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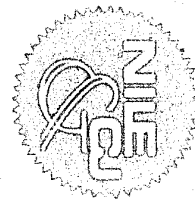
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NATIONAL IMPACT PROGRAM EVALUATION

2000-2001 EVALUATION BRIEFING FOR

LEAD NATIONAL IMPACT

PROGRAM MANAGERS



DEPARTMENT OF JUSTICE

OFFICE OF THE INSPECTOR GENERAL

National Institute of Law Enforcement and Criminal Justice

U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

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NATIONAL IMPACT PROGRAM EVALUATION

**CITY LEVEL EVALUATION BRIEFING FOR
LEAA NATIONAL IMPACT
PROGRAM MANAGERS**

BY

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THE MITRE CORPORATION

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U. S. DEPARTMENT OF JUSTICE
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National Institute of Law Enforcement and Criminal Justice

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AGENDA

The purpose of this briefing is to present to the managers of the Impact Program useful program management information for project and program evaluation. The agenda for the briefing is as follows:

- (a) How evaluation can be used by Impact Program management,
- (b) Description of the levels of evaluation for the Impact Program,
- (c) Assumptions that are made prior to evaluation planning,
- (d) Description of evaluation planning,
- (e) Factors to be considered for implementing the evaluation plan, and
- (f) Concluding remarks as to the National Institute/MITRE assistance to the cities for evaluation.



PROJECT/PROGRAM EVALUATION	AGENDA
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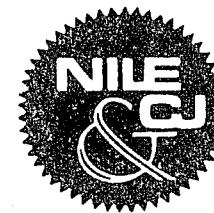


- PURPOSE
- EVALUATION LEVELS
- ASSUMPTIONS
- EVALUATION PLANNING
- EVALUATION IMPLEMENTATION
- CONCLUSION

USE OF EVALUATION

Evaluation, by itself, does not guarantee project or program success, but it does provide a basis for effective management decision making. This evaluation information can be used to assist the Impact Program Managers in:

- (a) Monitoring and directing on-going projects and programs,
- (b) Determining project and program success level,
- (c) Determining whether a project or program is in trouble, the nature and dimension of the problem, and what factors, if modified, would most likely resolve the difficulty,
- (d) Aiding project and program review approval, and
- (e) Making decisions for future anti-crime project and program funding.



- PROVIDE INFORMATION BASE TO:
 - MONITOR AND DIRECT ON-GOING PROJECTS/PROGRAMS
 - DETERMINE SUCCESS LEVEL
 - DETERMINE IF THERE IS A PROBLEM:
 - WHAT IS THE NATURE AND DIMENSION?
 - WHAT FACTORS, IF MODIFIED, WILL YIELD THE BEST RESULTS?
 - AID REVIEW APPROVAL
 - MAKE DECISION REGARDING FUTURE ANTI-CRIME FUNDING

NATIONAL IMPACT PROGRAM/LEVELS OF EVALUATION

The National Institute has identified two levels of evaluation for the Impact Program: the city level and the national level.

The city level evaluation is the responsibility of the Crime Analysis Teams and involves the evaluation of each Impact Program Anti-Crime project and program.

At the national level there will be two separate activities. The first national evaluation level activity, which is the responsibility of the National Institute/MITRE, involves intercity comparative evaluations of selected projects and programs and evaluations of specific individual projects and programs. The National Institute/MITRE will examine selected projects/programs to determine reasons for the degree of project/program success, to identify projects/programs which are innovative and merit further experimentation, to examine transferability of successful projects/programs to other cities, to test hypothesis that certain techniques and procedures reduce crimes and to document lessons learned from the Impact Program.

The second is the victimization surveys which will be conducted by the Bureau of the Census and the National Institute to estimate the city's achievement of the National Impact Goal of 5% reduction in stranger-to-stranger crime and burglary in two years and 20% in five years.

This briefing will primarily concentrate on the area of responsibility of the city leadership, namely, the city level evaluation.



