



## Proposal Cover Sheet

### Applicant Information

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Application (Applicants may apply for one or both phases)

Phase I

Phase II

Total Project Budget

\$249,645

Proposal for an Evaluation of  
The District of Columbia  
**Youth Development Strategy**  
Fiscal Year 2007

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February 9, 2007



Proposal for an Evaluation of  
The District of Columbia  
**Youth Development Strategy**  
Fiscal Year 2007

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\* required attachment under terms of RFP

## **Evaluation Proposal for the D.C. Youth Development Strategy**

Innovation Network (“InnoNet”) and The Urban Institute (“UI”) are excited to join forces for this proposal. Our complementary strengths and experience make us an ideal choice as an evaluation partner for the Children and Youth Investment Trust Corporation (“CYITC”), and we respectfully submit this proposal to work on both Phase I and Phase II of the evaluation of the District of Columbia Youth Development Strategy (“DCYDS”) for Fiscal Year 2007.

### **Program Narrative**

#### **Experience**

Key staff<sup>1</sup> for this effort has expertise in program evaluation, performance and outcomes management and monitoring, training and capacity building for community-based organizations, public policy research, and qualitative and quantitative data analysis. InnoNet’s **Lily Zandiapour, Ph.D.**, will, as Project Director, oversee all work. Dr. Zandniapour has designed and led several multi-site and multi-year evaluation projects, including projects focused on risky youth behaviors and their implications, and on model youth development programs for employment and social inclusion. UI’s **Shelli B. Rossman, M.A.**, will serve as Principal Investigator (“PI”) for this project. She served as PI for the recently completed multi-year, cross-site evaluation of the Office of Juvenile Justice and Delinquency Prevention national SafeFutures partnership, linking research findings with field-based knowledge about “what works” in juvenile delinquency prevention and control.<sup>2</sup> Dr. Zandniapour and Ms. Rossman are joined by Jennifer Bagnell Stuart, Kerstin Gentsch, Leah Hendey, Veena Pankaj, and Shital Shah.

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<sup>1</sup> Brief biographies of key staff are attached as Appendix A.

<sup>2</sup> Additional information on the SafeFutures partnerships is attached as Appendix B.

This team<sup>3</sup> has nearly 70 years of experience in: youth development program design, implementation, and evaluation; Results-Based Accountability methodologies and training; rigorous process, outcome, impact, and cost-benefit evaluation; data collection design, implementation, analysis, and reporting; training development and delivery; and organizational development analysis and coaching.<sup>4</sup>

### **Organizational Capacity**

This InnoNet/UI partnership offers a breadth and depth of research capacities and practitioner-focused experience rarely found in a single organization. Our team offers significant strengths that can spell the difference between success and failure in a project of this complexity:

- Highly skilled and committed staff who can build sustainable, fruitful relationships with participating agencies;
- Strong operational and fiscal management;
- Capacity to offer technical assistance (within evaluation constraints) to assist programs to enhance implementation and performance management; and
- Depth of experience in large-scale data management and analysis.

Innovation Network's consulting practice was developed in response to demands from nonprofits and funders for a more useful, less cumbersome approach to evaluation. Since our founding in 1992, we have worked with hundreds of organizations to evaluate the impact and implementation of their work, including over a dozen youth development projects.<sup>5</sup> The Urban

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<sup>3</sup> Complete team resumes are attached as Appendix C.

<sup>4</sup> An "Advisory Committee" of seasoned UI researchers (Janeen Buck, Caterina Roman, and Janine Zweig) will provide as-needed design and analysis assistance.

<sup>5</sup> See Appendix D for more client details and contact information. Additional InnoNet capabilities information can be found in Appendix E.

Institute has provided independent nonpartisan analysis of the problems facing America's cities and their residents since 1968. UI will provide expertise drawn from two of its research centers:

- The Metropolitan Housing and Communities Center (“UI-Metro”), which conducts field research to inform programmatic and institutional interventions that strengthen community capacity and expand opportunities for residents of urban neighborhoods.
- The Justice Policy Center (“UI-JPC”) conducts complex-design and multi-agency evaluations on community and school violence, youth development principles and practices,<sup>6</sup> gang studies,<sup>7</sup> and empowerment of communities to promote safe schools.

The proposed team also has first-hand familiarity with D.C. neighborhoods, at- or high-risk populations, and current crime and delinquency reduction efforts. For example, InnoNet staff worked on youth development projects with community-based organizations such as Beacon House and the Boys & Girls Club of Greater Washington. UI-Metro produces the **DC Kids Count Fact Book**, which tracks 50 data indicators over time, including those that reflect the six citywide goals for children and youth. UI-Metro also leads efforts to build community indicators: in partnership with the Local Initiatives Support Corporation (LISC), UI Metro operates **NeighborhoodInfo DC**, a local data intermediary for the nation’s capital.<sup>8</sup>

### **Proposed Approach**

We applaud the Effective Youth Development (EYD) Initiative for addressing the multi-faceted nature of challenges facing young people in the District of Columbia. The alarming

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<sup>6</sup> Including initiatives adhering to the Hawkins/Catalano community-based risk and protective factors model and the Search Institute assets model

<sup>7</sup> e.g., implementing the Spergel model of prevention, intervention, and suppression

<sup>8</sup> These and other UI corporate capabilities and project efforts are detailed in Appendix F.

statistics on homicides, gang involvement, violence, and other risky behavior among youth demand empowerment of communities to address these complex issues. It will be important to study the effectiveness of targeted violence prevention strategies in conjunction with coordinated initiatives designed to promote positive, prosocial youth development.<sup>9</sup>

The purpose of this evaluation is to document the implementation of EYD programs, identify and assess participant and system-wide outcomes, and provide EYD stakeholders with information and tools for managing the continuous improvement of the EYD system. We believe this project will also produce valuable insights into program effectiveness and provide grounds for determining expansion and replication to other agencies and communities.

To demonstrate program effectiveness and inform decision making about the Initiative's approach, we propose a participatory and utilization-focused formative evaluation, conducted in a collaborative working partnership with CYITC and key stakeholders. Frequent feedback to CYITC will help strengthen program implementation and ongoing monitoring/accountability. It is encouraging that the evaluator is expected to work with the Youth Development Plan Executive Working Group ("the Working Group"), which will provide the perspectives of DCYDS stakeholders at all levels. This approach also lays the groundwork for stakeholders to feel a sense of investment and engagement in the evaluation process, which often fosters greater willingness to make improvements based on learning from evaluation findings.

Given the exploratory nature of the project, we will aim to be as flexible as possible and

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<sup>9</sup> The DC Kids Count Factbook for 2006 reflects this reality: because there are so few data on children and youth engaging in meaningful and positive activities, the Fact Book cites several indicators of negative trends in development among children and youth. For example, "crimes committed by juveniles against other persons [increased] for the third consecutive year and made up the largest proportion of juvenile crimes." Incidents of homicides, accidents and suicides, increased in 2004 matching the levels of the late 1990s, and made up 90 percent of violent deaths among older teenagers in the District. DC Kids Count Collaborative for Children and Families. Every Kid Counts in the District of Columbia. 13th Annual Fact Book 2006, p. 19. <http://www.dckidscount.org/downloads/2006%20DC%20KIDS%20COUNT%20Fact%20Book.pdf> accessed on 2/6/07.

adjust our approach in the early stages of the evaluation. We offer a broad spectrum of skills and services, allowing us to customize our work to fit client needs, budgets, and learning styles. Evaluation activities will include development of a theory of change, assessment of system-level implementation, and provision of a Consumer Study and Participant Outcomes Study. We propose establishing two working groups to help guide our efforts:

- An **Evaluation Steering Committee**, including staff from InnoNet and UI, CYITC, and interested agencies. We envision a close working relationship among committee members from the start of the project. We recommend that this committee hold monthly meetings in Phase I of the project, and meet every two months in Phase II.
- A **Grantee Advisory Group** composed of CYITC grantees. This group will (1) provide real-time input to the Evaluation Steering Committee and project staff, (2) give a voice to grantees in the evaluation process, (3) facilitate peer learning and sharing of best practices, and (4) as needed, receive training around administration of data collection tools developed as part of this project. We suggest convening the grantee advisory group for three half-day meetings over the course of the project.

### **Evaluation Design**

We propose a mixed-method research design to evaluate the Initiative in quantitative and qualitative terms. Our plan is to deploy targeted, practical, and relevant data collection methods that will yield the greatest amount of information, while being least intrusive and burdensome for grantees and other stakeholders.



### **Phase I-A: Articulation of EYD Theory of Change**

The project team will conduct key informant interviews and meet with funders, program planners, and program staff to help them articulate (1) what they are hoping to achieve both separately and as a group, and (2) what their program design rationales are—what success means to them, and what activities need to take place in what sequence to reach their goals. We will also conduct a review of relevant Initiative-level documentation and best practices literature. These explorations will allow us to define key terms, fully understand CYITC’s expectations around this evaluation, zero-in on critical outcomes, establish indicators that will signal the Initiative’s progress in achieving its intended results, and provide a basis for creation of a detailed logic model<sup>10</sup> and a focused evaluation design to yield findings meaningful to everyone involved and linked to the six city-wide goals.

### **Phase I-B: EYD System-Level Implementation**

We interpret the System-Level Implementation as an assessment of how the twelve programs align with the six city-wide goals, the degree to which programs are reaching high-risk populations, and how EYD can be replicated to foment change on a broader scale. The assessment will contribute to stakeholders’ understanding of how the Initiative’s emphasis can evolve from preventing youth violence and risky behavior to more proactive youth development programming. This system-level inquiry will promote accountability of the D.C. Government and service agencies by making trend and program information more accessible to the public and stakeholder communities.

