

**FY 2024  
Annual Evaluation Plan  
U.S. Department of Justice**





# Introduction

## *Mission*

The mission of the Department of Justice (DOJ) is to uphold the rule of law, to keep our country safe, and to protect civil rights.

## *Organization*

Under the leadership of the Attorney General of the United States, the Justice Department is composed of more than 40 separate component organizations and more than 115,000 employees. Headquartered at the Robert F. Kennedy Building in Washington, D.C., the Department maintains field offices in all states and territories across the United States and in more than 50 countries around the world.

## *Foundations for Evidence-Based Policymaking Act of 2018*

The [Foundations for Evidence-Based Policymaking Act of 2018 \(Evidence Act\)](#), which was signed into law on January 14, 2019, emphasizes the importance of evaluation and requires agencies to undertake a number of activities to build and use evidence. These activities include developing and publicly sharing a learning agenda and an evidence-building capacity assessment, both published as part of the Department's [Strategic Plan](#), as well as this Annual Evaluation Plan. Consistent with the Evidence Act, the DOJ is committed to conducting rigorous and relevant evaluations, to using evidence from these evaluations to inform policy and practice, and to conducting its evaluations in a transparent and ethical manner. This report provides an overview of each of the 20 significant evaluations DOJ plans to conduct in fiscal year (FY) 2024.

# Significant Evaluations

Consistent with the Evidence Act, this Annual Evaluation Plan describes the *significant* evaluations that the Department will conduct in FY 2024. The following criteria were used to identify *significant* evaluations:

## Relevance to agency mission, goals, and objectives

**Relevant** evaluations will focus on programs and policies that are important to the agency’s mission, goals, and objectives. Such evaluations might also address priority questions in the Department’s Learning Agenda, and these linkages are noted in the descriptions that follow.

## Potential impact on agency decision making

**Impactful** evaluations will produce actionable results with potential to inform high stakes decisions that directly concern DOJ programs and policies.

## Methodological rigor

A **rigorous** evaluation employs methods most appropriate for the objectives, within constraints of timeline, feasibility, and available resources.

## Statutory requirements

**Legislative mandates** may require evaluation of specific programs and policies.

# Overview of Evaluations

This report is organized around the strategic goals that the DOJ outlined in its FYs 2022-2026 Strategic Plan and Learning Agenda: Uphold the Rule of Law; Keep Our Country Safe; Protect Civil Rights; Ensure Economic Opportunity and Fairness for All; and Administer Just Court and Correctional Systems. Evaluations supporting each of these strategic goals are shown below.<sup>1</sup>

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<sup>1</sup> In FY 2024, the Department does not plan to conduct a significant evaluation under strategic goal 4, Ensure Economic Opportunity and Fairness for All.





Uphold Rule of Law







# FBI Leadership Competency Model

## Participating Component: Federal Bureau of Investigation (FBI)

### Background

The FBI plans to develop an evidence-based leadership competency model to inform how FBI hires/selects/promotes leaders, measures their performance, and develops their capabilities. To this end, FBI is conducting an analysis of all leadership roles to determine the competencies required to be a successful front-line leader, senior leader, or Senior Executive Service leader.

Though the FBI has conducted previous job analyses, this is the first time the Bureau has assessed the entire leadership ecosystem as a whole, rather than piecemeal. This new evidence-building effort will build upon previous versions of job analyses which produced the existing leadership competency model, an update of which this analysis seeks to inform.

This study will contribute to addressing the following priority question in the Department's Learning Agenda for FYs 2022–2026:

What are the most critical elements of management training and development to ensure successful leadership?

### Research Questions

- What are the most important aspects of an FBI leader's job, and does that vary by level (e.g., front line versus senior leader) or job role?
- Which knowledge, skills, and abilities are most important to the job of an FBI leader?
- What competencies are most important for our leaders?
  - How do the expectations of those competencies vary by level or by job role?
  - Are the competencies needed upon entry (in other words, would you evaluate the candidate on this competency during the selection process) or can they be developed on the job?

## **Design and Methods**

The FBI's industrial organizational psychologists (IOPs) will conduct a job analysis per professional standards, in accordance with the Uniform Guidelines on Employee Selection Procedures. This job analysis will include:

- Targeted surveys to sitting FBI leaders at all leader levels and roles, asking them the importance of certain tasks to their role (From this, the IOPs will generate descriptive statistics.);
- Targeted surveys to sitting FBI leaders at all leader levels and roles, asking them the importance of certain competencies to their role (From this, the IOPs will generate descriptive statistics.);
- Focus groups with sitting FBI leaders to discuss the findings and gather input and context on the aforementioned survey findings; and
- Discussions with subject matter experts who have previous experience in managing/supervising different leader levels and roles to validate and interpret the survey and focus group findings.

The resulting quantitative and qualitative data will be analyzed to produce a framework that identifies competences essential to leadership generally in the FBI, as well as to more specific categories of leadership positions within the organization.

## **Dissemination and Use**

Once complete, the findings from this analysis will result in a revised leadership competency model, which will be disseminated to:

- The workforce via communications and job aids;
- The team facilitating employee performance management with competency expectations incorporated into all front-line and senior leader performance plans; and
- The team designing selection processes, tests, and assessments, to ensure that future hiring for leaders is based on the new competency model.

This new leadership competency model will inform management, performance measurement, and development for the approximately 5,000 leaders across FBI field offices and headquarters divisions.





**Keep Our Country Safe**







# Bronx-Osborne Gun Avoidance Program (BOGAP)

## Participating Component: Office of Justice Programs (OJP)

### Background

In support of the OJP Community-Based Violence Intervention and Prevention Initiative (CVIPI), the National Institute of Justice (NIJ) funds independent, rigorous evaluations of community violence intervention programs to build evidence of the implementation and effectiveness of strategies designed to reduce violent crime using community-based interventions.

As part of this effort, John Jay College is conducting a four-year, mixed-methods evaluation study of the Bronx-Osborne Gun Avoidance Program (BOGAP). Funded in part through corresponding OJP programmatic support to the Osborne Foundation, BOGAP is a community-based diversion program in New York City for individuals ages 16-30 with open criminal cases involving first-time felony charges of loaded-gun possession. The primary objective of diversion programs is to redirect youth away from formal processing in the juvenile justice and criminal justice systems while still holding them accountable for their actions. Diversion programs are designed to reduce stigma, reduce coercive entry into the system and unnecessary social control, reduce recidivism, provide youths with services they would not have otherwise received, and connect them to broader community service alternatives. Though evaluations assessing the effectiveness of diversion programs have yielded mixed results regarding recidivism, preliminary research indicates the most effective programs appear to be those that provide intensive, comprehensive services over an extended period, coupled with placement in community-based programs.

Incorporating employment training, therapeutic services (cognitive behavioral therapy and dialectical behavior therapy), mentorship, and engagement facilitated by credible messengers, BOGAP works to improve participants' non-violent conflict resolution skills while increasing their mental wellbeing, community connections, social support, and employment readiness.

Participants are either mandated to the program as part of a plea deal or they participate pre-mandate as an alternative to incarceration or while considering potential alternatives. The study includes a process and outcome evaluation that compares program participants with a comparison group of similar individuals who qualified for the program but were unable to be served.

## Research Questions

- Were any of the BOGAP program components added or removed during the evaluation period?
- Were any changes or adaptations to program implementation or participant engagement required during the evaluation period?
- Based on data from a variety of intake forms and program milestones, what are the characteristics of youth who participate in and complete the program?
- Does successful completion of BOGAP result in improved conflict resolution skills, mental health and resilience, social support, and community connections?
- Does successful completion result in disengagement from criminal behavior and decreased recidivism?
- Does successful completion result in lasting, positive attitude changes?<sup>2</sup>

## Design and Methods

Researchers from John Jay College will use a quasi-experimental design to measure changes in participant versus non-participant attitudes around guns, violence, and conflict resolution; compare recidivism among participants and non-participants; and document the program's implementation and work towards helping participants put down their guns and avoid the long-term negative effects of incarceration.

Participants enrolled in BOGAP will be compared to individuals not enrolled in BOGAP due to space restrictions, choosing a probation plea, or declining the program offer. The researchers will create and implement a series of five surveys with program participants and the comparison sample (e.g., participant attitudes and perceptions around guns, violence, conflict resolution, mental health, social support, and community connections).

To measure BOGAP's impact on recidivism, researchers will obtain statewide criminal history records from the New York State Division of Criminal Justice Services (NYS DCJS) and conduct analyses of two-year post-program recidivism (rearrest), comparing program versus non-program participants. Moreover, the program will convene community stakeholder groups to gather input on community needs and issues related to young people arrested for non-violent, gun-related charges. For the evaluation to be responsive and understanding of community needs, it is essential to consider community members' opinions on the types of policies and practices that they find useful or harmful in response to reducing violence.

A process evaluation, including document reviews, analyses of administrative program data, and staff interviews, will help the evaluation assess program performance and identify any changes or adaptations made during the evaluation period. Project deliverables will include all tools and instruments.

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<sup>2</sup> The follow-up period for measuring attitude changes has not yet been determined.



Primary data collection (e.g., process evaluation data, survey data) will occur throughout the project, and secondary data collection (e.g., criminal history and recidivism data) will occur during the second and third years of the project. Process and outcome data will be analyzed during the fourth year of the project.

### **Dissemination and Use**

A series of deliverables designed for various audiences will describe the activities and results of the program and hopefully inform future replication efforts. In addition to a final technical report to NIJ, the research team will prepare a comprehensive, web-based report to inform the field of the project and its results. The report will be mobile compatible (i.e., readable on handheld devices), and will be disseminated broadly to professional and academic audiences and promoted via social media postings. Finally, the research team will prepare at least one article suitable for submission to an academic, peer-reviewed journal. The article will distill the final product findings and recommendations to promote understanding of BOGAP and its outcomes. OJP officials may use results to inform future grantmaking to support programming or additional rigorous evaluations of diversion or other types of violence reduction initiatives.