PROJECT/PROGRAM
EVALUATION

NATIONAL IMPACT PROGRAM
LEVELS OF EVALUATION



● CITY LEVEL

● PROJECT/PROGRAM

- CRIME ANALYSIS TEAM

● NATIONAL LEVEL

● COMPARATIVE

● PROJECT/PROGRAM

- NATIONAL INSTITUTE/MITRE

● VICTIMIZATION SURVEYS

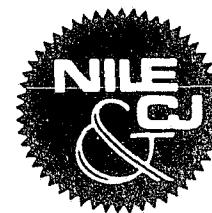
- NATIONAL INSTITUTE/BUREAU OF THE CENSUS

ASSUMPTIONS

There are two prerequisites which must be accomplished before evaluation planning can be carried out. These are:

- (1) Program goals that define "what" must be done to achieve the National Impact Goal, and
- (2) Project objectives that define "how" these program goals will be achieved.

For example, reduce drug abusers can be a program goal for which reduce the number of heroin users is a project objective.



- PROGRAM GOALS HAVE BEEN ESTABLISHED
- PROJECT OBJECTIVES HAVE BEEN ESTABLISHED

EVALUATION PLANNING

Evaluation planning provides the program manager information for:

- (1) Assessing the potential value of the project and program, and
- (2) Blueprinting the project and program evaluation effort and requirements.

Therefore, early thorough evaluation planning and subsequent examination of the plan to determine its current appropriateness are essential ingredients to good program management. Evaluation planning consists of five steps:

- (1) Quantify established goals/objectives,
- (2) Establish quantified goal/objective relation,
- (3) Develop evaluation measures,
- (4) Develop data needs, and
- (5) Determine methods of analysis.

Together these steps comprise the evaluation component of an Impact Program project/program grant application. Emphasizing those factors which program managers should be aware of, each of the planning steps will be discussed.

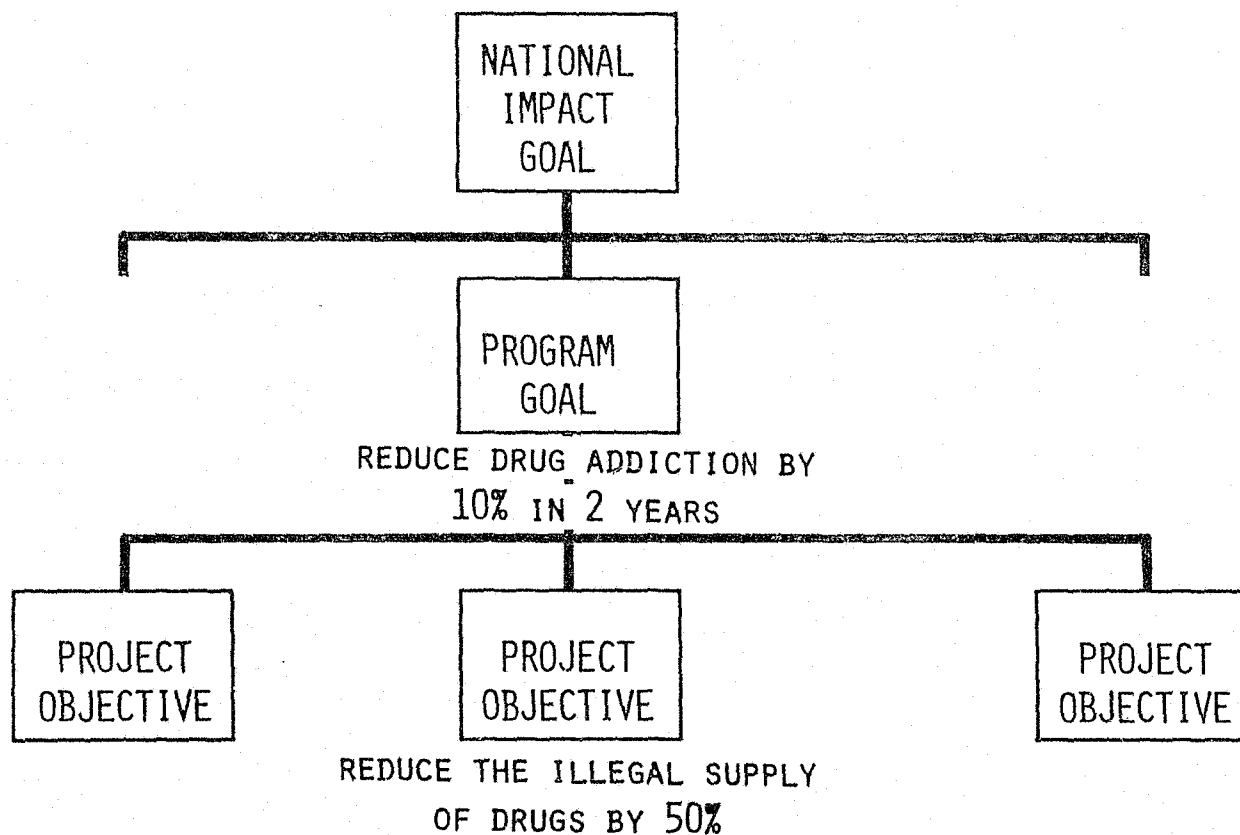
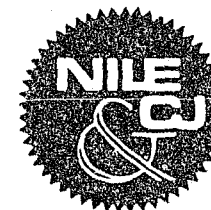