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<sup>10</sup> Logic Model: Also called an “input-output model” or a “logframe”, a logic model is a visual representation of how a program works – a “picture” of a program. A logic model includes what is put into a program (resources/inputs), what a program does (activities), and what the program is intended to achieve (outputs and outcomes).

Given the complex coordination required and the condensed timeframe of Phase I, we propose leveraging the Evaluation Steering Committee to help organize and establish contacts for conducting data collection. The evaluation team will review additional key documents pertaining to the Initiative and obtained through contacts established with city agency representatives and other EYD stakeholders. In order to illuminate factors that facilitate or inhibit the achievement of benchmarks, we plan to conduct (by telephone or in person) several key informant interviews with CYITC staff and representatives from participating agencies, and possibly with program managers of the grantee partner organizations.

Early in Phase I, we will hold an initial convening of the Grantee Advisory Group to (1) discuss and provide information around program and system-level implementation, (2) begin building relationships with the service providers, (3) promote grantee understanding of the broader theory of change for the Initiative, and (4) build grantee capacity to use the Results-Based Accountability (“RBA”) framework to measure and report on program services. We anticipate that Innovation Network’s experience in applying Mark Friedman’s RBA framework to the Annie E. Casey Foundation’s internal operations and grantmaking activities will be particularly helpful in this process (see Appendix D).

We will also mine program performance data from the Web Stars Management Information System (“Web Stars”), such as participation rates and profiles of youth served (based on available demographic, geographic and economic data). We will compare the Web Stars data with population-level data sources to examine the reach and penetration of EYD program partners in targeted communities.

## **Phase II-A: EYD Program Consumer Study**

We view the Program Consumer Study as a micro-level process evaluation focused on implementation of grantee programs that provide on-the-ground services to youth. This study will take place concurrently with the Participant Outcomes Study described below, and will require feedback and consultation with the Evaluation Steering Committee every other month. We will begin by reviewing relevant program documents, including proposals, grant agreements, and program records. We will rely on the cooperation of CYITC staff and program managers in collecting materials for this task. Although we are quite conversant with relevant information, we will extend the targeted literature review and scan of field-level best practices and evidence-based models (as initiated during Phase I-A) to ensure that we have up-to-date information on youth programming in the particular areas of intervention chosen by grantee partner organizations.

As a core component of the Consumer Study, in the early part of Phase II, we propose conducting site visits at all grantee partner organizations and observing program implementation in the field. We will develop checklist instruments and interview protocols for conducting interviews with service providers at each site. Two senior level team staff will spend one day per site visit for each organization. This will allow us to build profiles of participating organizations; articulate program components and activities; fill in any data gaps from the program's Web Star's profile; determine the status and need for organizational infrastructure and tracking systems; and assess program implementation and effectiveness. Key issues that will be addressed include outreach and recruitment approaches, participant demographics (who was targeted and who was actually served), retention, implementation of evidence-based

or promising practices, staff training, perceived strengths and weaknesses of the program model or its implementation, and actual or intended efforts to resolve barriers to programmatic success. Based on this information, we will develop brief qualitative case studies to supplement data collected through other means, producing a complete analysis of program features and effectiveness.

We envision the second convening of the Grantee Advisory Group as part of the activities under this phase. This meeting will address program quality, features, and best practices, and will facilitate peer learning. Finally, during this phase, we will collect data on program satisfaction and participant outcomes through surveys and personal interviews with caring adults involved in program implementation (e.g., volunteers or paid staff such as teachers, tutors, and mentors who provide positive adult role models to youth program participants). Questions about program implementation will be mixed with outcomes questions described in the following section. **Table 1**, attached as Appendix G, illustrates our preliminary understanding of the project, proposes sample research questions to be answered by the evaluation (both process and outcomes), and gives examples of suggested data collection strategies.

### **Phase II-B: EYD Participant Outcome Study**

The outcome study will assess the degree to which EYD-funded programs affect youth knowledge, attitudes, skills, and behaviors. We intend to extract relevant outcome data from existing management information systems and administrative record keeping. Given the strategic goals of the Initiative, school and juvenile justice records would potentially be quite informative. Assuming the programs have recorded sufficient identifying information about the

individual youth formerly or currently enrolled in their programs (or are willing to begin recording such information for a prospective sample) to permit us to request data from the schools, police, or other authorities, we will do so, providing: 1) parents consent to the release of such information and 2) the entity in possession of these data is willing to work with us to ensure the timely and efficient sharing of relevant information.

Despite the rapid turn-around for completion of this effort, some time will be needed at the beginning of this phase to: 1) design, pilot test, and revise focus group protocols and survey instrument(s), 2) address secure data handling and storage issues, and 3) make provisions for meeting human subjects' requirements and securing board review/approval (see Appendix H).

Our data collection approach will rely on focus group discussions and paper surveys administered to program participants and their parents or adult caregivers.<sup>11</sup> Focus group participants<sup>12</sup> will be selected to ensure that each group will yield qualitatively rich information around such themes as the types of services provided to youth/families; participants' perceptions of the quality of services; their recommendations for strengthening the programs; what benefits they (or family members) derived as a result of program participation; and whether there were any (unintended) negative consequences associated with program participation.

To conserve resources, we intend to link survey data collection to the focus groups. Each focus group session will last 45 minutes to an hour, and will be staffed by a facilitator (using a

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<sup>11</sup> Ideally, an evaluation of this type would use (1) multiple waves of data collection (e.g., baseline, immediately post-program, and a longer-term—say 3- or 6-month--post-program follow up) and (2) a quasi-experimental design that incorporates a comparison group of similar youth who do not receive program services. However, we do not believe the current RFP allocates sufficient time to perform multiple waves of data collection, nor are their adequate resources to collect data on individual-level data on non-participants.

<sup>12</sup> We have budgeted for incentives for focus group participants at a level adequate to encourage a high response rate, but not so excessive as to constitute coercion to participate for financial gain.

moderator's discussion guide) and a note-taker from our team.<sup>13</sup> Either at the beginning or at the end of each focus group, participants would be asked to complete a brief survey focused on key outcomes. In order to expand the sample of survey respondents, we will examine the selection criteria for focus group participation and train service providers to administer the survey at a later time to a larger group of program participants chosen based on those same criteria.

**Instrument Design.** Although instruments will not be finalized until after we have thoroughly reviewed EYD/program materials and discussed key concerns with CYITC staff and other stakeholders, we expect to measure such items as: individual and family demographics, school status, attitudes and beliefs, skills, and behaviors. Gang membership and delinquency will be focal measures, using vetted indices and scales such as the delinquency and drug use scale from National Youth Survey (Elliot et al. 1985), the Denver Youth Survey (Huizinga et al. 1991), and items to measure gang involvement.<sup>14</sup> Other theoretical domains include social learning, self- and social control, social strain, authoritative parenting, risk seeking, impulsivity, and commitment to negative/positive peers. We also will measure social skills that correspond to those targeted by the EYD programs. We are particularly interested in ensuring that the survey captures information not readily available through administrative records.<sup>15</sup> Local stakeholders, such as the Grantee Advisory Group, will have the opportunity to identify items they deem important for inclusion in the youth survey prior to its finalization.

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<sup>13</sup> Focus group sessions may also be audio-taped or digitally recorded to ensure comprehensive documentation of the discussion.

<sup>14</sup> The degree of gang involvement will vary depending on definitions used. Esbensen et al. developed a **four-level definition of gang involvement** that we may adopt. The levels are as follows. Level 1: Ever been or currently gang member; Level 2: My gang is involved in specific illegal activities; Level 3: My gang has specific organizational characteristics; Level 4: Place in gang (core or periphery).

<sup>15</sup> e.g., drug use, criminal offenses not known to officials, employment/employment readiness, family engagement, and life goals

Our intent is to design an instrument that is user-friendly, age- and comprehension-appropriate<sup>16</sup> to the targeted youth, can be completed within approximately 30 minutes, and can be administered without placing heavy demands on limited program staff resources.<sup>17</sup> An online version of the survey tool may also be used if appropriate. Our organizations have broad experience in survey design, administration of both online and paper-based surveys, and use of statistical analysis software.

**Sample Selection.** We anticipate generating two samples<sup>18</sup> for outcome data. The first will be composed of approximately 10 youth per program (roughly 100-140 youth aggregated across the EYD Initiative); the second will include one adult (parent/caregiver) per youth participant. Sample selection could be determined in a number of ways, including, e.g., a retrospective sample of youth who entered the EYD programs between April/May and October/November, 2006 (collecting information on their status one year after program entry), or a prospective sample of youth who enter these programs in the period immediately following this award (spring 2007). There are trade-offs to each choice; we will discuss sample selection with CYITC staff and other relevant parties to determine the best approach.

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<sup>16</sup> We anticipate that all instruments/protocols will be developed in English for the student participants; however, we will make provisions for Spanish translation of parental consent forms and parent surveys if necessary.

<sup>17</sup> We have longstanding experience working with service providers, schools, and correctional agencies, to use sensitive data and also to recruit and interact with clients for interviews and participation in studies. Such entities are often concerned about the burden of research participation and about protecting the privacy and rights of study participants. We have taken several steps to address these issues in past studies, including: 1) clearly identifying site and research roles and responsibilities in memorandums of understanding developed with stakeholder guidance; 2) involving jurisdictions in early planning and logistics prior to site selection and pre-field visitation to “ground truth” our assumptions and the feasibility of carrying out critical activities; 3) providing sites with advance notice and collaborating to arrange schedules that are mutually convenient for local stakeholders and researchers; and 4) discussing and resolving sites’ reservations regarding proposed research activities, while ensuring confidentiality and data security, as well as other protections for human subjects.

