQuade, Deputy Administrator
Paul K. Wormeli, Deputy Administrator

advisory committee of the National Institute 1974-1976

The Institute's Advisory Committee was formed in 1974 to assist the Institute in strengthening research policymaking. Its members are drawn from the ranks of outstanding criminal justice scholars and practitioners.

The Committee meets three times a year with Institute officials and staff to review research goals and priorities in light of current needs and issues.



National Institute Advisory Committee
1974-1976

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University of Michigan Law School

Walter Berns
Professor of Political Science
University of Toronto

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Director, National Institute of
Mental Health

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Executive Director, Minnesota
Governor's Commission on Crime
Prevention and Control

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Assistant Professor of Medicine
(Geriatrics) and Assistant
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Director, Council on Wage
and Price Stability

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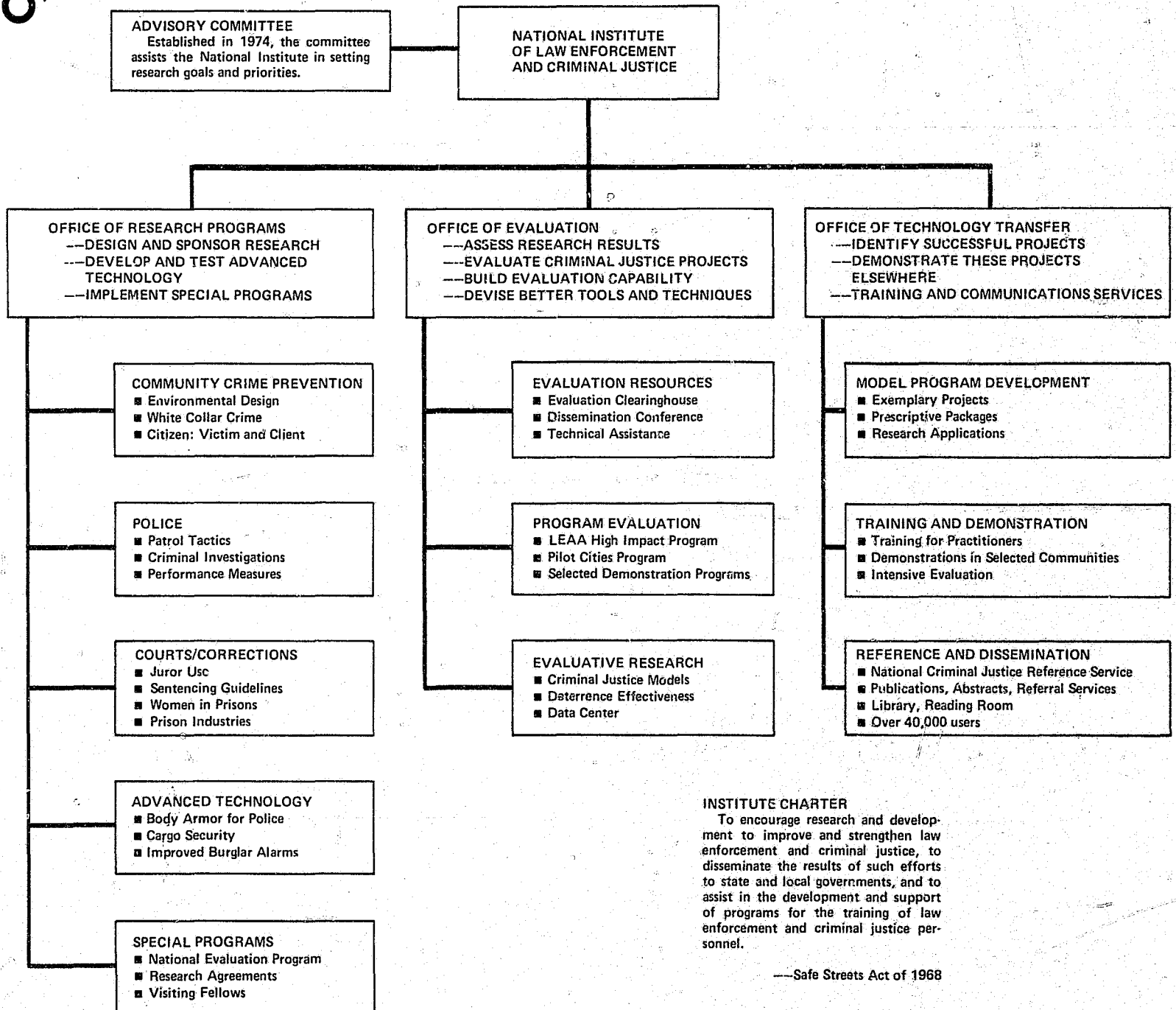
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Organization of the National Institute