# Crisis Call Diversion Program

## Participating Component: Office of Justice Programs (OJP)

### Background

Deflection and diversion programs attempt to minimize the formal processing of persons accused or convicted of a crime, such as with referral to treatment or other services as an alternative to criminal prosecution and imprisonment. Addressing issues faced by people with mental illness requires a holistic approach, and the Department engages in research and evaluation to identify innovations that prove effective and are scalable to other jurisdictions. Experts convened by the National Institute of Justice (NIJ) to discuss managing individuals with serious mental illness agree that guidance to courts on effective diversion strategies is a high priority need.

This project will examine law enforcement and behavioral health responses to persons who experience mental health issues and come into contact with the criminal justice system. The project uses a multi-method process and impact evaluation of the Crisis Call Diversion (CCD) Program in Harris County, Texas. This program, operated by the Harris Center for Mental Health in Houston, is designed to conserve responder resources and improve mental health service access by redirecting mental health issues that do not present an imminent risk away from police and emergency medical services (EMS) and toward mental health professionals co-located at the Houston Emergency Communications (HEC) Center (911 call center). Phone counselors provide mental health risk assessment, de-escalation, and treatment referrals. The project objectives are to: (1) document the CCD program design and assess implementation; (2) assess the application and fidelity of call triage criteria; (3) assess the impact of CCD on system outcomes; and (4) understand equity in mental health calls for service. The project will provide an independent and rigorous quantitative assessment of the program's impact, and benefit other communities interested in implementing CCD programs.

### Research Questions

- What are the CCD program criteria, protocols, processes, staffing, and resources?
- Has the program been implemented as intended, and what are partner perspectives on functioning?
- What are the characteristics of diverted callers, and what information, supports, and referrals are provided to them?
- What are the CCD program accomplishments, barriers/facilitators, and lessons learned?
- Are the call triage criteria applied consistently, and how is triage affected by other factors (call volume, staffing, availability of officers)?



- Is there a decrease in incident reports, arrests, use of force, and complaints compared to traditional law enforcement response?
- What are the time savings for officers and callers?
- Are there racial disparities in community members use of 911 for mental health-related calls for service?

## Design and Methods

The project is in collaboration with CCD Program agencies including the Harris Center for Mental Health and Intellectual and Developmental Disabilities, Houston Police Department (HPD), Houston Fire Department (HFD), and HEC Center. The process evaluation entails review and analysis of: (1) program materials (operations manuals, training guides, reports, costs); (2) recorded/transcribed key informant interviews and focus groups with program leadership, staff and partners during site visits and via telephone; (3) anonymous web-based surveys of 911 call-takers using Research Electronic Data Capture (REDCap); (4) de-identified secondary program administrative data of CCD participants (age, gender, zip code, call time, HPD dispatch, and more); and (5) 911 call-taker notes used to triage calls to CCD to analyze characteristics of diverted and triaged (but not diverted) calls.

The impact evaluation involves a quasi-experimental design using secondary data from 911 Computer Assisted Dispatch (CAD) and HPD Record Management System (RMS) Incident Data. CAD data includes responses to screening questions that 911 call-takers use to assign call codes (mental health screening questions). The RMS incident report subset provides information on the nature of incidents, and whether it resulted in arrest, use of force or other “negative interactions” between law enforcement and the public. The evaluation will use propensity score matching to create a comparison group for the treatment group of calls triaged and diverted by CCD – calls that meet the call triage criteria but were not identified because of limited staff availability or that were received outside CCD’s operating hours.

Also, researchers will examine CAD data in relation to aggregated census block data as a proxy for race/ethnicity information which is not recorded. Researchers will link census block data to qualifying CCD calls, treatment and control, to identify neighborhoods where mental health-related calls originate, and the proportion of calls from neighborhoods that are triaged and diverted to understand if there are racial and/or ethnic disparities in accessing CCD services.

## Dissemination and Use

OJP expects the evaluation to produce a final report, and relevant desensitized data sets will be archived to the National Archive of Criminal Justice Data (NACJD). Additionally, NIJ expects scholarly products to result from each award under this solicitation, taking the form of one or more published, peer-reviewed, scientific journal articles, and, if appropriate, law review journal articles, book chapters, or books in the academic press. OJP will also disseminate findings via outlets oriented to practitioner and policymaker audiences and applied by the Bureau of Justice Assistance (BJA) and others to inform program, training, and technical assistance investments.



# Enhanced Collaborative Model to Combat Human Trafficking

## Participating Component: Office of Justice Programs (OJP)

### Background

In 2010, the Office for Victims of Crime (OVC) and Bureau of Justice Assistance (BJA) launched the Enhanced Collaborative Model (ECM) to Combat Human Trafficking to foster a multidisciplinary approach to bring together law enforcement, prosecutors, and victim services (BJA) providers in communities to develop a coordinated response to address all forms of human trafficking. Today, over 50 ECM task forces are funded across the U.S. at the city, county, and state level to support a victim-centered and trauma-informed approach to the investigation and prosecution of traffickers and service provision for U.S. and foreign born (children and adult) survivors of human trafficking, including labor and sex trafficking.

In FY 2017, the National Institute of Justice (NIJ) funded a study to evaluate the impact of the ECM task forces on human trafficking.<sup>3</sup> In FY 2022, with funding provided by OVC, NIJ funded a more rigorous study of the ECM that furthers the work and addresses the limitations of that earlier study. The new study will be a 4-year, multi-method evaluation that will partner with six ECM task forces to conduct a process and outcome evaluation. It furthers the work of the original study by being survivor- and community-informed, and by developing site-specific ecological models to identify determinants of risks and vulnerabilities to human trafficking.

This evaluation addresses priority action items from DOJ's [National Strategy to Combat Human Trafficking](#) (January, 2022) and the White House's [National Action Plan to Combat Human Trafficking](#) (December, 2021). It will also contribute to addressing the following priority question in the Department's Learning Agenda for FYs 2022–2026:

Which criminal justice processes and victim service programs are most effective in addressing the needs of crime victims across different settings or contexts (e.g., programs embedded in criminal justice agencies, community-based programs)? Which best address the needs of

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<sup>3</sup> Adams, William, Jeanette Hussemann, Evelyn McCoy, Paige Thompson, Roderick Taylor, Krista White, and Sino Esthappan. (2021). "Evaluation of the Enhanced Collaborative Model to Combat Human Trafficking, Technical Report." <https://www.ojp.gov/pdffiles1/nij/grants/300863.pdf>



underserved and hard-to-reach communities? What are the barriers to accessing these programs, and do they disproportionately affect traditionally unserved/underserved populations?

## Research Questions

- What is the association between funded ECM task forces and sex and labor trafficking investigations and prosecutions?
- How do the services and support provided by ECM task forces affect survivor outcomes?
- How do survivors perceive their interactions with task forces, including law enforcement, prosecutors, and service providers?
- How do the perceptions and experiences of survivors who interact with task forces differ from survivors who do not interact with task forces?
- How do communities perceive the work and their interactions with ECM task forces? What are recommendations for enhanced partnerships between ECM task forces and the communities that they serve?

## Design and Methods

The research organization NORC at the University of Chicago – in partnership with THE WHY, a nonprofit organization dedicated to combatting human trafficking and promoting sustainable and ethical business practices – is conducting a 4-year, mixed-methods process and outcome evaluation of ECM task forces. The goal is to build understanding of the how the task forces impact the investigation and prosecution of sex and labor trafficking cases and the services provided to and outcomes for survivors of human trafficking.

The process evaluation will examine data from semi-structured interviews with (1) local, state, and federal law enforcement officials; (2) local, state and federal prosecutors; (3) service providers; (4) survivors who interact with task forces and survivors who do not interact with task forces; and (5) community members, and will develop an ecological model for each site that ECM task forces can use to tailor efforts to their communities. Outcome evaluation activities will include reviewing law enforcement case files, using OVC’s grantee performance measure data, and administering a survey to survivors at each ECM task force site.

Tasks for this study include: (1) selecting six ECM task forces to partner with for a process and outcome evaluation; (2) conducting a process evaluation with each task force; (3) conducting interviews with human trafficking survivors who have not interacted with task forces; (4) developing an ecological model with each ECM task force to identify determinants of risks and vulnerabilities to human trafficking at the local level; and (5) conducting a study of the outcomes associated with each task force, including criminal justice and survivor outcomes.

## **Dissemination and Use**

In addition to a final technical report and peer reviewed publications, this study will produce and disseminate a series of practitioner-friendly briefs. It is anticipated the briefs will include: (1) a brief highlighting survivor voices, including survivor interview and survivor survey data, and analyzing findings across survivors who have not interacted with an ECM task force, and those who have; (2) a brief highlighting community voices and recommendations for enhanced community collaboration and partnership between ECM task forces and communities served by task forces; (3) a brief highlighting findings from the ecological models developed for the ECM sites; and (4) a brief highlighting promising practices in combatting labor and sex trafficking within ECM task forces. These briefs will provide recommendations for policy and practice in addition to summarizing research findings.



# Fourth R Youth Program

## Participating Component: Office of Justice Programs (OJP)

### Background

In FY 2022, National Institute of Justice (NIJ) funded a five-year study to adapt and implement the Fourth R curriculum – a universal prevention approach to educating adolescents about safety and risk in a school setting – for Indigenous populations. The study includes three phases: (1) adapt and pilot the Fourth R curriculum to meet the needs of Indigenous students and schools; (2) implement the Fourth R curriculum with 9th and 10th grade students and conduct a process evaluation to examine whether the program was implemented as intended; and (3) conduct an outcome evaluation using a cluster-randomized controlled trial design to examine program effectiveness.