<sup>18</sup> Once we are familiar with the caseloads of the various programs, we will be able to determine whether all program participants will be asked to cooperate with the outcome study, or whether we need to develop a sampling plan for identifying a sub-set of participants in the research without introducing bias in the selection process. In addition, we will be able to develop protocols for recruiting study participants and administering informed consents. For example, one possibility is to ask grantees to play a role in distributing and collecting parental consents.

## **Work Products**

**Evaluation Tools:** All EYD planning documents (including the theory of change and logic model) and data collection instruments will be shared with CYITC, and all primary data collected through the evaluation will be transferred to CYITC and the DC Government for reproduction and dissemination as deemed appropriate.

**Reports:** We will provide monthly progress reports to CYITC throughout the course of the project. Reports may include an accounting of the evaluation activities and stakeholder interactions, updates on progress against the initial work plan to date, and explanations for any changes to the plan. We will submit final reports at the end of each phase of the project (June 2007 and January 2008), which will have been vetted and refined in collaboration with CYITC program staff. The final reports will contain an aggregated analysis of data collected, lessons learned from findings, and recommendations for implementation improvements highlighting successful trends.

**Presentations:** We will deliver at least four presentations on key evaluation findings for both phases of the project—two at the end of Phase I, and two at the end of Phase II.



## Budget and Budget Narrative

We estimate the total project budget to be \$249,645 over 11 months, as follows:

<b>DC Children &amp; Youth Investment Trust Corporation Proposed Budget Form FY07</b>	
<b>Organization:</b>	Innovation Network, Inc.
Total Budget Requested:	<b>\$249,645</b>
	<b>EXPENSES</b>
	<b>Budget request</b>
	<b>Salaries and Wages</b>
	Management 35,100
	Program Evaluation Staff 43,965
	Other service professionals
	Assistants, interns 30,625
	Clerical and other staff
	<b>Subtotal: Salaries</b> 109,690
	<b>Fringe Benefits:</b> 14,960
	<b>Consultants and professional fees</b>
	Technical assistance 105,410
	Professional services (accounting, legal, etc.)
	Staff training
	Other Consultants/Professional fees
	<b>Subtotal: Consultants/professional fees</b> 105,410
	<b>Travel and transportation</b>
	Staff travel 550
	Other travel
	<b>Subtotal: Travel</b> 550
	<b>Supplies</b>
	Supplies for Evaluation Purposes 395
	Other supplies
	<b>Subtotal: Supplies</b> 395
	<b>Telecommunications</b>
	Telephone 75
	Internet access
	Other telecommunications
	<b>Subtotal: Telecommunications</b> 75
	<b>Other Direct Costs</b>
	Printing 750
	Postage and delivery 110
	Other 3,600
	<b>Subtotal: Other Direct Costs</b> 4,460
	<b>TOTAL DIRECT COSTS</b> 235,045
	<b>Indirect Costs:</b> 14,100 (may not exceed 10% of Total Grant)
	<b>TOTAL Budget Request</b> \$249,645

## **Budget Narrative**

We request a total budget of \$249,645 for this evaluation. The bulk of the funding is for 200 days of work to be performed by InnoNet and UI staff. These 200 days are spread across several staffing levels, from management to research assistants. We estimate that approximately 35 percent of work to be performed will take place in the four months of Phase I, and the remaining 65% in Phase II.

Salaries and Wages – Assumes one Project Director at 33 percent; two additional senior level evaluation staff at 25 percent each; and one research assistant at 66 percent. Fringe benefits are 12 percent. This represents Innovation Network staff only; Urban Institute staff time is accounted for below (under “Consultants”).

Consultants – This line item presents the total dollar amount budgeted for technical assistance from The Urban Institute (as subcontractor). The line item includes costs across various budgeted items such as:

*Research Staff:* Costs by general labor category: Co-Principal Investigator at 22 percent, Research assistance at 19 percent including assistance from a Senior Research Associate and a Research Assistant combined, and Secretarial Support at 7 percent.

*Peer Review and Project Oversight:* Covers time spent on project oversight by other senior Institute staff not otherwise involved in the project. Such oversight will include periodic reviews of project activities (e.g., proposed research methodology), research analysis, and review of draft and final reports. The peer review process is also used to ensure

that the project is managed to comply with Award budget, staffing, and work completion requirements.

*Public Affairs:* Covers time spent by Institute staff on editing and production of project-related documents.

The line item includes fringe benefits associated with salaries as well as other direct costs expected to be incurred by the subcontractor over the course of the project such as transportation, telephone, supplies, etc.

Travel and Transportation – Because all organizations are local, travel costs will be nominal and were averaged at \$50 per month for 11 months, though not all months will require travel.

Supplies and Other Direct Costs –Based on averages from past projects of similar size.

Telecommunications – Though it is unclear if teleconferences will be needed, we have estimated three possible conferences at \$25 each.

Other – In the program design, we estimate 12 student focus groups and 12 parent/guardian focus groups of 10 participants each for a total of 240 participants. Each participant would receive an incentive of \$15.

Indirect Costs – Total indirect costs are six percent.

## **Conclusion**

Innovation Network and the Urban Institute are eager to be of service to the Children and Youth Investment Trust Corporation for both phases of the evaluation of the District of Columbia Youth Development Strategy for Fiscal Year 2007. We thank you for the opportunity to submit this proposal, and look forward to discussing it with you.

Proposal for an Evaluation of  
The District of Columbia  
**Youth Development Strategy**  
Fiscal Year 2007

**Appendices**

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- E. Organizational Capabilities Information (Innovation Network)
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- G. Table of Sample Research Questions & Evaluation Methodology
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**Appendix A:  
Brief Biographies of Project Director and Principal Investigator**

**Lily Zandniapour, Ph.D.,  
Innovation Network Senior Associate  
Project Director**

Dr. Zandniapour has over sixteen years of professional experience as an economist (in which she holds a Ph.D.). She has expertise in applied economic research, evaluation, performance and outcomes monitoring, and provision of training and technical assistance to community-based organizations. She has designed, implemented and served as the research manager and principal investigator on a number of multi-site and multi-year demonstration and evaluation projects in the U.S., particularly in the areas of education, workforce and microenterprise development, and poverty alleviation. She has also served as a project director on a number of initiatives including two World Bank funded project focused on youth development. These projects focused on risky youth behaviors and their implications, and on model youth development programs for employment and social inclusion. These studies provided analysis and input for the World Bank's Social Development Strategy for Youth. Dr. Zandniapour has worked in the consulting and university environments as well as in the private and nonprofit sector.

**Shelli B. Rossman, M.A.  
Urban Institute Principal Research Associate  
Principal Investigator**

Ms. Rossman holds an M.A. in Sociology and has national and international expertise in the design and conduct of public policy research, qualitative and quantitative data analysis, program evaluation, and performance management, as well as capacity building for community-based organizations. She is currently serving as Principal Investigator ("PI") for the National Institute of Justice ("NIJ") five-year Multi-Site Adult Drug Court Evaluation that involves 28 drug court programs and 8 comparison jurisdictions in 9 states. Concurrently, she is directing CCDO's Public Housing Safety Initiative ("PHSI") Performance Evaluation that uses logic models and performance indicators to document results of law enforcement and crime prevention initiatives aimed at reducing violent crime, drugs, and guns in and around public housing in 19 selected communities. Earlier, Ms. Rossman served as PI for the recently completed multi-year national, cross-site evaluation of the Office of Juvenile Justice and Delinquency Prevention ("OJJDP") SafeFutures Partnership (see Appendix B) in six communities that linked salient research findings about risk and protective factors for youth with knowledge about "what works" in juvenile delinquency prevention and control. She also recently co-directed the two-year National Evaluation of Juvenile Drug Courts that studied six juvenile drug courts to develop an overarching conceptual framework for evaluating court processes and outcomes.