Research Programs ...to investigate ...to test ...to challenge

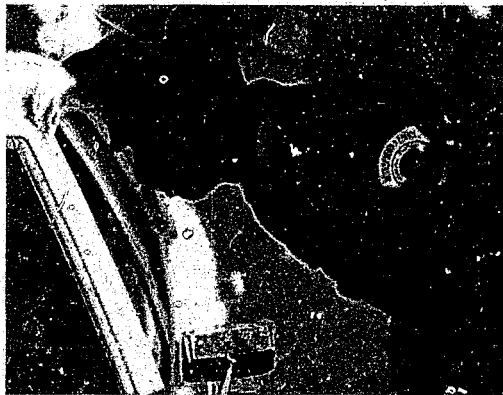
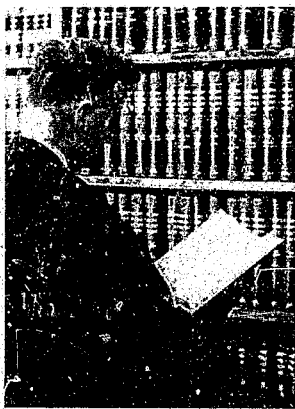
The Institute's mission is research. Through the Office of Research Programs, research studies are developed to probe the problems and seek answers to the complex questions and issues of criminal justice.

The answers are seldom simple, and solutions frequently beyond our present reach.

To expand our knowledge, the Office of Research Programs encourages inventive inquiry which challenges conventional wisdom. . . questions traditional approaches. . . tests standard as-

sumptions about crime control and criminal justice.

Research efforts are focusing on new approaches in the areas of community crime prevention, police, courts, corrections, and advanced technology. The emphasis is on meeting pressing needs in these areas and providing information that's helpful and practical. Hopefully, from this research will come insights and methods to improve the fairness and effectiveness of the entire criminal justice system.



The Goal:
to strengthen
the system

Community Crime Prevention ...a national need

The Community Crime Prevention Division works to dispel the notion that crime is the sole responsibility of the police, courts, and corrections authorities. Both the individual citizen's actions and concentrated community efforts can have a measurable impact on the complex job of fighting crime.

Each citizen can take simple, definable steps to protect his or her property. Citizens can also assist the criminal justice system by responsible actions in reporting criminal activity and serving as witnesses and jurors.

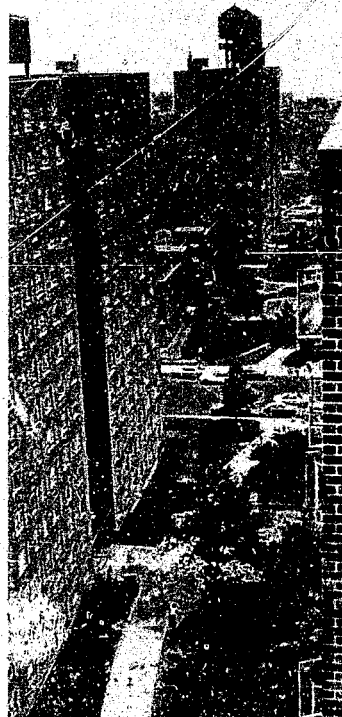
Community Crime Prevention projects seek creative ways to:

- encourage public and private cooperation and activity to prevent crime and enhance personal security
- broaden understanding and involvement in the workings of the criminal justice system
- develop a more meaningful response to the citizen as a victim of crime and client of the criminal justice system.

Other current efforts include:

- Improving treatment for rape victims
- Developing an anti-fencing strategy
- Identifying ways to reduce consumer fraud

1) and 2) Institute-sponsored research in New York City Housing Projects showed that the way buildings and neighborhoods are designed can have an impact on crime. Design guidelines for improving safety in housing developments and private homes have been published by the Institute; 3) Environmental design principles are now being applied in a school system and other settings under a \$2 million program.