### Research Questions

- What are the facilitators/challenges to adapting the Fourth R to local needs?
- Which curriculum components were adapted, and what community needs drove those adaptations?
- What is the extent of collaboration and coordination among schools, community partners, and researchers?
- What supports were needed during the adaptation and pilot, and how were those met?
- How does adaptation differ by school and community?
- What factors contribute to variation in implementation?
- How did the collaboration and coordination differ when replicated for other Indigenous schools?
- What supports were needed when replicated in non-pilot schools?
- What are the facilitators/challenges to Fourth R implementation?
- Are teachers and students satisfied with the Fourth R program?
- To what extent are the key components of the Fourth R implemented as intended?
- What improvements could be made to the program?
- What are the outcomes of the Fourth R program on (1) increasing awareness of and prosocial responses to youth dating violence, healthy sexual behavior, and substance use and (2) reducing experiences of youth dating violence, unhealthy sexual behavior, and substance use?
- Are the outcomes sustainable (over the short term)?
- How do outcomes vary across tribal schools, and can those differences be attributed to adaptation or implementation variations?



## **Design and Methods**

The study design involves seven cohorts of 9th grade classes using a cluster randomized controlled trial. The control group is offered the intervention in the 10th grade once the testing period has concluded. The intervention will occur in three tribal high schools involving 9th grade classes (years 2, 3, and 4 at the first tribal school; years 2 and 3 for the two other tribal schools). Researchers will collect data from 9th graders in 21 treatment and 21 control classrooms across the three schools over the three-year implementation and replication period. The grantee will analyze data collected through surveys of students, teachers, and a tribal advisory group and produce descriptive statistics and hierarchical linear models to assess student outcomes and program impact. Interviews and focus groups with students, teachers, and tribal advisory group members will be used to explore the adaptation, pilot, and implementation process with a focus on fidelity to the model, impacts on students, sustainability, and recommendations for improvement. With an estimated 25 students per classroom, it is expected that 3,150 9th graders (i.e., 1,575 per condition) will participate in the study. This number is used for estimation purposes and will vary by school size, attrition, and obtaining consent. The final analysis will combine data from all 9th grade cohorts and create a sample of 42 classrooms with 3,150 students. Oversampling classrooms accounts for potential attrition without replacement and to maintain sufficiently high power for the proposed design.

The research team will take an inclusive project management approach that includes tribal interested parties in all phases of the project. Each research site will have a tribal advisory group to provide continuous consultation on all aspects of the study throughout the project period.

## **Dissemination and Use**

At least two practitioner and research briefs will translate study findings into recommendations and guidance for Indigenous communities, educators, and researchers to improve culturally responsive school-based prevention programs. A report will also be disseminated that thoroughly describes the tribal-research partnership. The grantee will produce two blog posts highlighting the findings about the importance of healthy relationships for adult audiences and teens. Additionally, the grantee will produce a podcast featuring the researchers, partners, and students. These digital materials will be disseminated to the study partners with sample social media posts to share with their networks and/or post on their websites.

Moreover, two webinars will convey the process and outcome evaluation findings to tribal leadership, the schools, and community members. Research findings will be presented at one national conference. Finally, a research report will be produced for NIJ that will be made available via NIJ's award website page, and de-identified survey, interview, and focus group data, along with all study materials, will be archived at the National Archive of Criminal Justice Data. Although several studies address youth dating victimization, few provide culturally responsive curricula for Indigenous populations. The study's results could lead to funding for Tribal schools who wish to implement the study.



# Integrated Law Enforcement and Mental Health Responses

## Participating Component: Office of Justice Programs (OJP)

### Background

Deflection and diversion programs attempt to minimize the formal processing of persons accused or convicted of a crime, such as with referral to treatment or other services as an alternative to criminal prosecution and imprisonment. Addressing issues faced by people with mental illness requires a holistic approach, and the Department engages in research and evaluation to identify innovations that prove effective and are scalable to other jurisdictions. Experts convened by the National Institute of Justice (NIJ) to discuss managing individuals with serious mental illness agree that guidance to courts on effective diversion strategies is a high priority need.

Funded in FY 2022 and conducted by MDRC, this project will evaluate law enforcement and behavioral health responses to persons who experience mental health issues and come into contact with the criminal justice system. This study is a quasi-experimental impact and cost-benefit study of the Tucson Police Department's (TPD) strategy for early diversion of individuals with mental health issues away from the justice system and toward community-based treatment—specifically pre-arrest mental health diversion via 911 dispatch diversion. TPD's strategy includes a crisis hotline, mobile crisis teams, and Pima County Crisis Response Center (CRC) that serves as a law enforcement receiving center. The Pima CRC is an integrated mental health crisis and 911 crisis call center that triages 911 contacts and increases the probability of a clinical response to mental health crisis calls and the use of co-responder follow-up response protocols. The study will provide an independent and rigorous evaluation of TPD's comprehensive strategy for 911 dispatch diversion for persons with mental health issues involving collaboration between law enforcement and mental health service providers and systems intended to divert persons experiencing mental health issues before an arrest occurs. The study is expected to conclude in 2025.

### Research Questions

- How has the 911 dispatch diversion/integrated call center (ICC) model affected outcomes for individuals who contact 911 with a mental health crisis, in terms of avoiding criminal justice system contact and treatment or service engagement?

- To the extent that this model affects outcomes, what components of the ICC or other collaborative components unique to the TPD (peer co-responder unit) or associated with the ICC (transport to CRC) appear to influence these outcomes?
- How has mental health collaboration across Pima County evolved over time? In what ways has mental health collaboration work evolved differently in the City of Tucson versus Pima County as a whole?
- How was the ICC developed, and how is it currently implemented? What is the relationship between the ICC and other mental health collaboration components unique to the TPD (peer co-responder strategy)?
- What are the implications of the TPD innovations studied for other county, state, and national efforts toward mental health diversion?
- What are the measurable costs and benefits of the ICC, including for the TPD and adjunct health and criminal justice agencies?

## Design and Methods

The research leverages a natural quasi-random jurisdictional setting of emergency calls in Southwest metropolitan Tucson contrasting 911 crisis calls diverted to the CRC via the ICC, versus those to a traditional Public Safety Answering Point (PSAP) in the Pima County Sheriff's Office jurisdiction. The evaluation entails three components: (1) a five-year retrospective impact study comparing criminal justice contact and treatment engagement outcomes; (2) a qualitative process evaluation documenting the development and implementation of the ICC and adjunct agency strategies (peer co-responder teams that assist individuals after the acute crisis event) and how the ICC functions in the context of broader law enforcement and mental health collaborations across Pima County; and (3) a cost analysis examining the costs and benefits of the ICC and diversion strategy versus the Sheriff's traditional PSAP response.

Anticipated outcomes at initial incident resolution and six-month follow-up include: fewer jail bookings and hospital emergency department admissions; higher rates of onsite or phone resolution; higher rates of transportation to the Pima County CRC or other local treatment providers; enrollment and engagement in mental health treatment; lower rates of arrest and bookings into jail; and increased connection to mental health treatment and lower rates of emergency medical treatment. Analyses will be based on case-level retrospective data (2017-2022) provided by TPD, the Sheriff's Office, CRC, and adjunct Pima County health agencies. Publicly available and law enforcement agency data will be used to compare the census tracts within each zip code and jurisdiction for similarity in terms of demographics, 911 call rates, and crime incidence. Researchers will gather cost data from agency expenditure reports and publicly available sources, such as Medicaid billing rates. Qualitative information collection includes site visits for structured observations of the ICC and traditional PSAP processes, interviews and focus groups with ICC line staff and managers and those involved in the TPD co-responder units or other mental health diversion strategies.



## **Dissemination and Use**

OJP expects the evaluation to produce a final report and relevant data sets. Additionally, NIJ expects scholarly products to result from each award under this solicitation, taking the form of one or more published, peer-reviewed, scientific journal articles, and, if appropriate, law review journal articles, book chapters, or books in the academic press. OJP will also disseminate findings via outlets oriented to practitioner and policymaker audiences and applied by the Bureau of Justice Assistance (BJA) and others to inform program, training, and technical assistance investments.



# Long-Term Services Component of the Survivor Care Program

**Participating Component: Office of Justice Programs (OJP)**

## Background

Child sex trafficking (CST) is a hidden, harmful, and pervasive problem that has received increased attention in recent years through various federal initiatives. Studies suggest that children and youth with histories of trauma and adversity may be at increased risk for CST victimization. Accordingly, many CST victims require tailored intervention and treatment approaches. Love146, an anti-trafficking organization, developed the Survivor Care Program to support CST victims. The program incorporates two types of service provision: Rapid Response and Long-Term Services (LTS). All youth referred to Love146 receive Rapid Response services. Subsequently, referring agents or youth themselves may request entry into LTS, which provides intensive services (e.g., personal advocacy support, mental health counseling, transportation).

This project is a 5-year mixed-methods, quasi-experimental outcome evaluation of the LTS component of the Love146 Survivor Care Program. The project will evaluate whether CST victims enrolled in the LTS program show significant improvements in social, emotional, health, and education outcomes, compared to those who do not receive the LTS component (either waitlisted or not referred to LTS). This project will build on a current ongoing National Institute of Justice (NIJ)-funded project that consists of a formative evaluation and evaluability assessment.<sup>4</sup>

This evaluation will contribute to addressing the following priority questions in the Department's Learning Agenda for FYs 2022–2026:

Which criminal justice processes and victim service programs are most effective in addressing the needs of crime victims across different settings or contexts (e.g., programs embedded in criminal justice agencies, community-based programs)? Which best address the needs of

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<sup>4</sup> National Institute of Justice award (2020). "Improving Outcomes for Domestic Minor Sex Trafficking Victims: A Phased Evaluation of the LOVE146 Victim Services Program." <https://nij.ojp.gov/funding/awards/2020-v3-gx-0076>

underserved and hard-to-reach communities? What are the barriers to accessing these programs, and do they disproportionately affect traditionally unserved or underserved populations?

## **Research Questions**

- What is the effect of the Love146 LTS service program on youth social, emotional, and physical health?
- What is the effect of the Love146 LTS service program on youth housing, placement, and educational stability outcomes?
- What are youth trafficking victims' experiences with the Love146 LTS service program?