**Appendix B:**

*SafeFutures*

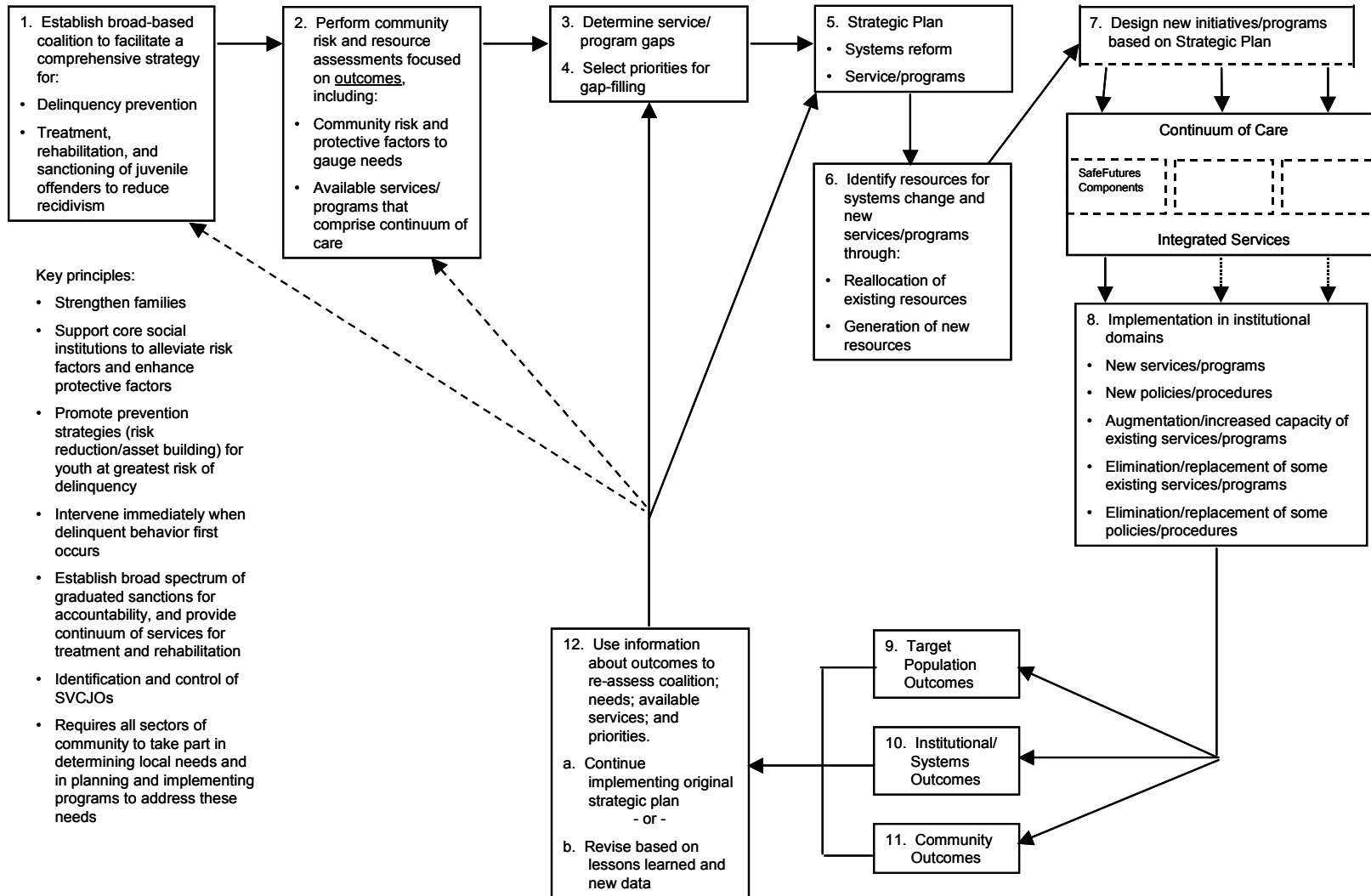
*Partnership To Reduce Youth Violence and Delinquency*

A program administered under the discretionary grants umbrella of the Office of Juvenile Justice and Delinquency Prevention, SafeFutures seeks to prevent and control youth crime and victimization by creating a continuum of care in communities to respond to the needs of youth at critical stages during their development. This continuum of care provides a range of prevention, intervention, treatment, and sanctions.

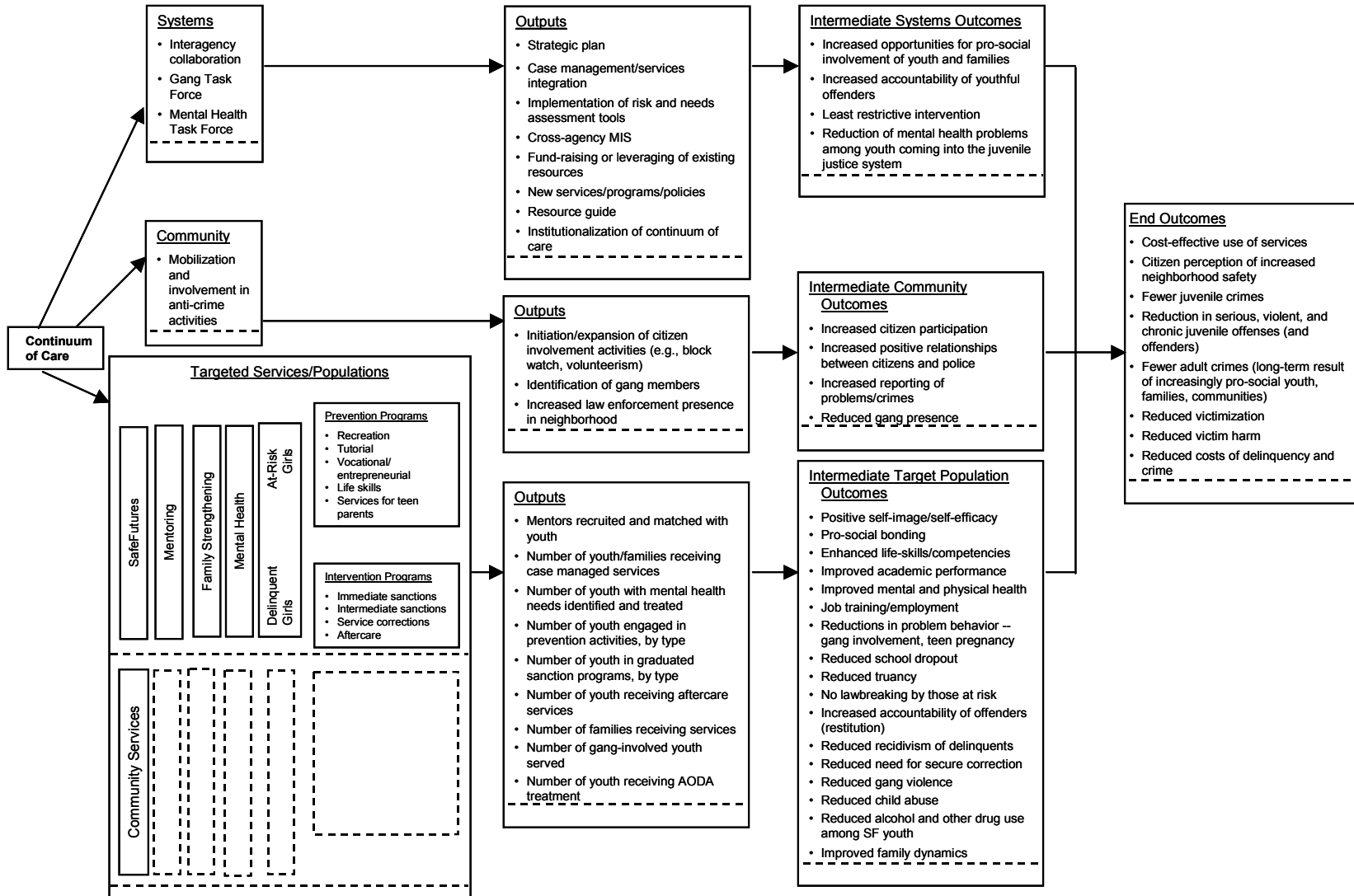
The multi-year, multi-site evaluation of SafeFutures focused on: 1) after-school programming; 2) one-on-one mentoring; 3) family strengthening; 4) services for at-risk and delinquent girls; 5) gang prevention, intervention, and suppression programs; 6) mental health services, 7) systems reforms that integrated juvenile justice organizations, public-private services, and community-based leadership; and 8) graduated sanctions for juvenile offenders (e.g., first-time, minor crimes through serious, violent, and chronic events). The national evaluation included process and outcome components that used a performance-monitoring framework and incorporated a performance management data collection on core measures in six communities.

A detailed logic model developed as part of the evaluation effort is attached.

## SafeFutures Initiative to Develop a Community-Based Continuum of Care



## Logic Model – Detail Indicators





## **Appendix C: Team Resumes**

Lily Zandniapour  
Shelli B. Rossman

Jennifer Bagnell Stuart  
Janeen Buck  
Kerstin Gentsch  
Leah Hendey  
Veena Pankaj  
Caterina Roman  
Shital Shah  
Janine Zweig

**Lily Zandniapour, Ph.D.**  
Senior Associate

### **Key Strengths**

- Applied Economic Research
- Quantitative and Qualitative Research Methods
- Program Evaluation Design and Implementation
- Project and Client Relations Management
- Performance and Outcomes Monitoring
- Provision of Training and Technical Assistance to Community-Based Organizations

### **Relevant Professional Experience**

**2006-Present**

**Senior Associate**

**Innovation Network, Inc. (Washington, DC)**

- Project Director and technical lead on the Advocacy Evaluation Project. The project is investigating current practices to identify indicators of progress, create or identify frameworks for planning and evaluating advocacy, develop data collection instruments for the field, and test these and other promising practices in future policy advocacy efforts. Now in its second phase, the initiative is currently funded by the Annie E. Casey Foundation and The Atlantic Philanthropies.
- Project Director and technical lead on a market research study funded by The Center for Leadership Initiatives (CLI). The study aims at informing the design of a unique and prestigious post-collegiate fellowship program for students and young professionals to engage them as future leaders in the Jewish community. The project involves conducting a series of focus groups with different target groups (undergraduate and graduate students as well as young professionals) in different cities across the U.S. to learn about the experiences, ideas, and preferences of potential applicants and better tailor the fellowship program to their needs and interests.
- Technical lead on a new three-year evaluation capacity building effort funded by the Capital One Financial Corporation for its *Partners in Excellence* Strategic Philanthropic Investment. The project involves providing training and technical assistance to twelve Capital One grantees including Easter Seals: Early Childhood (DC); Higher Achievement: After-School (Regional); Junior Achievement; Latin American Youth Center: Workforce Development (DC); New Leaders for New Schools: Systemic Change/Education (DC); and Work, Achievement, Values and Education (WAVE): Youth Workforce Development.



- Technical Advisor on other monitoring and evaluation projects such as the evaluation of the Stepping Stones Initiative (supported by the Washington Area Women's Foundation) and Hope for Tomorrow (a youth program supported by the Bailey Family Foundation).