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Police ...meeting the growing demands

The public's demands have both shaped and stretched the services expected from the police. Police today are not merely law enforcers, but a resource called on for almost any emergency.

Faced with rising expectations and diminishing resources, the police community needs research results and practical programs to help meet a growing variety of needs. Testing the effectiveness of various patrol strategies, anal-

yzing the impact of response time, devising indicators to help police evaluate and improve performance are some of the Police Division's responses.

The Division is working toward the twin objectives of building a body of sound knowledge and providing proven tools to enhance day-to-day performance.



Institute-sponsored police research is suggesting more effective ways to use police manpower.

Patrol — evaluations of various patrol strategies offer useful data for departments that want to reorganize patrol along more economical and efficient lines.

Response time — research will isolate those crimes in which speedy police response has the greatest impact and those where response could be deferred without impairing effectiveness.

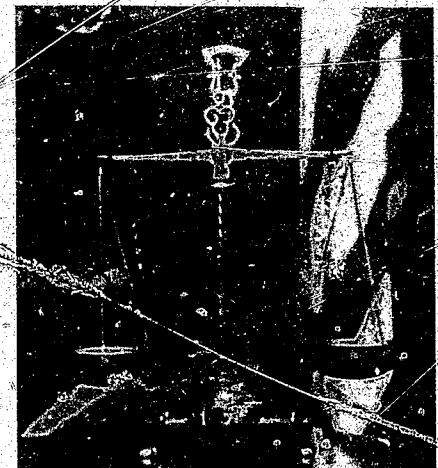
Criminal investigation — analysis of the investigative process indicates that detectives play only a limited role in solving many crimes. More creative use of investigative resources could lead to greater economy and impact.

COURTS ...a crisis of confidence

The Courts Division continues to explore ways to reduce court delay and improve fairness and efficiency. New initiatives are directed toward developing performance criteria for the courts, prosecution, and defense area. All are aimed at making the operation of each more easily accountable to the public.

Concerned with many facets of court procedures, Institute-sponsored research has made inroads that hold hope for improved performance. Juror use and witness cooperation studies have produced new insights into stimulating citizen participation and support for the administration of justice.

Studies to promote consistency and fairness in sentencing practices and plea bargaining procedures round out an ambitious approach in a vital area.



Institute research is offering practical techniques for enhancing efficiency and fairness in the courts:

Jury Systems – Most courts call more jurors than needed, an expensive and irritating practice. Institute research demonstrated that jury pools can be cut 20 to 25 percent and still provide sufficient jurors for trials. Projected nationwide, savings could total up to \$50 million a year. *A Guide to Juror Usage*, detailing efficient jury management procedures, has been distributed to courts throughout the country.

Sentencing Disparity – Extreme disparities in sentencing are commonplace and they contribute to public cynicism about criminal justice. Institute research in this complex, sensitive area is devising new tools and assessing the value of existing methods for achieving more uniform sentences. Model sentencing guidelines, expected to cover approximately 85 percent of the cases, are being developed and tested with the aid of the judiciary in four jurisdictions. Sentencing councils and appellate review of sentences, practices now in use in some jurisdictions, are also being studied.



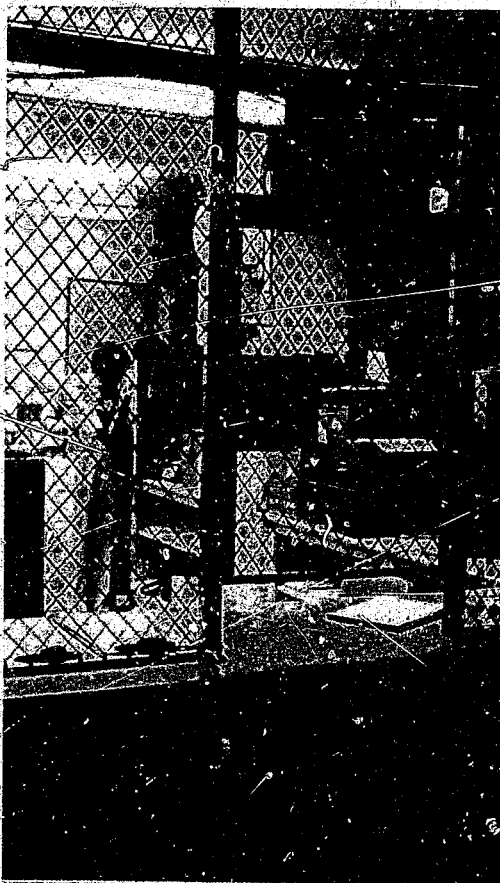
Corrections ...breaking the pattern

Few areas of the criminal justice system have received as much attention in recent years as corrections. Every aspect—from alternatives to incarceration to reducing recidivism—is the subject of public debate.