## **Design and Methods**

This 5-year outcome evaluation will involve a non-equivalent cohort methodology design with repeated pre-post measures, with youth enrolling for up to two years to follow outcomes over time. The study will involve: (1) self-report surveys of victims (collected every two months); (2) review of agency client data (collected every six months); and (3) interviews with youth who have been in the LTS program for at least six months. Researchers will conduct quantitative data analysis using structural equation modeling and latent curve modeling, and qualitative data analysis using an inductive approach to content analysis.

## **Dissemination and Use**

This project will contribute to knowledge regarding the effectiveness of LTS services and experiences of CST victims with these services, as well as inform service program development in other states and communities for CST victims. This project is part of an ongoing collaboration between NIJ and the Office for Victims of Crime (OVC) to evaluate the effectiveness of programs that provide services for victims of crime. As such, findings from this project will inform DOJ support for relevant programs. Additionally, NIJ expects scholarly products to result from this project, such as published, peer-reviewed, scientific journal articles, and/or (if appropriate) law review journal articles, book chapter(s), or book(s) in the academic press. OJP will also disseminate findings via outlets oriented to practitioner and policymaker audiences.





# Montgomery County Family Justice Center

## Participating Component: Office of Justice Programs (OJP)

### Background

Intimate partner violence (IPV) is a serious criminal justice and public health issue that is associated with negative physical, mental, and economic outcomes. DOJ has developed a range of community, legal, and advocacy services to address the needs of IPV survivors. Family Justice Centers (FJCs) provide coordinated services in one, centralized location to survivors and families of intimate partner and family violence. Since the opening of the first FJC in San Diego in 2002, the number of FJCs has grown rapidly, with approximately 150 FJCs now operating in 44 states and 25 countries. Despite this rapid growth of FJCs, research studies on the FJC model regarding impact and outcomes are limited.

This project is a 2-year mixed-methods formative evaluation and evaluability assessment of the Montgomery County (Maryland) FJC (MCFJC). MCFJC is a public-private partnership, operated through the Montgomery County Sheriff's Office, that offers all IPV survivors who live or work in the county free, coordinated services from a multidisciplinary team of professionals. This project will explore the operations of MCFJC; examine survivors' service experiences and potential outcomes; and identify the challenges and solutions associated with designing a rigorous evaluation of MCFJC that examines outcomes, processes, and cost.

This evaluation will contribute to addressing the following priority questions in the Department's Learning Agenda for FYs 2022–2026:

Which criminal justice processes and victim service programs are most effective in addressing the needs of crime victims across different settings or contexts (e.g., programs embedded in criminal justice agencies, community-based programs)? Which best address the needs of underserved and hard-to-reach communities? What are the barriers to accessing these programs, and do they disproportionately affect traditionally unserved or underserved populations?

### Research Questions

Formative evaluation:

- How does an FJC operate in practice?

- What are the core service elements of an FJC?
- How would one assess the fidelity of an FJC?
- What are the costs associated with an FJC?
- What are survivors' experiences with FJC services?

Evaluability assessment:

- Is a rigorous outcome evaluation of the MCFJC plausible, feasible, and useful?
- What is the best way to conduct a rigorous evaluation of the MCFJC?
- How can researchers design a rigorous evaluation of any FJC that yields credible information?
- What are the salient outcomes for an FJC overall and for each service element?

## **Design and Methods**

This 2-year formative evaluation and evaluability assessment project will involve a review of internal documentation from MCFJC; a collaborative planning meeting to collect knowledge of the MCFJC program across dimensions of program operation; semi-structured staff and stakeholder interviews; and MCFJC service user interviews and surveys. The assessment will use a matrix analysis to triangulate the findings from the document review, planning meeting, and stakeholder interviews. Researchers will use thematic analysis to analyze transcripts from interviews. Descriptive summaries and inferential statistics will be used to analyze data from MCFJC service user surveys. In addition, the cost-related data will inform the development of an FJC cost estimate. Employing the Evaluation Decision Support Tool, researchers will assess the evaluability of MCFJC by determining the degree of plausibility, feasibility, and utility. Analyses will inform the development of a program logic model; an evaluability report; a preliminary evaluation plan that includes an outcome evaluation, process evaluation, and cost analysis; and a monitoring and evaluation framework that will provide guidance to FJCs across the country.

## **Dissemination and Use**

This project will contribute to knowledge regarding the design, implementation, and effectiveness of FJCs. The findings from this project will strengthen FJCs' capacity to respond effectively to IPV survivors and determine whether and how a rigorous evaluation of an FJC can be conducted. This project is part of an ongoing collaboration between NIJ and the Office for Victims of Crime (OVC) to evaluate the effectiveness of programs that provide services for victims of crime. As such, findings from this project will inform DOJ support for relevant programs. Additionally, the National Institute of Justice (NIJ) expects scholarly products to result from this project, such as published, peer-reviewed, scientific journal articles, and/or (if appropriate) law review journal articles, book chapter(s), or book(s) in the academic press. NIJ will disseminate findings via outlets oriented to practitioner and policymaker audiences. The project findings from the formative evaluation component will inform improvement of the MCFJC, while determining the extent to which it can be reliably and credibly evaluated.



# Safe Transitions for Teens

## Participating Component: Office of Justice Programs (OJP)

### Background

In FY 2022, the National Institute of Justice (NIJ) funded a study to address a gap in research on community-level interventions to reduce risk and increase protective factors for teens exposed to intimate partner violence (IPV). Intimate partner violence transitional housing (IPVTH) programs provide housing and support services to families who have experienced IPV but remain primarily untested—especially for impact on adolescent residents. To address these gaps, the research team will use the structure of an Office on Violence Against Women (OVW)-funded study, *Safe Transitions*, which examines the longitudinal effects of IPVTH among adult residents, to recruit an adolescent cohort of IPVTH residents and analyze the impact of supportive housing on adolescent violence. This project, *Safe Transitions for Teens*, is expected to be completed by 2027 and will develop knowledge on trajectories of risk behaviors for teens in IPVTH, parent-child relationship impacts, and the role of IPVTH in addressing risk and increasing protective factors for interpersonal violence victimization and perpetration in a high-risk group of adolescents.

### Research Questions

- What is the prevalence of physical, sexual, psychological, and cyber teen dating violence (TDV) victimization among adolescents residing in IPVTH?
- What is the prevalence of physical, sexual, psychological, and cyber TDV perpetration among adolescents residing in IPVTH?
- How does the prevalence of TDV *change over time* for adolescent IPVTH residents?
- What is the prevalence of contact with the juvenile justice system (JJS) system among adolescent IPVTH residents?
- What is the prevalence of bullying and peer violence perpetration and victimization among adolescent IPVTH residents?
- What is the relationship between parental risk factors on adolescent risk factors for TDV, peer violence, bullying, and JJS involvement?
- What is the relationship of parental protective factors, such as safety, social support, and post-traumatic growth, to adolescent protective factors for TDV, peer violence, bullying, and JJS involvement?

- What is the impact of IPVTH on individual, family, and community protective factors for adolescents over time?
- What is the impact of IPVTH on individual, family, and community risk factors for adolescents over time?
- What are the impacts of the IPVTH program model (program-based or scattered site) and program components (e.g., counseling, case management) on adolescent outcomes?

## Design and Methods

Study investigators will conduct semi-structured interviews with 40 adult parents enrolled in the *Safe Transitions* study, 40 of their adolescent children, and 30 IPVTH service providers. Using learning from qualitative analysis, the research team will recruit and longitudinally follow 250 adolescent IPVTH residents (aged 12-17) whose parents are enrolled in *Safe Transitions* in five states – Florida, Indiana, Kentucky, Michigan, and Texas – and additional sites being onboarded.

The study will employ a mixed-method, multi-generational, longitudinal approach to examine the prevalence of TDV, peer violence, bullying, and JSS involvement at five-time points over two years among adolescent IPVTH residents. In addition, using a time-series design, the study will assess the impact of IPVTH on adolescent and family risk and protective factors for adolescent violence. Repeated measures and hierarchical linear modeling will assess outcomes over time and differences in risk and protective factors for parent-adolescent dyads. Study investigators will use thematic analysis for qualitative data.

## Dissemination and Use

Additions to the *Safe Transitions* website will facilitate real-time dissemination. Individualized summary reports will be produced and disseminated to participating study sites. Study sites will be invited to an investigator-hosted webinar highlighting study findings, if requested. To share findings with the scientific community and provide opportunities for replication, the study plans five key manuscripts covering (1) study design, measurement, and methods; (2) longitudinal TDV victimization and perpetration findings; (3) longitudinal peer violence, bullying, and JSS involvement findings; (4) parent/teen matched risk and protective factor findings; and (5) impact of IPVTH on youth risk and protective factors. Targeted peer-reviewed journals include the *Journal of Interpersonal Violence*, the *American Journal of Preventative Medicine*, and *Psychology of Violence*. The grantee plans to disseminate findings at conferences, targeting research meetings from the following organizations: the American Society of Criminology, the Society for Social Work and Research, and the American Public Health Association. Practitioner-focused conferences include the Conference on Crimes Against Women, End Violence Against Women International Conference, and the National Health Care and Domestic Violence Conference. Finally, the study will produce a final research report for NIJ, and the study data will be archived at the National Archive of Criminal Justice Data.





# VictimConnect Program

## Participating Component: Office of Justice Programs (OJP)

### Background

Victims of crime can suffer from a range of physical, emotional, and economic consequences and crises, but most victims remain unserved by providers. Technology, such as through mobile and web-based communication methods, can help to increase access to victim services. However, more evidence is needed regarding the effectiveness of technology-based victim services.

This project is a 2.5-year mixed-methods implementation and quasi-experimental outcome evaluation of the VictimConnect Resource Center, which is funded by the Office for Victims of Crime (OVC) and is the nation's only referral helpline serving crime victims through softphone, chat, text, and website resources. In 2020, VictimConnect served 10,513 visitors from all 50 states, the District of Columbia, and US Territories. The project will evaluate VictimConnect's implementation fidelity and compare outcomes between visitors who receive VictimConnect services, and visitors who attempt to reach VictimConnect during offline hours (and do not receive services) or who visit the website without accessing informational resources. The project will build on a completed National Institute of Justice (NIJ)-funded project that consisted of a formative evaluation and evaluability assessment.<sup>5</sup> This completed project produced numerous deliverables, including a logic model and implementation and outcome evaluation plans and instruments, designed to serve as an evaluation toolkit for the victim services field and encourage research-and-practice collaboration.