## 2004-2006

### Independent Consultant

- Technical consultant (Co-Principal Investigator) on the Evaluation of the Partnerships for Learning Undergraduate Studies Program ("PLUS"), a multi-year contract awarded to the QED Group, LLC ("QED") by the U.S. Department of State's Bureau for Educational and Cultural Affairs, Office of Policy and Evaluation. The purpose of this pilot program is to bring undergraduate students from predominantly Muslim countries in the Middle East, North Africa, and South Asia to complete the last two years of their college education at a U.S. college or institution. One of the goals of the program is to help young people acquire an understanding of the United States, its culture and values, and the American people, as well as to have these students serve as cultural ambassadors for their own country. PLUS students receive intensive English language training and pre-academic preparation before enrolling in an undergraduate studies program leading toward a Bachelor of Arts degree. QED uses a combination of quantitative and qualitative methods to monitor the first two cohorts of PLUS participants throughout the program to assess their satisfaction with various program elements, and to assess the impact of the program on their skills and abilities, and in their beliefs and attitudes about American culture and people, democratic values and principles. The evaluation effort consists of multiple components including participant surveys, site visits to host institutions, focus groups and interviews with students, program coordinators, professors, advisors and others. Responsibilities included: design of survey instruments as well as protocols and questions for focus groups and site visit interviews; oversight of survey implementation, database development and data processing; data analysis and report writing; conducting site visits; training other team members in conducting site visits and moderating focus groups; attending regular meetings with the client; and presenting findings and responding to client's requests.
- Consultant to The Aspen Institute's Economic Opportunities Program-Workforce Strategies Initiative ("WSI"). Providing training and technical assistance to one of WSI's partner organizations, Team Industries in Minnesota in order to build their capacity in conducting internal assessments. Assistance provided is in the area of data processing, analysis and reporting as Team Industries conducts pre- and post-training surveys of its employees who participated in workforce training programs.
- Monitoring & Evaluation/Microenterprise Research Specialist (as a consultant to QED), Accelerated Microenterprise Advancement Project ("AMAP"), Business Development Services ("BDS") Knowledge and Practice ("K&P") task order, DAI/USAID/EGAT/MD. Working with a team of experts in the area of "Impact and Other Post-Intervention Assessments". Tasks under this component of the BDS K&P include developing an inventory and typology of significant enterprise development programs focusing on the delivery of BDS, conducting a stocktaking effort focused on prior BDS impact evaluation studies followed by the design and implementation of BDS impact evaluation field studies using a quasi-experimental design. As part of the activities under this task order, the team will also contribute to the development and

advancement of performance monitoring indicators and tools, as well as impact-level indicators and tools for the field. This project is a continuation of work started while employed as a full-time staff at QED. Tasks included the publication of Review of Impact Assessments of Selected Enterprise Development Projects.

- Content and Quality Assurance/Microenterprise Specialist (as a consultant to QED), Accelerated Microenterprise Advancement Project Knowledge Management and Communications Contract, USAID/EGAT/MD. Responsibilities include providing support to QED in various areas of activities related to this contract including the development and maintenance of MicroLINKS website, monitoring and evaluation activities related to the project, and overall management support.
- Technical assistance to QED in proposal development and review of technical documents on an ad-hoc basis.

**2004- 2005**

**Professional Lecturer**

**The American University (Washington, DC)**

- Teaching economics on a part-time basis at the American University.

**2002- 2004**

**Senior Associate**

**The QED Group, LLC (Washington, DC)**

- Content and Quality Assurance Manager, Accelerated Microenterprise Advancement Project (“AMAP”) Knowledge Management and Communications (“KM&C”) Contract, USAID/EGAT/MD. Activities and responsibilities related to this contract included assisting in the development of the proposal, recruiting staff for the project, liaising with the Cognizant Technical Officer (“CTO”), developing the workplan for the contract with collaboration of other team members, coordinating activities with subcontractor on the project, managing and supervising the process of updating the Microenterprise Development (“MD”) website by working with KM&C CTO and other MD staff and AMAP contractors, offering a proposal to MD staff on the role and responsibilities of the Expert Groups and developing recommendations and processes for managing and facilitating the Expert Groups, managing the cataloguing and handling of the USAID’s legacy products produced under pre-AMAP initiatives for migration to the new MD website, supervising project staff and providing input and feedback on various deliverables.
- Interim Manager, Accelerated Microenterprise Advancement Project (“AMAP”) Support Services Contract, USAID/EGAT/MD. Tasks and responsibilities on this contract included assisting with the proposal, recruiting project staff, liaising with the CTO and other MD staff on project start-up, drafting technical instructions and budgets for initial tasks under this contract, assisting with the preparation and convening of the 2nd AMAP All Contractors Meeting, responding to client’s needs and requests by coordinating activities in-house.
- Director of the Study of at risk youth in Southeast Europe for the World Bank’s Europe and Central Asia Region under the Social Initiative for South Eastern Europe. This study involved an examination of incidences of risky behavior among youth in Europe's Southeastern countries. This research focused on risky behaviors such as substance abuse, unsafe sex, and participation

in prostitution and human trafficking and the results or correlates of those behaviors such as early pregnancy, STDs, addiction, poor health, lack of training for sustainable employment, and school leaving. This study also addressed interrelationships between risky behavior and poverty, social exclusion, violence, and migration.

- Director of the Study on Youth Programs for Employment and Social Inclusion for the World Bank. This study provided analysis and input for the Bank's Social Development Strategy to be unveiled in 2004. Through research and analysis of current literature, programs and projects in Organisation for Economic Co-operation and Development ("OECD") member countries and beyond, the report presented an analytic framework, series of case studies and synthesis on good practices for active labor market policies and programs for youth with emphasis on socially excluded youth.
- Project Manager and technical lead on the Ukrainian Citizens Action Network ("UCAN") Project, Institute for Sustainable Communities ("ISC") and USAID/Ukraine. The project involved providing assistance to the Institute for Sustainable Communities, a US-based private voluntary organization, on its UCAN project – an \$11 million dollar, five-year advocacy and participation project funded by USAID/Ukraine. Responsibilities included provision of training and technical assistance (both virtually and in the field) to a local implementing partner (Creative Counterpart Center), to conduct a detailed national NGO survey and accompanying analysis. Technical assistance was provided in all areas of survey design, development, implementation, analysis and reporting of an annual national survey of civil society organizations in Ukraine in 2002 and 2003. In 2002 reported baseline measures to USAID based on the analysis of survey findings and developed methodologies for measuring various indices of interest to USAID (e.g. advocacy, organizational systems, and policy and regulatory framework index). The work on this project also included assisting ISC in developing performance management systems for the project and providing technical assistance to a local think-tank (Razumkov Center) in designing an opinion poll to gauge the Ukrainian public's views of the state of civil society and civil society organizations in the country.
- Project Director and technical lead on the Health System Strengthening Project in Post-Conflict Iraq, Abt Associates/USAID. As a subcontractor to Abt Associates Inc., QED worked on a one-year project awarded by USAID to assist in stabilizing and strengthening the health care system in post-conflict Iraq. Responsibilities included providing technical services to Abt Associates' Resource Mobilization and Monitoring and Evaluation team leaders. Tasks completed on the project included the design and development of a household survey to assess Iraqi households' health care demand and expenditures in the Al Karkh District, and the design of a monitoring and evaluation training course for health care professionals and government officials.
- Task Leader/Manager on the Armenia Social Transition Project, PADCO Inc./USAID Armenia. The project involved analyzing data collected through a panel survey of households on the use and delivery of social and healthcare services to Armenians and reporting findings to PADCO/USAID. Responsibilities included technical review of analysis of findings from the longitudinal household survey and preparing the final report on the project for PADCO, Inc.
- Interim Manager of the TDA Evaluation project, U.S. Trade and Development Agency ("USTDA"). The project involved an evaluation of the financial and economic impact of 400 (per

year) USTDA-funded programs and activities on U.S. firms and an assessment of the development benefits of these programs and activities on host countries. The funded programs included training and technical assistance grants, feasibility studies, and conferences focused on emerging market infrastructure, energy, telecommunications, manufacturing, and other sectors. Responsibilities included addressing the staffing needs of the project, providing support to project staff in managing client, drafting scopes of work and consulting agreements with consultants, and assistance in managing workflow, and budgeting.

- Deputy Manager/Technical staff on the Welfare to Work Voucher Program Evaluation (II), Abt Associates/U.S. Department of Housing and Urban Development. This impact evaluation study measures the effects of housing assistance on employment and earnings of Temporary Assistance for Needy Families ("TANF", later replaced by Aid to Families with Dependent Children) recipients using an experimental design. Served as a backstop for the project manager, provided technical guidance to project staff, supervised the extraction of baseline data for the study, completed statistical analysis using chi-square and t-tests to examine the differences between participants in the treatment and control group for sample members from all sites as well as participants from each of the 6 sites (Atlanta, Augusta, Fresno, Houston, Los Angeles, and Spokane) in the study. Developed the baseline tables that were included in the report to Congress.

1996- 2002

**Program Manager/Senior Research Associate  
The Aspen Institute (Washington, DC)**

- Researcher manager of the survey component of the Welfare to Work Project for FIELD, a program of the Aspen Institute. The Welfare to Work Project evaluated 10 demonstration sites funded by the Charles Stewart Mott Foundation to provide microenterprise or self-employment services to TANF recipients. These demonstration programs enrolled TANF recipients who received a range of program services, including microenterprise and personal effectiveness training, access to capital, business counseling, and in some cases, employment assistance. Tasks completed for the project included design, oversight and analysis of the longitudinal survey of participants, documenting program strategy, setting up a listserv for the project, developing intake form and survey instruments, serving as a liaison with the participating programs' staff, providing training and technical assistance to programs' staff in collecting data for outcomes assessment, writing reports for the project as well as presenting findings from the study to key stakeholders. Findings drawn from the different components of this project have been used to recommend a number of policy changes to improve the climate for self-employment for the very poor.
- Research manager of the longitudinal survey of participants in leading 'sectoral' or industry-based employment training programs for the Sectoral Employment Development Learning Project ("SEDLP"). Conducted primary research and analysis of quantitative and qualitative data from the SEDLP survey. Other responsibilities included participant survey design, development of data collection instruments, oversight of the development of a database for the project, implementation of quality control measures on the database, development of codebooks and data books, documentation of methodology, data analysis, report writing (research reports

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and research and policy briefs), and presentation of findings from the SEDLP study at the various meetings held with the stakeholders, and workforce development conferences.