Under the guidance of the Corrections Division, parole guidelines, programs for women offenders, and treatment for drug abusers held in local jails are undergoing careful scrutiny. All are part of the total research program directed at improving correctional policies and practices.

The goal—better answers to a perennial problem and some new directions to consider.

1



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1) Correctional facilities and programs for women offenders are limited, Institute research has found. The first national study of women in corrections, the Institute-funded survey is collecting data from prisons, jails, and community-based programs. The findings will give policymakers sound information on the characteristics of incarcerated women and the scope of existing programs; 2) Prison industries, a traditional feature of the correctional system, often fail to equip the inmate for today's job market. Institute funds are supporting demonstration of a model self-supporting prison labor system in one state that emphasizes marketable skills.

Advanced technology ...new tools and techniques

Analyzing, adapting, and applying the latest equipment and advanced scientific techniques to cope with crime and to improve the system is the responsibility of the Advanced Technology Division. Technology can make key contributions to increasing the criminal justice system's effectiveness and responsiveness.

The Advanced Technology Division helps criminal justice agencies harness the most promising technology by:

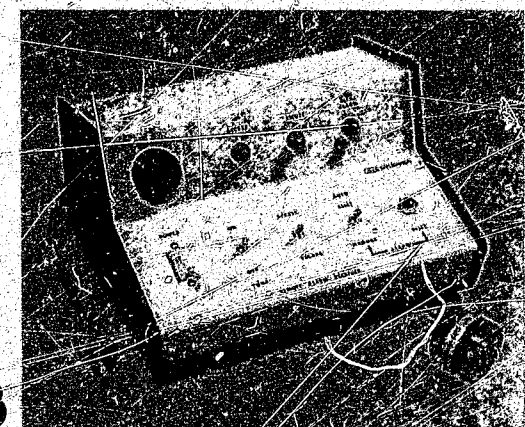
- analyzing their needs
- developing sophisticated new equipment
- evaluating and setting performance standards.

1) Institute-developed lightweight body armor can be worn routinely, providing continuous protection from most handguns. Now being field tested in 15 cities, the protective garment is credited with saving the life of one police officer and preventing serious injury to two others; 2) Cargo theft costs the nation an estimated \$10 billion annually both in direct losses and in increased costs passed on to the consumer. No proven protective systems are currently available at an acceptable cost. Institute research hopes to fill the gap with a tamper-resistant, truck-mounted system that monitors unusual activity in the cargo compartment and cab and permits dispatchers to track the truck's location along streets and highways; 3) Institute research on cheaper, more reliable home burglar alarm systems will put this protection in the hands of large segments of the public who cannot now afford it. Homes would be equipped with small, unobtrusive receivers (right foreground) that function on house current. Signal is picked up by console in security office.

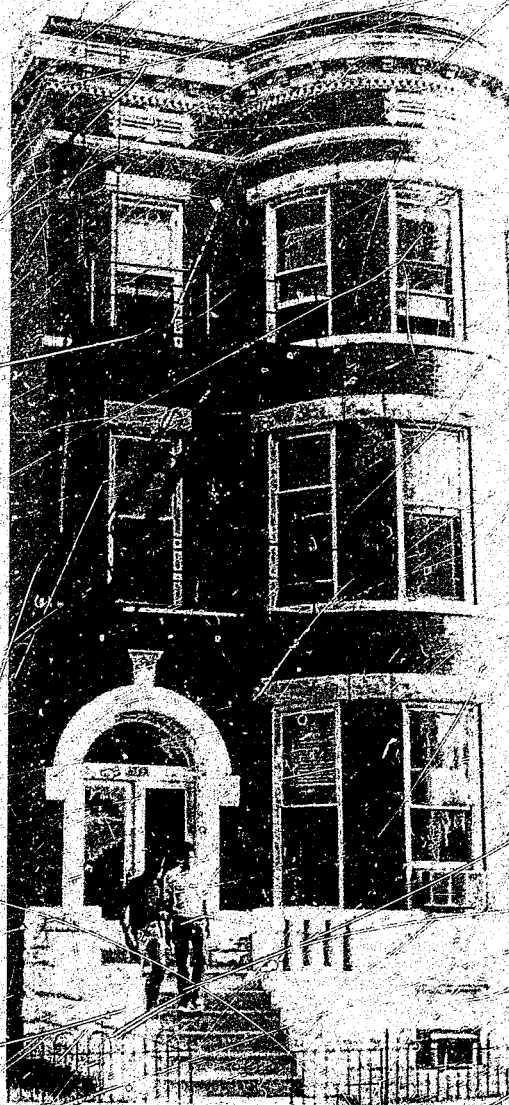
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Special Programs Division ...@vitalink