This evaluation will contribute to addressing the following priority questions in the Department's Learning Agenda for FYs 2022–2026:

Which criminal justice processes and victim service programs are most effective in addressing the needs of crime victims across different settings or contexts (e.g., programs embedded in criminal justice agencies, community-based programs)? Which best address the needs of underserved and hard-to-reach communities? What are the barriers to accessing these programs, and do they disproportionately affect traditionally unserved or underserved populations?

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<sup>5</sup> National Institute of Justice award (2018). "Phased Evaluation of VictimConnect: An OVC-Funded, Technology-Based National Resource Center." <https://nij.ojp.gov/funding/awards/2018-v3-gx-0003>

## Research Questions

- Does VictimConnect increase access to victim services?
- Does VictimConnect improve delivery of victim services?
- Does VictimConnect protect victims' rights and confidentiality?
- Does VictimConnect strengthen the efficiency of victim services – for example, by increasing the network of service providers over time and reaching providers through training and technical assistance?

## Design and Methods

This 2.5-year implementation and outcome evaluation will involve: (1) a pilot test of the data collection instruments and data sharing mechanisms to finalize the implementation and outcome evaluation plans; (2) documentation of VictimConnect's policies, practices, and staff perceptions through review of program materials, staff surveys, staff interviews, and observations of visitor interactions on VictimConnect; (3) assessment of visitor needs and perceptions of VictimConnect's services through a multi-wave survey; and (4) assessment of stakeholder perceptions of VictimConnect through interviews. Researchers will conduct qualitative and quantitative data analyses, including propensity score matching of visitor and comparison group surveys.

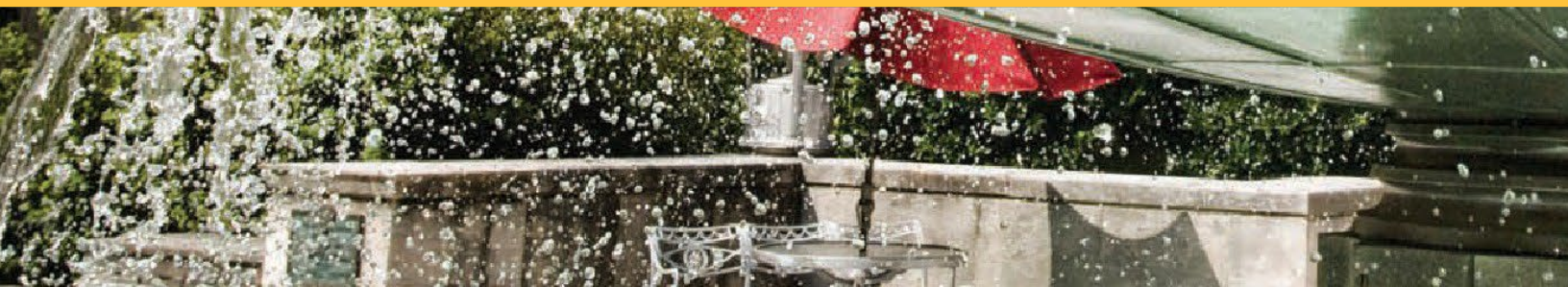
## Dissemination and Use

This project will contribute knowledge regarding the use and effectiveness of technology-based victim services. This project is part of an ongoing collaboration between NIJ and the Office for Victims of Crime (OVC) to evaluate the effectiveness of programs that provide services for victims of crime, including programs that are supported by OVC. Findings from this project will help strengthen and improve services and inform OVC allocation of grant resources. Additionally, NIJ expects scholarly products to result from this project, such as published, peer-reviewed, scientific journal articles, and/or (if appropriate) law review journal articles, book chapter(s), or book(s) in the academic press. OJP will also disseminate findings via outlets oriented to practitioner and policymaker audiences.





**Protect Civil Rights**







# Community Connectors Program

## Participating Component: Office of Justice Programs (OJP)

### Background

In support of the OJP Community-Based Violence Intervention and Prevention Initiative (CVIPI), the National Institute of Justice (NIJ) funds independent, rigorous evaluations of community violence intervention programs to build evidence of the implementation and effectiveness of strategies designed to reduce violent crime using community-based interventions. As part of this effort, the Research Triangle Institute (RTI) is conducting a four-year, mixed-methods implementation and outcome evaluation of a community violence intervention and prevention program, the Community Connectors (CC), located in Greensboro, North Carolina. The CC program emphasizes police and community resource partnerships, including healthcare, education, employment, and reentry, to address community needs and violence at multiple levels.

Through its corresponding OJP programmatic support, Greensboro Police Department (GPD), in coordination with various partners, will expand its CC program (first implemented in March, 2021), which is currently focused in one high-crime neighborhood and disadvantaged elementary school, into a second similar neighborhood and will add a new programming component focused on individuals at greatest risk for violence perpetration or victimization, including the use of credible messengers, intensive case management, trauma counseling, and connection to an array of needed services and resources, starting in January of 2023.

Evaluation findings will be translated to practitioners, researchers, and policymakers to improve community crime prevention and intervention across the United States.

### Research Questions

- How successfully is Greensboro’s CVIPI program implemented?
- How does Greensboro’s CVIPI program affect outcomes at the individual-level (e.g., police-recorded and hospital-based counts of violent events) and neighborhood-level (e.g., neighborhood calls-for-service, crime rate, resident survey outcomes)?
- Does Greensboro’s CVIPI program help to improve police-community relations and resident attitudes toward the police?



## **Design and Methods**

RTI is conducting a four-year, mixed-methods implementation and outcome evaluation of the Community Connectors program, a community-based violence intervention and prevention program in Greensboro, North Carolina.

Implementation evaluation will consist of data from the partners to assess current strategies and how well they have addressed community violence, design enhancements or expansions of their approach, and assess program performance on an ongoing basis. RTI will collect data through semi-annual interviews with project leaders and key partners, systematic interviews with credible messengers about their perceptions of the project, and an annual survey of all substantive contributors to the project.

Outcome evaluation analysis will be set at individual and neighborhood levels to compare changes in outcomes between the treated neighborhoods and individuals and neighborhoods selected to serve as equivalent control groups. At the individual level, RTI will use person-level data from GPD and Cone Health to compare outcomes between program participants and non-participants who request program services. At the neighborhood level, RTI will use aggregate data from GPD (incident, arrest, and 911 calls-for-service data) and resident sentiment data from ZenCity's Blockwise survey in a longitudinal analysis of differential change over time between focal and comparison neighborhoods.

## **Dissemination and Use**

This study will produce findings and recommendations that are evidence-based, actionable, and valuable to multiple stakeholder groups, including law enforcement agencies interested in emulating the Greensboro model, community-based organizations wishing to help reduce community violence in partnership with law enforcement and residents, and State and Federal agencies with a role in improving community safety. Federal agencies can also use the study findings to inform future investments in evaluation, technical assistance, and training. The OJP expects the evaluation to produce a final report and relevant data sets. Additionally, NIJ expects scholarly products to result from this project, including at least two scholarly journal articles. RTI's dissemination plan also includes presenting findings on RTI's Just Science podcast, which has thousands of listeners and features current events, research, and actionable strategies for improving the criminal justice system. Likewise, RTI will discuss findings on The Measure of Everyday Life, a weekly public radio program led by RTI that features researchers and practitioners discussing their efforts to improve the human condition.



# Community Relations Service Training and Facilitated Dialogue Programs

**Participating Component: Community Relations Service (CRS)**

## Background

The Community Relations Service (CRS) works with community groups to resolve community conflicts and prevent and respond to alleged hate crimes arising from differences of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. In service of this mission, CRS delivers both training and facilitated dialogue programs to external audiences and stakeholders, including law enforcement, community leaders, state and local officials, and civil rights leaders.

Training programs are designed to increase local capacity to address conflicts, de-escalate tensions, and prevent disputes by providing representatives from government, faith organizations, law enforcement, civil rights groups, and other community organizations with knowledge and skills that increase understanding and improve collaboration between diverse stakeholders.

Facilitated dialogue programs are designed to increase mutual understanding among parties, identify issues and solutions, and develop actions. Topics of discussion frequently include race, police-community relations, alleged hate crimes, communication, trust, and diverse perspectives on various issues. For example, the Strengthening Police and Community Partnerships (SPCP) program is a one-day facilitated dialogue program that convenes diverse community leaders, civil rights leaders, religious leaders, law enforcement, city and county officials, youth, and others in dialogue and problem solving. The goals of the SPCP program are to:

- Improve trust and develop partnerships between law enforcement officers and the diverse communities they serve;
- Engage local law enforcement and community leaders in dialogue to identify issues and solve problems collaboratively; and
- Increase local capacity, develop partnerships, and develop local solutions to local problems.

CRS has conducted case study evaluations of its training and facilitated dialogue programs in past years. In FY 2023, CRS contracted with Mathematica Policy Research to develop more rigorous case study methods that include collection of baseline data and revisions to the evaluation instruments. In FY 2024, CRS plans to implement the expanded methodology in up to 10 case studies of training and facilitated dialogue programs, including the SPCP program.

## **Research Questions**

What do participants report, both before and after program implementation, about the outcomes targeted by each program? For example, for the SPCP program, the questions will be:

- What do participants report about the relationships between diverse communities and police, both before and after program implementation?
- What do participants report about the levels of trust between diverse communities and police, both before and after program implementation?
- What do participants report about the levels of tensions between diverse communities and police, both before and after program implementation?
- What do participants report about the levels of community capacity to address future conflicts, both before and after program implementation?

Additional questions specific to each training or facilitated dialogue program will be used to learn about opportunities for improved program design and implementation.