- QUANTIFY ESTABLISHED OBJECTIVES AND GOALS
- ESTABLISH GOAL/OBJECTIVE RELATION
- DEVELOP EVALUATION MEASURES
- DEVELOP DATA NEEDS
- DETERMINE METHODS OF ANALYSIS

OBJECTIVE/GOAL QUANTIFICATION AND RELATIONSHIPS (STEPS 1-2)

The first two planning steps are represented by the hierarchical project/program structure on this chart. The first step is to quantify, if possible, the program goals and project objectives in terms of a measureable level of achievement. For example, the program goal, Reduce Drug Addiction, could be quantified as "reduce drug addiction by 10% in two years" and the project objective, reduce the supply of illegal drugs, could be quantified as "reduce the illegal supply of drugs by 50% in two years."

The second step is to establish a quantifiable relationship between (1) projects and programs, and (2) programs and the National Impact Goal. The purpose of this step is to provide the means for determining the contribution of an individual project to a program and the program to the National Impact Goal.



EVALUATION MEASURES (STEP 3)

The third planning step is to develop evaluation measures for each project and program keeping in mind the need to relate project objectives to program goals and program goals to the National Impact Goal. These measures can be classified as either direct or indirect. Direct measures are those that are directly related to a program goal and for project objective, e.g., a direct measure for a police foot patrol project would be "the number of street crimes interrupted or result in arrest." Indirect measures impact project objectives and program goal outcome, but are not measures of project or program performance e.g., an indirect measure for a methadone maintenance project might be "the street price of heroin." If the cost of heroin increased sharply, then more abusers might be drawn by necessity, to methadone treatment, thus affecting the enrollment.

Evaluation measures can also be quantitative or qualitative. Quantitative measures are numbers, indicies, percentages, and rates. Qualitative measures are usually descriptions (e.g., political climate).



PROJECT/PROGRAM
EVALUATION

EVALUATION MEASURES
(STEP 3)



- DIRECT/INDIRECT
- QUANTITATIVE/QUALITATIVE

DATA NEEDS (STEP 4)

The fourth planning step is to identify the data needed to perform the evaluation. There are three factors that should be considered:

- (1) Data requirements,
- (2) Data constraints, and
- (3) Data reporting systems.



PROJECT/PROGRAM
EVALUATION

DATA NEEDS
(STEP 4)

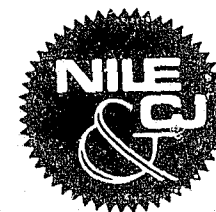


- REQUIREMENTS
- CONSTRAINTS
- REPORTING

DATA REQUIREMENTS

There are two items to consider for determining the data requirements. The first consideration is data element identification. For individual projects and programs the data elements will be identified by the Crime Analysis Teams. Additional data elements may be identified by the National Institute/MITRE to facilitate their national level evaluation of selected projects and programs. These data elements can be either quantitative or qualitative in value (e.g., crime statistics or projects environment description).