The Special Programs Division includes three innovative programs that provide unique services to the Institute:

□ the National Evaluation Program is providing practical information on the effectiveness, cost, and problems of certain widely-used criminal justice programs. . information helpful to practitioners and scholars alike.

□ the Research Agreements Program strengthens the bond between the Institute and the research/academic community. This experimental program complements the grant program by supporting more long-term basic research on specific criminal justice problems, such as the habitual offender.

□ encouraging the exchange of experience, ideas, and information between researchers and the Institute's professional staff is the goal of the Visiting Fellowship Program. The emphasis is on creative, independent research by visiting scholars and practitioners.



1) To improve administration of the criminal justice system, the National Institute sponsors a National Evaluation Program, which is assessing the costs, benefits, and disadvantages of various programs now in wide use. Halfway houses are among the 21 "topic areas" being analyzed; 2) Institute staff members participate in seminar by Visiting Fellow Daniel Skolér. Each year the Institute selects a number of scholars and practitioners to pursue independent research on criminal justice issues.

The
ge

technology transfer

...to identify
...to inform
...to demonstrate

The Office of Technology Transfer offers research results and practical programs to criminal justice practitioners. It transplants proven local projects to other communities to achieve an impact on nationwide criminal justice operations. Using four major tools—model programs, training workshops, demonstrations, and a full range of clearinghouse services—OTT is an essential element in the Institute's efforts.

While the approaches may vary, the aim does not: That all parts of the criminal justice system become aware of the most efficient and up-to-date ways of solving common problems.

Through publications, training workshops, demonstration projects and a far-reaching information dissemination program, OTT serves its users across a broad range of criminal justice interests.

Goal:
getting the word out



Exemplary Projects

Exemplary Project: an outstanding local criminal justice project suitable for adaptation and adoption in other locations.

To be designated exemplary, a project must:

have demonstrated success for at least one year

be adaptable to other locations

withstand careful screening and independent evaluation.

Programs that meet these criteria are then publicized nationally through brochures, manuals, training sessions and other methods. All are directed toward people who can use this material to spur progress in their own communities.



SPREADING THE WORD ON WHAT WORKS

Some current Exemplary Projects include:

Ward Grievance Procedure—California's easy-to-use method for handling inmate grievances in the state's youth institutions successfully resolved 85 percent of its cases in a recent 19-month period.

Community-based Adolescent Diversion—In Champaign-Urbana, Illinois, undergraduate psychology students at the University of Illinois, supervised by experienced psychologists, work with youngsters who would normally have been arrested and processed through juvenile court. Program participants had significantly fewer police contacts and court petitions filed than did a control group.

Police Legal Liaison Division—In Dallas, the police and prosecutor work closely together to ensure high-quality case preparation. The project has helped to reduce the number of cases dismissed due to police error.

Parole Officer Aide Program—The Ohio Adult Parole Authority has tapped a reservoir of unused talent—the ex-offender—to help parolees. Working under the supervision of a Senior Parole Officer, the aides handle case-loads and develop job opportunities for parolees.

Prescriptive Packages

Prescriptive Packages: a compilation of the most successful approaches now being used to solve a particular criminal justice problem.