## **Design and Methods**

CRS will use pre- and post-implementation surveys and interviews to collect data. These methods will engage program participants and members of the public, including law enforcement officers, public officials, community leaders, and other stakeholders. For the SPCP program, for example, CRS will compare how program participants perceive police and community relations in their community before the program, during the program, and 18-24 months following the program.

## **Dissemination and Use**

After securing the consent of case study participants, CRS anticipates disseminating the results through written reports, including the agency's annual report to Congress; conference presentations; webinars; website postings; and journal articles. Results will be used to inform future implementations of the SPCP and other facilitated dialogue and training programs, by identifying promising practices to share with communities across the country and potential improvements to the design of the program itself.



# National Model for Technical Violations

## Participating Component: Office of Justice Programs (OJP)

### Background

Poor coordination within the criminal justice system, coupled with a lack of support systems for affected individuals, can result in unnecessary re-incarceration for technical violations of the conditions of parole or probation that are not necessarily related to the commission of a new crime. Such violations include failed drug tests, missed curfews, or the inability to pay fines and fees. This creates a heavy financial burden for states and localities and imposes employment losses and societal costs on incarcerated individuals and their friends and family. In 2019, the Council of State Governments reported that, nationally, nearly one in four imprisoned individuals were incarcerated as the result of a technical violation, costing states more than \$9 billion annually.

In light of this, the National Institute of Justice (NIJ) in the Office of Justice Programs (OJP) is funding the University of North Carolina, Charlotte, to conduct a four-year research project which will design, implement, and test parole or probation supervision models with the goal of reducing revocations for technical violations while ensuring successful reentry and minimizing recidivism.

### Research Questions

- **Implementation:** To what extent does the use of pre-implementation site assessments affect the ease, suitability, and effectiveness of program planning? How do the needs of specific sites vary? What are the requirements for effective program implementation? How is program fidelity best achieved and what factors affect this?
- **Impact:** Did the model result in decreased revocations, technical violations, and re-arrests? Was this result consistent across study sites, client demographics, and offense type? What factors account for differences across populations and sites?
- **Cost:** What were the implementation and operational costs of the program? Did these costs differ across sites and populations? What factors account for these differences? Is program cost associated with effectiveness?



## **Design and Methods**

This research team will conduct a multi-site evaluation of the Organizational Coaching Model (OCM). OCM seeks to shift the organizational culture of a probation or parole agency from one oriented to catch failure to one promoting client success. This model has been implemented in seven jurisdictions nationwide with funding from the National Institute of Corrections (NIC). The University of North Carolina, Charlotte is partnering with Justice System Partners, (JSP), to develop the OCM with participation of Sedgwick County, Kansas, San Francisco, California, and Region 8 of the Michigan Department of Corrections. Organizational models, protocols, training packages, and playbooks developed in the NIC sites will be modified as appropriate and used to implement OCM in the three NIJ study sites. JSP will monitor fidelity to the model during the intervention. The research team will use a retrospective, quasi-experimental design that includes a process and cost-benefit analysis to evaluate the OCM model. The researchers anticipate the enrollment of 1,000 participants into the study. Researchers will employ entropy balancing to match participants to those supervised by the agency prior to adoption. Evaluators will collect approximately 18 months of administrative supervision data per participant, augmented by stakeholder interviews, officer surveys, and approximately 150 taped officer-client interactions, with outcomes analyzed through hierarchical modeling.

## **Dissemination and Use**

OJP expects the evaluation to produce a final report and relevant data sets. Additionally, NIJ expects scholarly products to result from each award under this solicitation, taking the form of one or more published, peer-reviewed, scientific journal articles, and, if appropriate, law review journal articles, book chapters, or books in the academic press. OJP will also disseminate findings via outlets oriented to practitioner and policymaker audiences. The research findings are intended to inform practice concerning parole and probation nationwide, and DOJ and OJP may use these results to inform future decisions about grant funding of this type of program.



# School Threat Assessment

## Participating Component: Office of Justice Programs (OJP)

### Background

The STOP School Violence Act of 2018 seeks to improve school security by providing students and teachers with the tools they need to recognize, respond quickly to, and prevent acts of violence. The nation’s schools have widely adopted behavioral threat assessment, which involves methodically evaluating the likelihood that a student will carry out a violent act given an explicit threat or behavior indicative of a threat. However, there are questions about the impact of threat assessment on the students themselves.

Critics of threat assessment models have argued that the inclusion of law enforcement on threat assessment teams could have negative impacts on students, including harsh discipline and criminalization of student misbehavior in the form of arrests, court charges, or incarceration. Proponents of threat assessment contend that the process brings support and services to a student who is at risk of failure. This National Institute of Justice (NIJ)-funded evaluation, conducted by the research team who developed the threat assessment tool, addresses these concerns through a longitudinal assessment of student outcomes in the years following the threat assessment using the Comprehensive School Threat Assessment Guidelines (CSTAG).

This research team has published two field tests and six controlled studies of the CSTAG model, and in one of these studies found no statistically significant differences for immediate impact among Black, Hispanic, and White students in Virginia in school suspensions, school transfers, or legal actions. This study aims to extend this examination to other states.

Beyond the immediate impact of threat assessment on violent outcomes, this evaluation addresses the types of support, services, and discipline received, as well as law enforcement actions for students, both at the time of assessment and in subsequent years. It also aims to understand the role of law enforcement in the threat assessment process to guard against inappropriate criminalization of student misbehavior. Finally, the evaluation will address whether outcomes are equitable across student groups defined by race, ethnicity, and disability status.

This evaluation also addresses FY 2022-2026 Strategic Plan Goal 3: Protect Civil Rights; Objective 3.3: Reform and Strengthen the Criminal and Juvenile Justice System, Strategy 4: Promote Innovation and Reform in the Criminal and Juvenile Justice System.

## Research Questions

- What are the academic and behavioral outcomes for students receiving a threat assessment across a wide range of schools and districts?
- How are threat assessment case characteristics associated with student outcomes over 2-3 years?
- Are there adverse disparities in student outcomes associated with race, ethnicity, or special education status?

## Design and Methods

The University of Virginia will conduct the study in partnership with 51 school districts and disseminate findings and resources through the National Center for School Safety. Specifically, this study will examine threat assessment outcomes for a diverse sample of approximately 5,880 students who received a threat assessment in 840 schools from 51 geographically and demographically diverse districts in California, Florida, Maine, Utah, and Virginia.

The mixed-methods study is designed to achieve the following goals: (1) using deidentified student data, measure student behavioral and academic outcomes following their assessment and examine consistency across levels of implementation fidelity, and, using qualitative interviews, examine the varying role of law enforcement in the threat assessment across districts; (2) measure longitudinal associations between threat assessment case characteristics (such as seriousness of threat) and student outcomes at three subsequent times over three years; and (3) investigate whether there are disparities in outcomes across demographic groups defined by race, ethnicity, and special education status, taking into consideration student characteristics (such as family income) and school characteristics (such as population demographics).

## Dissemination and Use

In addition to a final technical report, the research team intends to disseminate findings throughout the project at the state and national level in peer-reviewed journals, professional presentations, and web resources (e.g., webinars, website postings). The team will also provide resources through their role with the National Center for School Safety to guide Students, Teachers and Officers Preventing (STOP) School Violence grant recipients and other schools in school threat assessment and to help assure equitable outcomes for students across diverse groups. OJP officials may use the results to inform future grantmaking to support programming or additional rigorous evaluations of school violence reduction initiatives.





# Administer Just Court and Correctional Systems





# Anger Management Program

## Participating Component: Bureau of Prisons (BOP)

### Background

Anger Management is a low-dosage cognitive-behavioral therapy (CBT) intervention delivered by professional treatment staff to incarcerated individuals in prisons managed by BOP. It addresses critical criminogenic needs and is completed by a large portion of the incarcerated population. While research exists on CBT and anger interventions generally, none is specific to the programming provided by BOP. In line with the First Step Act of 2018 (FSA), in FY 2022, the BOP began a retrospective evaluation to assess whether, and to what extent, the Anger Management program results in a reduction in misconduct, a reduction in recidivism, and a reduction in mental health crisis contacts. In FY 2023, BOP is conducting a prospective study of the Anger Management program, exploring changes in self-reported anger, reductions in misconduct, and reductions in mental health crisis contacts. This prospective study will continue in FY 2024, is expected to be completed in FY 2025, and will capitalize on the addition of a subjective measure of anger, which could not be incorporated into the retrospective study due to the absence of this data. The BOP will conduct both studies via a contract with Texas Christian University.

This evaluation will contribute to addressing the following priority question in the Department's Learning Agenda for FYs 2022–2026:

What is the long-term impact of First Step Act programs on formerly incarcerated individuals returning to the community?

### Research Questions

- To what extent does BOP's Anger Management program result in a reduction in prison misconduct following completion of the program?
- To what extent does the program result in a reduction in subjective feelings of anger?
- To what extent does the program result in a long-term reduction in recidivism?

### Design and Methods

A quasi-experimental design method will assess the program's impact on misconduct, recidivism, and anger. Researchers will compare program participants with a matched control group that is selected via propensity scoring on a range of demographic variables (age, race, ethnicity), as well as security level, education, and offense type. The analysis will account for participation in BOP's Bureau Rehabilitation

and Values Enhancement (BRAVE) Program, which could interact with the Anger Management program. The study will make use of demographic data, as well as data on institutional conduct, program participation, and medical and mental health functioning collected by BOP. Additionally, the study will use criminal history data and data on recidivism from the National Law Enforcement Telecommunications System (Nlets).

### **Dissemination and Use**

BOP will disseminate results through peer-reviewed publications and the BOP website for stakeholders, community providers, and correctional facilities. BOP will use the results of this research to inform the implementation of the Anger Management program in BOP facilities.