The second item to consider is the definition of data element terminology. It is extremely important that the data elements be explicitly defined, especially when these elements are: (1) common to several projects and programs and/or (2) to be used in a comparative evaluation. The LEAA Planning Guidelines and Programs to Reduce Crime "cookbook" should be used as the prime source for defining the key terms (e.g., recidivists). Further assistance can be obtained by contacting the National Institute/MITRE.



- DATA REQUIREMENTS
 - IDENTIFY DATA ELEMENTS
 - DEFINE DATA ELEMENT TERMINOLOGY

DATA CONSTRAINTS

A critical factor to consider in developing the data needs are the constraints that might be placed on obtaining the identified data elements. Three of these constraints are:

- (1) Availability. Data may not be available to the evaluator because of its sensitivity (e.g., drug offender records) or because it is not being collected.
- (2) Costs. Data collection costs may prohibit data collection, especially when the data are in an inconvenient form (e.g., within the handwritten text of a police report).
- (3) Collection Frequency. The required data collection frequency can affect both the data availability and cost. The more often the data are needed the higher the collection costs.

Statistical sampling offers one means of alleviating these constraints. Another means is to assign a priority of importance to each data element reflecting its relative worth to the evaluation. The manager could then select the most valuable data elements to the success of the evaluation within his budget.



- CONSTRAINTS
 - AVAILABILITY
 - COST
 - COLLECTION FREQUENCY
- SOLUTION
 - STATISTICAL SAMPLING
 - PRIORITIES

DATA REPORTING SYSTEMS

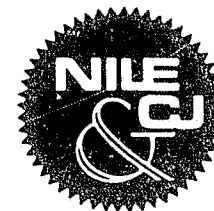
The last factor to consider in the planning of data needs is the how and when data are reported to the evaluators. To accomplish this two items of information must be known:

- (1) Organization: Organizations involved in gathering and receiving the data. Each of these organizations may have different requirements as to when the data are needed and agreement between the organizations may be required to acquire the data.
- (2) Sequence of data flow: This shows where each organization fits into the reporting system so that changes in the system can be quickly assessed.



PROJECT/PROGRAM
EVALUATION

DATA REPORTING SYSTEMS



- ORGANIZATIONS
- FLOW



PROJECT/PROGRAM
EVALUATION

DATA REPORTING SYSTEMS



- ORGANIZATIONS
- FLOW

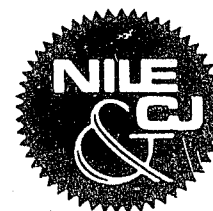
METHODS OF ANALYSIS (STEP 5)

The last evaluation planning step is to determine the analytical methods that are to be used for evaluation and to establish the management procedures to carry out the analysis. The selection of an analytical method will be dependent upon each project and program. Because of project and program diversity, it is highly unlikely that one method would be sufficient.



PROJECT/PROGRAM
EVALUATION

METHODS OF ANALYSIS (STEP 5)



- DETERMINE ANALYTICAL METHODS
- ESTABLISH MANAGEMENT PROCEDURES

EVALUATION IMPLEMENTATION

In order to implement the evaluation planning just described two basic items must be addressed:

- (1) Data Implementation
- (2) Analysis Implementation

Data are the input to an evaluation and analysis produces the output.



PROJECT/PROGRAM
EVALUATION

EVALUATION IMPLEMENTATION



- DATA
- ANALYSIS

DATA INITIATION

What type of maintenance should be done on the data system? Is the system for data collection, data storage, data processing, or data analysis? Is the system for data collection, data storage, data processing, or data analysis? Is the system for data collection, data storage, data processing, or data analysis?

(1) What type of maintenance should be done on the data system?

(2) What type of maintenance should be done on the data system?

(3) What type of maintenance should be done on the data system?

(4) What type of maintenance should be done on the data system?