Prescriptive Packages now available include: *Police Robbery Control Manual*, *Police Burglary Prevention Programs*, *Managing Criminal Investigations*, *Police Crime Analysis Unit Handbook*, *Crime Scene Search and Physical Evidence Handbook*, *Neighborhood Team Policing*, *Improving Police/Community Relations*, *Management by Objectives: A Corrections Perspective*, *Evaluative Research in Corrections: A Practical Guide*, *Job Training and Placement for Offenders and Ex-Offenders*, *A Guide to Improved Handling of Misdemeanant Offenders*, *Methadone Treatment Manual*, *Diversion of the Public Inebriate from the Criminal Justice System*, *Correction Health Care Manual*, and *Grievance Mechanisms in Correctional Institutions*.

Soon to be published are: *Rape and Its Victims: A Report for Citizens*, *Health Facilities*, and *Criminal Justice Agencies*; *Multi-Agency Narcotics (MAN) Units*; and *Physical Child Abuse*.

A Prescriptive Package blends the best available research knowledge with operational experience to provide pragmatic, usable guidelines. A state-of-the-art review, the emphasis is on using what's available, looks promising, and may be adaptable to a specific, identified problem.

training and demonstration

Training workshops... are designed to acquaint the key decision makers with advanced techniques in selected criminal justice areas. OTT works with LEAA Regional Offices and State Planning Agencies to select relevant topics and develop a complete training workshop curriculum on these subjects. More than 3,000 senior criminal justice practitioners have benefitted from training in such areas as police-family crisis intervention, team policing, crime analysis, citizen dispute settlement, juvenile diversion, and community-based corrections. Upcoming sessions will cover improved lower court case handling, evaluation in corrections, jury management, and criminal investigation procedures.

Demonstration projects... are programs in action. Designed to give greater visibility to new projects and test their effectiveness in another setting, each project is modified to fit local needs and resources. Each is carefully evaluated, assessed, and measured. Lessons learned from this review help identify elements for success and develop guidelines for further implementation.

Institute-funded demonstrations are being carried out in 22 cities across the nation. These cities are experimenting with police-family crisis intervention, community-based corrections, full-service neighborhood team policing, and improved lower court case handling. Additional communities will be selected to implement programs in jury utilization and management and managing criminal investigations.



ncjrs

This branch of OTT provides:

- A centralized reference and information service for criminal justice practitioners and scholars.
- Quick response to inquiries from more than 40,000 registered users.
- A computerized data base of over 18,500 items.
- Selective Notification of Informa-

tion (SNI) programs that provide specific information tailored to our users' individual professional needs.

- Special assistance for reports, reprints, computer printouts, abstracts and bibliographies.
- A series of Current Awareness Material furnished to all users.
- Many other related services.



NATIONAL CRIMINAL JUSTICE
REFERENCE SERVICE

evaluation
...to measure
...to judge
...to refine

As an integral link in the research process, evaluation has been a significant part of the Institute since its inception. Today, evaluation is being built into all Institute programs including the training and demonstration efforts of the Office of Technology Transfer. Measurable and definable evaluation procedures are an essential step in program design.

Intensive evaluation extends beyond attempting to answer the sometimes simplistic question of what works. It must address the effects of specific programs and consider their implication for the entire criminal justice system.

Effective evaluation techniques can yield information for decisions on:

- the cost and effectiveness of various approaches
- where to allocate resources
- improving program performance.

Working through both the Office of Evaluation and the National Evaluation Program, the Institute's efforts are focusing on developing more sophisticated methods to measure and manage criminal justice programs.

The Goal:
assessing the
impact



Office of evaluation

...data for a decision

The Office of Evaluation... is organized to measure and assess specific programs and areas of interest to LEAA. An outgrowth of prior efforts, its major thrusts are to develop more sophisticated criminal justice evaluation models, to increase the evaluation capability of staff at the state and regional levels, and to sponsor

full-scale evaluations of key national programs.

These objectives can be long range. But the intermediate steps can provide useful knowledge that can be applied today...knowledge that ties into the overall aim of improving the quality of law enforcement and criminal justice.



Among the Evaluation Office's recent projects are:

Pilot City Program: Evaluators studied the results of an Institute-funded demonstration program in eight cities, designed to test and evaluate promising ideas and technologies. The conclusion: the program's approach—small teams of criminal justice experts independent of existing agencies—worked well and should be applied in future programs. The evaluation points up the conflict between “innovation” and “improvement,” and suggests that pulling together the best available practices is more productive at this point than inventing “new” approaches.