# Bureau Rehabilitation and Values Enhancement Program (BRAVE)

## Participating Component: Bureau of Prisons (BOP)

### Background

The Bureau Rehabilitation and Values Enhancement Program (BRAVE) is a residential program designed to support first-time, incarcerated males in medium-security prisons managed by the BOP. Specifically, the program supports individuals who are at the beginning of their sentence, are typically 32 years of age or younger, and have a sentence of at least 60 months. Housed together, BRAVE participants spend at least 350 hours in programming focused on reducing criminal thinking and behavior and promoting healthy communication and emotional self-regulation. The program may also address substance abuse and mental illness. The goal of BRAVE is to reduce misconduct in prison and support appropriate adjustment to incarceration. In line with the First Step Act of 2018, in FY 2022, BOP began conducting a retrospective evaluation to assess whether, and to what extent, BRAVE results in a reduction in misconduct, a reduction in recidivism, and fewer mental health crisis contacts. A prospective study will begin in FY 2024. It will explore reductions in misconduct, reductions in mental health crisis contacts, and reductions in self-reported anger, trauma, anxiety, and depression. Expected to conclude in FY 2025, this study will capitalize on the addition of subjective measures of psychological indices, which could not be incorporated into the retrospective study due to the absence of this data. The BOP will conduct both studies via a contract with RSG CJ Analytics.

This evaluation will contribute to addressing the following priority question in the Department’s Learning Agenda for FYs 2022–2026:

What is the long-term impact of First Step Act programs on formerly incarcerated individuals returning to the community?

## Research Questions

- To what extent does the BRAVE program result in a reduction in misconduct?
- To what extent does it result in a reduction in crisis contacts for incarcerated individuals following program completion?
- To what extent does BRAVE result in reduced recidivism?

## Design and Methods

A quasi-experimental design method will assess the program’s impact on misconduct, recidivism, and crisis contacts. Researchers will compare program participants with a matched control group that is selected via propensity scoring on a number of variables. The matched control group will be selected from two pools of program non-participants: individuals who met the eligibility requirements to participate in BRAVE (based on age, length of sentence, and prior BOP commitment), and individuals who failed to meet the eligibility requirements (e.g., individuals who were slightly older and had slightly shorter sentences). The analysis will account for participation in BOP’s Anger Management program, which could interact with the BRAVE program. The study will make use of BOP data on program participation, mental health status and diagnosis, and misconduct, and analysis may include age, gender, criminal history, and other demographic and programming variables. The study will also use data on recidivism from the National Law Enforcement Telecommunications System (Nlets).

## Dissemination and Use

BOP will disseminate results through peer-reviewed publications and the BOP website for stakeholders, community providers, and correctional facilities. BOP will use the results of this study to inform the implementation of the BRAVE program in Bureau facilities.





# Drug Treatment Programs

## Participating Component: Bureau of Prisons (BOP)

### Background

BOP offers multiple drug treatment programs to incarcerated individuals, including:

- Drug Education, a 12- to 15-hour psychoeducational program that covers the cycle of drug use and crime, offers a compelling perspective on the consequences of continued drug use, and introduces the participant to available treatment options;
- The Non-Residential Drug Abuse Program (NRDAP), which involves a cognitive-behavioral treatment protocol completed over the course of 12-14 weeks of group therapy;
- The Residential Drug Abuse Program (RDAP), a multi-component program that includes treatment services both within BOP facilities and during transition from incarceration to the community; and
- Medication-Assisted Treatment (MAT), which offers individualized treatment and support to individuals with histories of opioid use disorders who are nearing community placement.

In FY 2022, BOP began conducting a retrospective evaluation to assess whether, and to what extent, the four drug treatment programs result in a reduction in misconduct, a reduction in recidivism, a reduction in substance use while incarcerated, and fewer mental health crisis contacts. A prospective study will begin in FY 2024. Expected to conclude in FY 2026, this study will capitalize on the addition of subjective measures of psychological indices, which could not be incorporated into the retrospective study due to the absence of this data. The BOP will conduct both studies via a contract with Texas Christian University. This evaluation will contribute to addressing the following priority question in the Department’s Learning Agenda for FYs 2022–2026:

What is the long-term impact of First Step Act (FSA) programs on formerly incarcerated individuals returning to the community?

### Research Questions

- When compared with non-participants, did enrolled program participants have better program-related outcomes, such as reductions in institutional misconduct, improved institutional adjustment, and lower recidivism rates?
- Did program completers have better outcomes than program non-completers?

- What pre-program variables (e.g., demographic/background factors) were associated with program placement, completion, and outcomes?

## **Design and Methods**

The study will compare individuals who participated in each of the four drug treatment programs (Drug Education, NRDAP, RDAP, and MAT) with an untreated matched control group of individuals who were eligible for, but did not participate in, the same programs. Matching will incorporate a number of variables, including demographics, security level, education, and offense type. The study will also compare individuals who participated in more than one program to those who participated in only one program. Outcomes of interest include institutional indicators (e.g., misconduct), intermediate outcomes (e.g., symptom reduction), and post-release indicators (e.g., recidivism).

Researchers will draw data from the Bureau's inmate tracking system, SENTRY, and institutional treatment and mental health database, Psychology Data System (PDS). If recidivism is studied as a long-term outcome, BOP will rely on data from the National Law Enforcement Telecommunications System (Nlets). Qualitative information about the implementation of the program, gathered through direct observations and semi-structured interviews with stakeholders and staff, will inform the design of the evaluation.

In general, researchers will analyze data using strategies based on the general linear model (e.g., analysis of variance, analysis of covariance, multiple regression) and logistic regression to assess each program's impact on institutional, intermediate, and post-release outcomes. The study will employ multilevel analyses to test for potential variation across institutions, regions, and other relevant subgroups.

## **Dissemination and Use**

BOP will disseminate results through peer-reviewed publication and the BOP website for the wider audience of stakeholders, community providers, and correctional facilities. Findings will enable BOP to assess the relative effectiveness of its drug treatment programs relative to outcomes including symptom reduction and recidivism. Findings will inform future updates of treatment protocols, revisions to policy, and management of drug treatment programs.



# Prisoner Assessment Tool Targeting Estimated Risk and Needs (PATTERN)

**Participating Component: Bureau of Prisons (BOP), Office of  
Justice Programs (OJP)**

## Background

The Prisoner Assessment Tool Targeting Estimated Risk and Needs (PATTERN) is a risk assessment tool used to assess and periodically reassess the risk of recidivism of each person in the custody of the federal prison system. The tool has both “static” risk factors, including several criminal history items, and “dynamic” factors, including institutional programming, work, and behavior items. PATTERN was developed for BOP in accordance with the First Step Act of 2018 (FSA) and is used to inform the type, amount, and intensity of evidence-based recidivism reduction programming and productive activities assigned for each prisoner.

The FSA mandates that the PATTERN tool undergo an annual review and revalidation that includes: “(A) any subsequent changes to the risk and needs assessment system made after the date of enactment of [the FSA]; (B) the recommendations developed under paragraph (2) [of 18 U.S.C. § 3631], using the research conducted under paragraph (3); (C) an evaluation to ensure that the risk and needs assessment system bases the assessment of each prisoner’s risk of recidivism on indicators of progress and of regression that are dynamic and that can reasonably be expected to change while in prison; (D) statistical validation of any tools that the risk and needs assessment system uses; and (E) an evaluation of the rates of recidivism among similarly classified prisoners to identify any unwarranted disparities, including disparities among similarly classified prisoners of different demographic groups, in such rates.” By assessing PATTERN’s validity as a predictor of recidivism, this study evaluates the effectiveness of one component of BOP’s recidivism reduction programming – in particular, the tool used to target this programming. This study also evaluates the equity with which BOP’s recidivism reduction programs are targeted, by assessing whether the tool produces unwarranted disparities across racial or ethnic groups.

In collaboration with the BOP, the National Institute of Justice (NIJ) in OJP supports the annual evaluation of PATTERN through a contract. BOP supports the annual evaluation through the provision of administrative data and technical and operational expertise.

## Research Questions

- What changes have been made to PATTERN since the enactment of the FSA?
- Is PATTERN a valid predictor of general and violent recidivism?
- Are changes in PATTERN scores over time related to differences in risk for recidivism?
- Are there any unwarranted disparities identified based on the rates of recidivism among similarly classified prisoners of different racial or ethnic groups?
- What are the recommendations to enhance the performance and utility of PATTERN?
- Does the risk and needs assessment system base prisoner risk of recidivism on indicators of progress and regression that are dynamic and can be reasonably expected to change while in prison?
- Are the four PATTERN risk assessment tools statistically valid?

## Design and Methods

The FY 2024 evaluation will analyze a cohort of individuals released from BOP custody to assess the predictive validity, dynamic validity, and racial and ethnic neutrality of PATTERN. Researchers will make use of BOP administrative data and individual criminal history records from the National Crime Information Center (NCIC) and National Law Enforcement Telecommunications System (Nlets). Key data elements will include offender demographics, risk and security level, static and dynamic data about incarcerated individuals, programmatic elements (types and numbers of programs received, program completion), criminal history, recidivism, information related to drug treatment, history of institutional violence, and misconduct.

## Dissemination and Use

NIJ/BOP will release results on the DOJ and NIJ websites, in addition to including them in an annual report to Congress, as required by the FSA.





# Bureau of Prisons Needs Assessment System

**Participating Components: Bureau of Prisons (BOP), Office of Justice Programs (OJP)**

## Background

The BOP conducts a variety of assessments early in the prison admission cycle, in order to identify and provide programs and services to prepare incarcerated individuals for their eventual reentry into society following completion of their sentence. BOP assesses individual needs as part of the intake assessment, with reassessment occurring at least semi-annually throughout a person’s term of incarceration. Staff meet with incarcerated individuals to discuss assessment findings with regard to criminogenic and other needs, resulting in referral to appropriate programs.

For this purpose, BOP has developed a needs assessment system known as the Standardized Prisoner Assessment for Reduction in Criminality (SPARC-13), which assesses needs related to anger/hostility, antisocial peers, cognitions, education, dyslexia, family/parenting, finance/poverty, medical care, mental health, recreation/leisure/fitness, substance abuse, trauma, and work.