- Principal researcher on the Self-Employment Learning Project (“SELP”), the leading participatory research and evaluation effort for examining microentrepreneurship, and microenterprise assistance as a poverty alleviation, employment generation, and business development strategy. Conducted primary research, analysis and interpretation of data from the 5-year longitudinal survey of microentrepreneurs for SELP. Wrote reports and publications on findings from the SELP study. Presented research findings at various meetings held by the Aspen Institute and other stakeholders in the field. SELP was the recipient of Presidential Award for Excellence in Microenterprise Development in 1997 in the category of Excellence in Public or Private Support for Microenterprise Development.
- Technical advisor on the Access to Markets Demonstration and Learning Assessment. This demonstration and its accompanying learning assessment was funded by the Charles Stewart Mott Foundation and designed to actively support and document innovative business development strategies with the potential to link low-income microentrepreneurs to higher value markets and to offer models for adaptation and replication.
- Collaborated on the development of proposals and concept papers for new projects for the program.
- Participated in the development and activities of the Microenterprise Anti-Poverty Consortium (“MAP”) as a vehicle for affecting public policy in the area of microenterprise development for the poor in order to create an enabling and supportive environment for low-income entrepreneurs to pursue microenterprise development. MAP was influential in the development and passage of Program for Investment in Microentrepreneurs legislation. MAP Consortium members include Corporation for Enterprise Development, FINCA International Inc., RESULTS, and the Economic Opportunities Program of the Aspen Institute.
- Assisted with the MicroTest project, which in collaboration with the leading microenterprise practitioners across the country, has developed performance and outcomes measures for microenterprise programs in the United States. Developed, launched and managed the outcomes monitoring component of MicroTest.
- Collaborated on the development and production of the Directory of U.S. Microenterprise Programs, a biennial publication that compiles information on the hundreds of microenterprise organizations that operate across the country. This publication has been one of the most widely used resources that EOP has provided for the field of microenterprise in the U.S.
- Provided information about the field of microenterprise to the media, researchers, practitioners, policymakers, advocates, and international visitors working on microenterprise in other countries.
- Served on the advisory board of Outcomes Evaluation of the FINCA USA Program (The Foundation for International Community Assistance) and assisted in the evaluation of the Women’s Self-Employment Project, a microenterprise development program based in Chicago.

- 1995-1996**                      **Consultant**  
**The World Bank**  
**Energy and Industry Division (Washington, DC)**
- Conducted the collaborative research project: "Privatization, Deregulation, and New Directions for Re-regulation of the Gas Industry: Lessons for LDCs and Specifically Morocco."
- 1992-1995**                      **Research Associate**  
**Institute for Women's Policy (Washington, DC)**
- Conducted data management, statistical and policy analysis for economic research projects. Developed and wrote grant proposals, reports and Research-In-Briefs. Research topics included: Micro-Enterprise and Women: The Viability of Self-Employment as a Strategy for Alleviating Poverty and Micro-Enterprise and Low-Income Families (funded by Charles Stewart Mott, and John D. and Catherine T. MacArthur Foundations), Income and Welfare Packages among Poor and Near Poor Families: Economic Well-Being and Income Security (funded by Russell Sage and Ford Foundations), Exploring the Characteristics of Self-Employment and Part-Time Work Among Women (funded by the Women's Bureau of the U.S. Department of Labor).
- 1991**                              **Lecturer**  
**The American University, The Oman Institute (Washington, DC)**
- Taught Macroeconomics to Omani students entering the graduate degree program in Development Management
- 1991**                              **Consultant**  
**The World Bank**  
**Energy and Industry Division (Washington, DC)**
- Conducted an economic evaluation (cost-benefit analysis), for the development and exploitation of an offshore natural gas field in Tunisia.
- 1988-1991**                      **Lecturer**  
**The American University (Washington, DC)**
- Taught Microeconomics at the undergraduate level
- 1989**                              **Consultant**  
**The World Bank**  
**Country Operations Division-India (Washington, DC)**
- Provided research assistance and conducted statistical analysis on a project examining the Integrated Rural Development Program in India. The discussion paper, "Making the Poor Creditworthy: A Case Study of the Integrated Rural Development Program in India" (World Bank Discussion Papers #58) was published under this project.



1988

**Summer Assistant  
The World Bank  
Country Operations Division-India (Washington, DC)**

- Contributing researcher on a study of India's rural poverty alleviation programs. Conducted econometric analyses using TOBIT and LOGIT models. Used computer packages including SAS, QUATTRO, DBASEIII Plus, and graphic package 3D, to produce statistical appendices.

**Publications and Papers**

- *Review of Impact Assessments of Selected Enterprise Development Projects.* USAID/EGAT/MD/AMAP (MicroREPORT #3), July 2004. Co-authored with Jennefer Sebstad and Donald Snodgrass.
- *Evaluation of the Welfare to Work Voucher Program: Report to Congress.* U.S. Department of Housing and Urban Development, Office of Policy Development and Research (PD&R), March 2004. Prepared with Rhiannon Patterson, Michelle Wood, Ken Lam, Satyendra Patrabansh, Gregory Mills (Abt Associates, Inc.) and Steve Sullivan and Hiwotte Amare (QED Group LLC).
- *Study on Youth Risky Behavior in Southeastern Europe.* Paper submitted to the World Bank in June 2003. Co-authored with other colleagues at QED.
- *Good Practices in Social Inclusion and Active Labor Market Programs for Youth.* Paper submitted to the World Bank in May 2003. Co-authored with other colleagues at QED.
- *Results of the Third Panel Survey on Public Use of, Knowledge of, and Perception of Social Services.* PADCO Inc.: The Armenia Social Transition Program (ASTP), March 2003. Co-authored with other colleagues at QED.
- *Microenterprise as a Welfare to Work Strategy: One-Year Findings.* The Aspen Institute, Microenterprise Fund for Innovation, Effectiveness, Learning and Dissemination (FIELD), Washington, D.C., October 2002. Co-authored by Joyce Klein and Ilgar Alisultanov.
- *SEDLP Policy Brief: Industry-Based Employment Programs: Key Survey Findings and Implications for Welfare Reauthorization.* The Aspen Institute, Economic Opportunities Program, Washington, D.C., April 2002. Co-authored by Maureen Conway.
- *SEDLP Research Report No. 3: Gaining Ground: The Labor Market Progress of Participants of Sectoral Employment Development Programs.* The Aspen Institute, Economic Opportunities Program, Washington, D.C., February 2002. Co-authored by Maureen Conway.

- *SEDLP Research Report No. 2: Closing the Gap: How Sectoral Workforce Development Programs Benefit the Working Poor.* The Aspen Institute, Economic Opportunities Program, Washington, D.C., July 2001. Co-authored by Maureen Conway.
- *SEDLP Research Report No. 1: Methodology and Findings from the Baseline Survey of Participants.* The Aspen Institute, Economic Opportunities Program, Washington, D.C., November 2000.
- *SEDLP Research Brief No. 1: Key Findings from the Baseline Survey of Participants.* The Aspen Institute, Economic Opportunities Program, Washington, D.C., July 2000.
- *Microenterprise and the Poor: Findings from the Self-Employment Learning Project Five Year Study of Microentrepreneurs.* The Aspen Institute, Economic Opportunities Program, Washington, D.C., 1999. Co-authored by Peggy Clark, Amy Kays, Enrique Soto, and Karen Doyle.
- *Micro-Enterprise and Women: The Viability of Self-Employment as a Strategy for Alleviating Poverty.* Institute for Women's Policy Research, Washington, D.C., August 1994. Co-authored by Roberta Spalter-Roth and Enrique Soto.
- *Research-in-Brief: Micro-Enterprise and Women: The Viability of Self-Employment as a Strategy for Alleviating Poverty.* Institute for Women's Policy Research, Washington, D.C., June 1994. Co-authored by Enrique Soto.
- *Exploring the Characteristics of Self-Employment and Part-Time Work Among Women.* Institute for Women's Policy Research, Washington, D.C., May 1993. Co-authored with Roberta Spalter-Roth, Heidi Hartmann, Lois Shaw, Linda Andrews, and Jill Braunstein.
- *A Closer Look at the Outcomes of Four Ms. Collaborative Fund Grantees.* The Aspen Institute, Washington, D.C., March 1997. Co-authored by Amy J. Kays, unpublished manuscript.
- *Beyond Poverty: The Income, Asset, Employment and Welfare Effects of Microenterprise Development for the Poor in the US.* The Aspen Institute, Washington, D.C., October 1996. Co-authored by Peggy Clark, Amy Kays and Ray Boshara, unpublished manuscript.
- *Simulation Study of the Financial Fragility of American Renter Families,* 1994, unpublished dissertation.

### **Distinctions**

Awarded the Hall of Nations and Simon Naidel fellowships for academic excellence at the graduate level.

### **Computer Skills**

Proficient in the use of SAS and SPSS to conduct econometric and statistical analyses. Other computer skills include: FORTRAN, LOTUS 123, Quattro Pro, Harvard Graphics, Microsoft Word, Excel, WordPerfect, Filemaker Pro, Power Point, Windows 98 through XP, and Quicken.