Data Archive: Data—collecting it, analyzing it, storing it—is a key ingredient in the research and evaluation process. Evaluators are studying the feasibility of establishing an archive of major existing criminal justice data bases that would provide easier access and technical support for data analysis and use.

New York Drug Law: Many innovations with potential national implications begin in a state legislature or a progressive criminal justice agency. An example is New York's Emergency Dangerous Drug Act, which greatly increased penalties for selling and using illicit drugs. The law's effect on drug abusers, the illegal drug market, and the criminal justice system is being analyzed.

National Evaluation Program

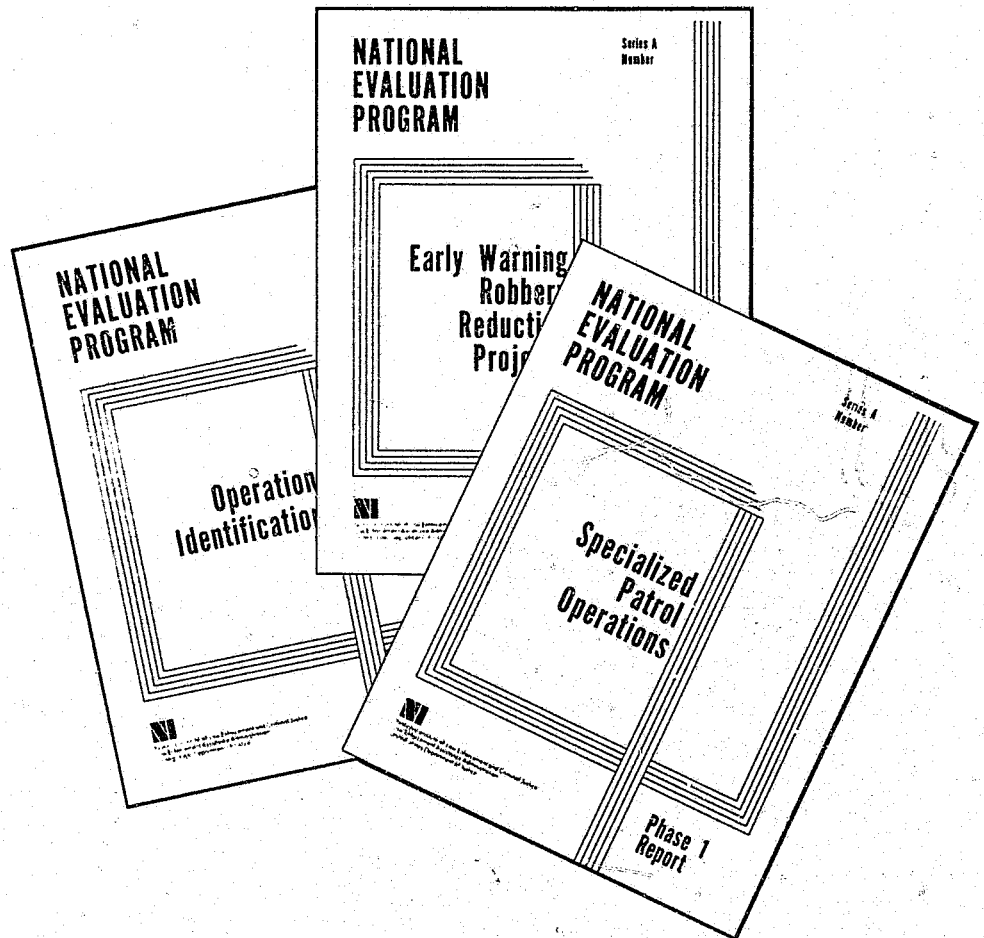
...reaching for timely results

The National Evaluation Program provides insight into various areas of criminal justice activity. Designed to gather information on a relatively short term 6 to 8 month basis, the NEP clusters criminal justice programs into topic areas determined to be of prime interest to practitioners.

Each of these topic areas (grouped by similarity of approaches and aims) will be assessed during a Phase I evaluation. Results of these Phase I reviews will determine those programs meriting consideration for additional, more intensive, evaluation:

The payoff—performance information that's practical and relevant.

- Completed Phase I studies:
- Operation Identification
 - Pre-trial Screening
 - Early Warning Robbery Reduction Projects
 - Treatment Alternatives to Street Crime (TASC)
 - Specialized Patrol Operations



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