Together, this needs assessment system and the Prisoner Assessment Tool Targeting Estimated Risk and Needs (PATTERN) make up the risk and needs assessment system required by the First Step Act of 2018 (FSA). The FSA mandates that this risk and needs assessment system undergo an annual review and revalidation that includes: “(A) any subsequent changes to the risk and needs assessment system made after the date of enactment of [the FSA]; (B) the recommendations developed under paragraph (2) [of 18 U.S.C. § 3631], using the research conducted under paragraph (3); (C) an evaluation to ensure that the risk and needs assessment system bases the assessment of each prisoner’s risk of recidivism on indicators of progress and of regression that are dynamic and that can reasonably be expected to change while in prison; (D) statistical validation of any tools that the risk and needs assessment system uses; and (E) an evaluation of the rates of recidivism among similarly classified prisoners to identify any unwarranted disparities, including disparities among similarly classified prisoners of different demographic groups, in such rates.”

In collaboration with the BOP, NIJ supports the annual assessment of the needs assessment system through a contract. BOP supports the annual assessment through the provision of administrative data and technical and operational expertise.

## Research Questions

- Does the SPARC-13 have predictive validity by domain and calculated total score? Do measure scores predict rate of recidivism?
- Does the SPARC-13 show concurrent validity?
- For components of the SPARC-13 with psychometric item scoring, are cut scores optimized?
- Does the SPARC-13 evidence measurement invariance (i.e. does the SPARC-13 similarly measure subjects across race/ethnicity and sex/gender)?
- Does participation in programming impact scores upon reassessment of the corresponding domain on the SPARC-13?

## Design and Methods

The evaluation will analyze the population of incarcerated individuals who have completed the SPARC-13 to assess multiple forms of validity (convergent, internal structure, concurrent, predictive), interrater reliability, and the racial and ethnic neutrality of the assessments. This will be done primarily with exploratory factor analysis, multigroup confirmatory factor analysis, correlational methods, and receiver operating characteristic analysis. Researchers will make use of BOP administrative data and individual criminal history records from the National Crime Information Center (NCIC) and National Law Enforcement Telecommunications System (Nlets). Key data elements will include offender demographics, risk and security level, static and dynamic data about incarcerated individuals, programmatic elements (types and numbers of programs received, program completion), criminal history, recidivism, information related to drug treatment, history of institutional violence, and misconduct.

## Dissemination and Use

It is anticipated that results will be released on the DOJ and the National Institute of Justice (NIJ) websites, in addition to being included in an annual report to Congress, as required by the FSA.



# Bureau of Prisons Reentry Programs

## Participating Components: Bureau of Prisons (BOP), Office of Justice Programs (OJP)

### Background

BOP facilitates programs to assist incarcerated individuals in their transition out of prison. These programs range from residential treatment programs for incarcerated women, to faith-based programs to ground incarcerated individuals in positive values and responsibility, to residential programs that offer psychological support.

This project evaluates seven BOP reentry programs, including Female Integrated Treatment (FIT); the Foundation program; the Threshold program; Life Connections; Steps Toward Awareness, Growth, and Emotional Strength (STAGES); the Skills program; and the Non-Residential Sex Offender Treatment Program (SOTP-NR). This evaluation will support the First Step Act of 2018 (FSA) mandate requiring the Attorney General to conduct ongoing research and analysis on evidence-based recidivism reduction programs and will support an understanding of which programs are the most effective at reducing the risk of recidivism for the federal inmate population. During FY 2023, potential data sources were examined to further develop research questions, initial datasets were transferred to evaluators, and subject matter experts in each of the seven programs at the academic, BOP central office level, and field level were interviewed.

The evaluation is expected to take place over calendar years 2022 through 2026. It will contribute to addressing the following priority question in the Department’s Learning Agenda for FYs 2022–2026:

What is the long-term impact of FSA programs on formerly incarcerated individuals returning to the community?

### Research Questions

- To what extent are BOP reentry programs implemented as intended?
- To what extent are the BOP reentry programs effective in improving outcomes for individuals while incarcerated (specifically, institutional adjustment)?
- To what extent are the BOP reentry programs effective in improving outcomes post-release, for example, reducing recidivism and increasing housing stability and employment opportunities?

- To what extent are the BOP reentry programs under evaluation effective in relation to their cost?
- To what extent are program structures for the BOP reentry programs under evaluation effective?

### **Design and Methods**

The evaluation of each reentry program is expected to examine cost, program structure, implementation, and mechanisms for program delivery. Process evaluations, impact evaluations (if feasible), and cost-efficiency analyses involving both qualitative and quantitative data are anticipated. The research team will utilize program logic models, programmatic and performance data, observation and interview data, policy and practice data, administrative data, and other sources to design and conduct the evaluation of each program. Evaluations will also use program documents, policy documents, administrative records, and program case files. Additionally, semi-structured key informant interviews with program administrators, staff, service providers and partners, and program participants, along with direct program observation through site visits, will inform each evaluation. This will be a multi-site project, with different sites and numbers of sites used to evaluate the different reentry programs.<sup>6</sup>

### **Dissemination and Use**

Results will be made available on Department webpages, and additional reports may be prepared for correctional facility staff or other stakeholders. Future planning for management of reentry programs will take into consideration the results of this evaluation.

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<sup>6</sup> If there are sites that offer more than one of the programs, then the evaluation may also examine combinations or interactions between the programs.





# Appendices



# Appendix A: Abbreviations and Acronyms

<b>B</b>		<b>Evidence Act</b>	Foundations for Evidence-Based Policymaking Act of 2018
<b>BJA</b>	Bureau of Justice Assistance	<b>F</b>	
<b>BOGAP</b>	Bronx-Osborne Gun Avoidance Program	<b>FBI</b>	Federal Bureau of Investigation
<b>BOP</b>	Bureau of Prisons	<b>FD</b>	Focused Deterrence
<b>BRAVE</b>	Bureau Rehabilitation and Values Enhancement Program	<b>FIT</b>	Female Integrated Treatment
<b>C</b>		<b>FJC</b>	Family Justice Center
<b>CAD</b>	Computer Assisted Dispatch	<b>FY</b>	Fiscal Year
<b>CBT</b>	Cognitive-Behavioral Therapy	<b>FSA</b>	First Step Act of 2018
<b>CC</b>	Community Connectors	<b>H</b>	
<b>CCD</b>	Crisis Call Diversion	<b>HEC</b>	Houston Emergency Communications
<b>CRC</b>	Crisis Response Center	<b>HFD</b>	Houston Fire Department
<b>CRS</b>	Community Relations Service	<b>HPD</b>	Houston Police Department
<b>CST</b>	Child Sex Trafficking	<b>I</b>	
<b>CSTAG</b>	Comprehensive School Threat Assessment Guidelines	<b>ICC</b>	Integrated Call Center
<b>CVIPI</b>	Community-Based Violence Intervention and Prevention Initiative	<b>IOP</b>	Industrial Organizational Psychologist
<b>D</b>		<b>IPV</b>	Intimate partner violence
<b>DOJ</b>	Department of Justice	<b>IPVTH</b>	Intimate Partner Violence Transitional Housing
<b>E</b>		<b>J</b>	
<b>ECM</b>	Enhanced Collaborative Model	<b>JJS</b>	Juvenile Justice System
<b>EMS</b>	Emergency Medical Services	<b>JSP</b>	Justice Systems Partners

<b>L</b>		<b>PSAP</b>	Public Safety Answering Point
<b>LTS</b>	Long-Term Services	<b>PSN</b>	Project Safe Neighborhoods
<b>M</b>		<b>R</b>	
<b>MAT</b>	Medication-Assisted Treatment	<b>RCT</b>	Randomized Control Trial
<b>MCFJC</b>	Montgomery County (Maryland) Family Justice Center	<b>RDAP</b>	Residential Drug Abuse Program
<b>N</b>		<b>REDCap</b>	Research Electronic Data Capture
<b>NCIC</b>	National Crime Information Center	<b>RMS</b>	Record Management System
<b>NIC</b>	National Institute of Corrections	<b>RTI</b>	Research Triangle Institute
<b>NIJ</b>	National Institute of Justice	<b>S</b>	
<b>Nlets</b>	National Law Enforcement Telecommunications System	<b>S&amp;S</b>	Safe & Sound Hillsborough (Public Safety Office)
<b>NRDAP</b>	Non-Residential Drug Abuse Program	<b>SOTP-NR</b>	Non-Residential Sex Offender Treatment Program
<b>NYS DCJS</b>	New York State Division of Criminal Justice Services	<b>SPARC-13</b>	Standardized Prisoner Assessment for Reduction in Criminality
<b>O</b>		<b>SPCP</b>	Strengthening Police and Community Partnerships Program
<b>OCM</b>	Organizational Coaching Model	<b>STAGES</b>	Steps Toward Awareness, Growth, and Emotional Strength
<b>OJP</b>	Office of Justice Programs	<b>T</b>	
<b>OVC</b>	Office for Victims of Crime	<b>TVD</b>	Teen Dating Violence
<b>OVW</b>	Office on Violence Against Women	<b>TPD</b>	Tucson Police Department
<b>P</b>		<b>U</b>	
<b>PATTERN</b>	Prisoner Assessment Tool Targeting Estimated Risk and Needs	<b>USAO</b>	United States Attorney’s Office
<b>PDS</b>	Psychology Data System		



## Appendix B: Component Websites

<b>Component</b>	<b>Website</b>
<b>Community Relations Service</b>	<a href="http://www.justice.gov/crs">www.justice.gov/crs</a>
<b>Federal Bureau of Investigation</b>	<a href="http://www.fbi.gov/">www.fbi.gov/</a>
<b>Federal Bureau of Prisons</b>	<a href="http://www.bop.gov">www.bop.gov</a>
<b>Justice Management Division</b>	<a href="http://www.justice.gov/jmd">www.justice.gov/jmd</a>
<b>Office of Justice Programs</b>	<a href="http://www.ojp.gov">www.ojp.gov</a>
<b>Office on Violence Against Women</b>	<a href="http://www.justice.gov/ovw">www.justice.gov/ovw</a>