### **Education**

- Ph.D. Economics - The American University, Washington, D.C., 1995
- B.A. Economics - The American University, Washington, D.C., 1982

**SHELLI BALTER ROSSMAN**  
**Principal Research Associate**  
**The Urban Institute**

Education

University of Pittsburgh, Pittsburgh, PA	B.A.	1969	Sociology
Temple University, Philadelphia, PA	M.A.; A.B.D.	1971; 1975	Sociology. Specialization areas: Criminology, Social Problems

Career Brief

Ms. Rossman holds an M.A. in Sociology, and has more than twenty-five years of research and management experience on projects for federal, state, and local governments, as well as private-sector clients in the areas of criminal justice, public health, and safety. She has expertise in the design and conduct of public policy research, qualitative and quantitative data analysis, program evaluation, and performance management. Ms. Rossman has been a member of the Institute's Institutional Review Board since its inception, and has served as the IRB Chairperson since 1998.

Law and Behavior Projects

Ms. Rossman is currently serving as the Principal Investigator for a five-year National Evaluation of Adult Drug Courts--funded by the National Institute of Justice (NIJ)--that began in September 2003. The initial project year was devoted to refining the quasi-experimental design and conducting a theory-driven national survey of drug courts to support selection of 30 treatment and 5 comparison sites. Subsequent years are focusing on collection and analysis of longitudinal surveys and administrative records documenting offender outcomes for 1600 drug court participants and 600 comparison group members with respect to relapse, recidivism, and other key factors such as employment, family stability, and involvement in pro-social activities. Additional research components will include process (based on one-on-one and small group interviews with stakeholders, focus groups with offenders, and observation of courtroom practices and service delivery) and cost-benefit analyses.

Concurrently, Ms. Rossman is serving as Project Director for a new two-year impact evaluation of FY2002, FY2004, and FY2005 Community Capacity Development Office (CCDO)/Housing and Urban Development (HUD) Public Housing Safety Initiative (PHSI) grantees who were funded to assist with investigation, prosecution, and prevention of violent crimes and drug offenses in public and federally assisted low-income housing. She also is the UI Principal Investigator for a multi-year evaluation of the Chattanooga Endeavor's Building Bridges re-entry initiative, and serves as senior staff on the site visit design/implementation team for two NIJ research projects: (1) the Serious Violent Offender Re-entry Initiative (SVORI) impact evaluation being conducted jointly by Research Triangle Institute (RTI) and UI and (2) the Prison Sexual Violence study.

Additionally, Ms. Rossman was Project Director for the recently completed multi-year national, cross-site evaluation of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) SafeFutures partnerships. SafeFutures linked salient research findings about risk and protective factors for youth with knowledge about "what works" in juvenile delinquency prevention and control. The initiative focused on such substantive and systemic issues as: 1) implementation of a comprehensive system of graduated sanctions that can efficiently monitor the range of juvenile offenders (e.g., first-time, minor crimes through serious, violent, and chronic events); 2) services for at-risk and delinquent girls; 3) delinquency prevention programs; 4) mentoring; 5) family strengthening; 6) gang prevention, intervention, and suppression programs; 7) mental health services; and 8) systems reforms that integrate juvenile justice organizations with public and private service providers and community-based leadership. Six communities—Boston, MA; Contra Costa County, CA; Fort Belknap, MT; Imperial County, CA; Seattle, WA; and St. Louis, MO—received funding to implement SafeFutures programs for a five-year demonstration period. The participating sites were selected to provide representation of urban, rural, and Native American communities and

## **S. Rossman**

### **Page 2**

their efforts to combat delinquency; youth gangs; and serious, violent, and chronic juvenile offenses. The national evaluation included process and outcome components, using a performance-monitoring framework to support frequent feedback to both OJJDP and local community sites.

Ms. Rossman also recently served as the Co-Principal Investigator for two projects focused on juvenile offenders. For NIJ, she co-directed the two-year National Evaluation of Juvenile Drug Courts. This project studied six juvenile drug courts to develop an overarching conceptual framework for evaluating juvenile drug court processes and outcomes. The participating drug courts, selected by NIJ, included Jersey City, NJ; Charleston, NC; Missoula County, MO; Montgomery County, OH; Orange County, FL; and Las Cruces, NM.

For the Robert Wood Johnson Foundation, she co-directed the ongoing, multi-year national evaluation of Reclaiming Futures during its first two years. This initiative is designed to spur reforms in juvenile justice and treatment systems as community solutions to substance abuse and delinquency. Sites include Anchorage, AK; Baron County, WI; Cook County, IL; Dayton, OH; Jackson, KY; King County, WA; Marquette, MI; Multnomah, OR; New Hampshire; Rosebud, SD; and Santa Cruz, CA. The evaluation will work closely with RWJ staff and the National Program Office in Portland to collect data on system reforms and to perform network analyses of programmatic efforts in the participating sites. In addition, more detailed tracking of individual movements through the systems will be performed in a small number of sites that competitively establish their willingness and capacity to more closely monitor individual outcomes.

Earlier, Ms. Rossman served as Project Director for the national evaluation of the Opportunity to Succeed (OPTS) program that provided community-based aftercare services for substance-abusing adult offenders. The OPTS demonstration was designed to: 1) reduce the prevalence and frequency of substance abuse and associated criminal behavior; 2) strengthen the positive ties of probationers/parolees to work, family, and community; 3) increase involvement in social service programs and primary health care; and 4) enhance the coordination and integration of parole/probation agencies and social service providers.

OPTS programs were implemented in five communities. The evaluation, which implemented an experimental design, focused on the three most viable sites -- Kansas City and St. Louis, MO, and Tampa, FL. It was comprised of four major components: 1) development of the OPTS Management Information System (MIS); 2) performance of a three-year Documentation Study, examining process and implementation issues; 3) conduct of a four-year Impact Evaluation, that captured program-related changes in the attitudes and behaviors of participating ex-offenders, as compared to an experimental control group; and 4) analysis of program costs and benefits.

Additionally, Ms. Rossman, as Co-Principal Investigator, completed a multi-year evaluation of the Cities in Schools (CIS) program that promotes public/private partnership and services integration approaches to community-based dropout prevention. This evaluation documented the core elements of the CIS organization and dropout prevention model, analyzed the outcomes of CIS efforts at 17 mature sites, and studied 10 sites identified as having strong programs or innovative features (such as school-to-work transition or entrepreneurial project components, violence reduction strategies) to detail best practices and strategies for program enhancement and expansion.

Ms. Rossman also worked on an NIJ grant for the Office of Research Programs on Victims of Crime. That effort focused on estimating the incidence, cost, and consequences of criminal victimization due to rape, robbery, assault, murder, child abuse, arson, and other crimes in the U.S. The cost estimation framework included medical and mental health treatment, victim services, lost productivity (wage and household), administrative claims processing, emergency response, and the non-monetary costs of pain, suffering, and lost quality of life. In addition, the project considered preliminary approaches for estimating costs of victimization related to substance abuse.

The NIJ victimization project built on earlier work for the National Research Council Panel on Understanding and Control of Violent Behavior. That study estimated the costs of: 1) victim treatment for medical care and mental health care; 2) cash and property losses; 3) emergency response to victimization; and (iv) program administration. It merged NCS, UCR, and NFPA data, and existing studies of jury verdicts and rational public investment to avoid different types of injuries, together with original survey data on emergency response. Ms. Rossman collaborated in an extensive review of the literature to develop a comprehensive theoretical framework

## **S. Rossman**

### **Page 3**

identifying the costs of violence. She also performed analyses of National Crime Survey data as these relate to the costs of intentional injury due to rape, robbery, assault, and arson. In addition, she collected and analyzed emergency response data, reflecting police, ambulance, and other emergency responder involvement in criminal victimization.

For the Injury Analysis and Prevention Group at the University of Michigan Transportation Research Institute (UMTRI), Ms. Rossman derived cost estimates for selected crimes, including murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson. These costs estimates were compared with the costs of traffic crashes to guide resource allocation in the Michigan State Police Department using a comparison of the rational investment to prevent different types of criminal acts and to prevent motor vehicle crashes of different severities, broken out by KABC injury codes and property damage only (PDO).

Ms. Rossman also performed an analysis of the costs of workplace injury for the National Institute of Occupational Safety and Health (NIOSH). In addition to providing a conceptual framework for cost estimation, she analyzed the Detailed Claims Information (DCI) database maintained by the National Compensation Carriers Institute (NCCI) to develop estimates of the incidence and costs of occupational traumatic and cumulative injuries, the related productivity costs due to lost work time and housework time, and the administrative costs for processing claims associated with these occupational injuries.

### Public Health Projects

Ms. Rossman has served as Project Director for two efforts funded by the Centers for Disease Control (CDC) Program Evaluation Research Branch (PERB) of the Division of HIV/AIDS Prevention-Intervention, Research, and Support. The projects developed evaluation protocols and built the capacity of community-based organizations (CBOs) to conduct rigorous outcome evaluations of their HIV prevention efforts predicated on the transtheoretical model of behavioral change. The initial project focused on individual-level prevention education for diverse populations in a general health clinic, a storefront facility serving injection drug users, and a bathhouse. The more recent project focused on group-level interventions in school, jail, and community settings.

### Performance Management Projects

Ms. Rossman has conducted several performance monitoring projects in international settings. Most recently, she served as a facilitator training Institute of Urban Economics (IUE) Moscow staff, municipal consultants, local government leaders, and working groups in three rural districts in Russia on *Citizen Participation and How to Hold Effective Community Meetings*, and also facilitated several Community Visioning Festivals that engaged citizens in shaping local government efforts as part of a larger participatory budgeting reform project. In addition, Ms. Rossman developed and delivered targeted multi-day training sessions, and technical assistance, for the World Bank to further its Community Development Partnerships in Thailand and Cambodia. She anticipates continuing technical assistance to these efforts, and expanding the performance management training to the World Bank initiative in Laos.