Following are some of the questions that should be asked in the data system:

(1) What type of maintenance should be done on the data system?

(2) What type of maintenance should be done on the data system?

(3) What type of maintenance should be done on the data system?

(4) What type of maintenance should be done on the data system?

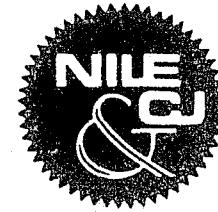


- COLLECTION
 - CONSISTENCY/ACCURACY
 - PROCEDURES
 - TRAINING
 - FORMS
 - DATA VALIDATION
- MANAGEMENT
 - STORAGE
 - MAINTENANCE
 - PROCESSING
 - REPORTING

ANALYTICAL RESULTS

There are four primary purposes for analysis defined as:

- (a) Management Analysis seeks to answer the questions:
Should a project or program be continued, modified,
or redirected?;
- (b) Objective/Goal Analysis attempts to determine the
success level of the project or program in achieving
its stated objectives or goals;
- (c) Project/Program Analysis attempts to assess the con-
tribution of a project to a program and a program
to the National Impact Program Goal; and
- (d) Diagnostic Analysis seeks to answer the question of
why the project or program has produced these results.



- MANAGEMENT ANALYSIS
 - SHOULD A PROJECT OR PROGRAM BE
 - CONTINUED?
 - MODIFIED?
 - REDIRECTED?
- OBJECTIVE/GOAL ANALYSIS
 - WHAT SUCCESS LEVELS WERE ACHIEVED?
- PROJECT/PROGRAM ANALYSIS
 - WHAT IS THE CONTRIBUTION OF
 - PROJECT TO PROGRAM?
 - PROGRAM TO NATIONAL IMPACT GOAL?
- DIAGNOSTIC ANALYSIS
 - WHY?

ANALYSIS TIMING

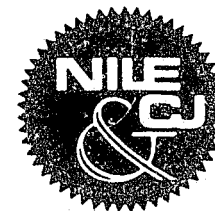
Analysis is not a one-time function. It is a process that is to be performed throughout the project or program evaluation period.

- (a) It is a good practice to schedule an evaluation analysis on a periodic basis. In this way, project or program progress can be continually appraised for management monitoring and directing purposes.
- (b) The natural implementation of the project or program itself, may generate certain milestones. Evaluation analysis should be performed at these natural review points to assess the past performance and determine the future direction of the project or program.
- (c) Critical events both within and outside of the project or program should generate an evaluation analysis. The purpose of this analysis is to establish a new reference point for future project and program analysis.
- (d) To determine the outcome of the project or program, there should be an evaluation analysis of its completion.



PROJECT/PROGRAM
EVALUATION

ANALYSIS TIMING



- CONTINUOUS PROCESS
 - PERIODIC
 - MILESTONE
 - CRITICAL EVENT
 - PROJECT/PROGRAM COMPLETION

CONCLUSION

To aid the Impact cities in the planning and implementing of the city level evaluation, the National Institute/MITRE will prepare three types of documents.

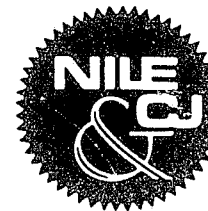
The first city level evaluation document, based on this briefing, is the manager's evaluation guide. The purpose of the guide is to provide Impact Program program managers (e.g., Crime Analysis Team Director and program managers, State Planning Agency managers, and LEAA Regional Office Coordinator), city level administrators (e.g., mayor, city council, anti-crime council) and community leaders or other public officials connected with the Impact Program useful program management information for city level evaluation.

The second of these documents is a set of example evaluation components. Each example is based on a specific project or program, typical of those being planned by the Impact Program cities.

The third document is the evaluator's manual, a reference manual describing how to prepare the evaluation component portion of a project or program grant application.



PROJECT/PROGRAM EVALUATION	CONCLUSION
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- NATIONAL INSTITUTE/MITRE ASSISTANCE

- MANAGERS GUIDE

- EXAMPLE EVALUATION PLANS

- EVALUATORS GUIDE

END