She recently served as task leader for a multi-year USAID project, working with the Institute of Urban Economics (IUE) in Moscow, Russia, to develop performance indicators for several sectors in different municipalities. Two demonstrations were implemented. In Bereznicki (Perm oblast), IUE/UI assisted a local working group to devise indicators and a service improvement action plan focused on reducing truancy and crimes involving juvenile offenders who victimized students and other youth. In Bor (Nizhny Novgorod), a similar effort focused on monitoring and improving neighborhood services such as trash collection.

Ms. Rossman also served as Project Director for the second phase of technical assistance to the Civil Service Commission of Thailand; this effort focused on piloting three performance monitoring projects for the Ministry of Industry. Earlier, Ms. Rossman had served as senior staff for the Phase 1, which provided assistance to four projects within the Departments of Local Administration and Agriculture Extension. Using a working group

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process, Phases I and II pilot efforts identified: 1) program missions and objectives, 2) performance indicators, 3) data sources, 4) data collection procedures, and 5) reporting formats. The demonstration projects also tested the collection of data on selected performance indicators in order to assess the feasibility and usefulness of the performance measurement data. As part of these efforts, Ms. Rossman provided training to Office of Civil Service personnel, building their on-site capacity to develop, implement, and analyze the performance of programs on a regular basis. Additionally, training and technical assistance were provided to personnel in the Departments of Local Administration, Agriculture Extension, Industrial Promotion, and Industrial Works, as well as the Thai Industrial Standards Institute. Earlier, Ms. Rossman supported the World Bank Institute in its efforts to introduce performance measurement to several ministries in the Republic of Kyrgyzstan.

Within the U.S., Ms. Rossman has directed or served as a senior analyst on several initiatives that involve strategic planning and assistance in the development of performance indicators for government agencies. She is project director for UI's evaluation of the results of SBA's small business assistance programs--the 7(a) Loan Guaranty, MicroLoan, Small Business Investment (SBIC) Debentures, and Section 504 programs—that is 1) measuring the performance of assisted businesses as compared to similar businesses that did not receive program aid; 2) estimating the extent to which SBA serves the market of firms facing “special competitive opportunity gaps;” and 3) examining whether (and how) SBA programs overlap with other public sector programs. The projects will: 1) carry out modeling and statistical analyses to estimate firm survival, sales, and employment effects; 2) conduct a web-based survey of assisted businesses to assess customer feedback; 3) conduct in-depth interviews with a representative cross-section of lenders; and 4) inventory federal, state, and local small business assistance programs.

She recently acted as senior staff on a CDC project to develop performance indicators and guidance in using performance measures to track the outcomes of CBO HIV prevention services. For the National Science Foundation, and in particular its Program for Persons with Disabilities, she helped to identify and pilot test outcomes indicators that will: 1) permit NSF to report to Congress in compliance with the Government Performance and Results Act (GPRA), and 2) help improve program- and project-level management. For the Lila Wallace Foundation Urban Parks Initiative, she consulted on the development of a manual to assist park administrators in using outcome evaluation to inform marketing, maintenance, and other management decision making. In addition, she recently was a task leader for The Urban Institute's project with the International City and County Management Association (ICMA) Consortium to develop a cross-jurisdictional comparative performance measurement process. This effort involved data collection and analysis of performance indicators in multiple municipal service areas, including police, fire, parks and recreation, libraries, solid waste collection, and internal support services. In addition to data analysis, interpretation, and reporting of findings, Ms. Rossman participated in activities designed to involve citizens in understanding and using performance information to help local governments improve their services.

For the Department of Justice, Civil Rights Division, Ms. Rossman recently provided technical assistance to ten sections in their efforts to respond to GPRA requirements and to develop internal capacity to improve management decision making through reliance on performance indicators. Similarly, for the Office of Elementary and Secondary Education (OESE), U.S. Department of Education, she assisted in developing recommendations for use by regional teams on how they might identify performance indicators and systematically obtain data on state and local education agencies' progress towards meeting the objectives of the Department of Education's Goals 2000 and Systemic Reform initiatives. Also, for the Department's Office of Planning and Evaluation Services, she served as a senior analyst examining three small programs to: 1) assess the extent to which the programs have identified a specific mission (general goals and objectives), including the extent of linkage to the Department's overall strategic plan; 2) inventory existing performance information, such as the information included in periodic performance reports but also covering other materials that programs receive and collect on a regular basis; 3) determine what performance indicators are appropriate to enable program and department management to assess the extent to which program missions are being accomplished; and 4) identify ways that the programs and Department can analyze the data obtained from the performance indicators to provide program and department management with a comprehensive perspective on program performance and its trends, including identification of significant demographic and other breakouts that are likely to provide management with a balanced perspective on performance.

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She also served as a senior member of The Urban Institute's team designing and testing performance measurement procedures for the Office of Watersheds, Oceans, and Wetlands, Division of Oceans and Coastal Protection, Environmental Protection Agency. These procedures permit routine monitoring of the progress of the National Estuary Program (NEP) in protecting estuaries. The monitoring procedures track progress in 1) implementing key estuary protection steps and 2) improving estuary protection outcomes. At the conclusion of this effort, the team conducted four regional training workshops for estuary managers, local government staff, and environmental advocacy organizations.

### Professional Background

2005-Present	Principal Research Associate, Justice Policy Center (and formerly State Policy Center), The Urban Institute
1992-2004	Senior Research Associate, Justice Policy Center (and formerly State Policy Center), The Urban Institute
1989-1992	Research Associate I, State Policy Center and Public Finance and Housing Policy Center, The Urban Institute
1987-1989	Senior Associate, Technical Resources, Inc.
1987	Consulting Analyst, The Urban Institute
1983-1987	Professional Consultant, Harbridge House, Inc.
1982-1986	Vice-President, Satori Enterprises, Inc.
1971-1981	Principal, Rossman Associates, Ltd.
1975-1979	Assistant Professor, Community College of Philadelphia
1970-1975	Instructor, Temple University
1972-1974	Instructor, St. Joseph's College

### Publications and Peer-Reviewed Reports

Rossman S.B., Butts J.A., Roman J., DeStefano C., and R. White. *What Juvenile Drug Courts Do and How They Do It*. In J. Butts and J. Roman (Eds.) *Juvenile Drug Courts and Teen Substance Abuse*. Washington, DC: The Urban Institute Press, 2004.

Butts, J.A., Roman J., Rossman S.B., and A.V. Harrell. *Shaping the Next Generation of Juvenile Drug Court Evaluations*. In J. Butts and J. Roman (Eds.) *Juvenile Drug Courts and Teen Substance Abuse*. Washington, DC: The Urban Institute Press, 2004.

Nightengale, D.S. and Rossman S.B. *Collecting Data in the Field*. In J. Wholey, H. Hatry, and K. Newcomer (eds.). *Handbook of Practical Program Evaluation, 2nd Edition.*, San Francisco, CA: Jossey-Bass, Inc., 2004.

Rossman, S.B. *Building Partnerships to Strengthen Offenders, Families, and Communities*. In Travis (ed.) *Prisoners Once Removed: The Impact of Incarceration and Reentry on Children, Families and Communities*, Washington, DC: The Urban Institute Press, December 2003.

Rossman, S. and Gouvis Roman C. Case-Managed Reentry and Employment: Lessons from the Opportunity to Succeed Program. *Journal of Justice Research and Policy*, Vol. 5 (2), Fall, 2003.

Rossman, S., Butts J.A., Roman, J., and DeStefano C. *The Day-to-Day Work of Juvenile Drug Courts*, The Urban Institute, March 2004.

Butts, J.A., Roman, J., Rossman S.B., and Harrell A.V. *A Conceptual Framework for Drug Court Evaluations*. The Urban Institute, March 2004.



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Hatry, H.P., Morley E., Rossman S.B., and Wholey J.S. *How Federal Programs Use Outcome Information: Opportunities for Federal Managers*. The IBM Endowment for the Business of Government, May 2003.

Morley, E., Rossman, S. B., Kopczynski, M., Buck, J., and Gouvis, C. *Comprehensive Responses to Youth at Risk: Interim Findings from the SafeFutures Initiative*. The Office of Juvenile Justice and Delinquency Prevention, December 2000.

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Rossman, S.B., Gouvis C., Buck J., and Morley, E. *Confronting Relapse and Recidivism: Case Management and Aftercare Services in the OPTS Programs*. The Urban Institute Report, Washington, DC, May 1999.

Morley, E., Rossman S.B., Buck J., and Gouvis, C. *Linking Supervision and Services: The Role of Collaboration in the OPTS Program*. The Urban Institute Report, Washington, DC, September 1998.

Rossman, S.B., Sridharan S., and Buck J. *The Impact of the Opportunity to Succeed Program on Employment Success*. National Institute of Justice Journal, Washington, DC, July 1998.

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Morley, E. and Rossman, S.B. *Helping At-Risk Youth: Lessons From Community-Based Initiatives*. The Urban Institute, Washington, DC, December, 1997.

The Urban Institute and the International City/County Management Association. *Comparative Performance Measurement: FY 1995 Data Report*. The International City/County Management Association. Washington, DC, May, 1997.

Rossman S. and E. Morley (co-editors). *Safe Schools: Policies and Practices (Education and Urban Society)*. Volume 28, No. 4, August 1996.

Harrell A. with Burt M., Hatry H., Rossman S., Roth J., and Sabol W. *Evaluating Strategies for Human Services Programs: A Guide for Policymakers and Providers*. The Urban Institute, Washington, DC: Spring 1996.

Miller T.R., Pindus N.M., Douglass J.B. and Rossman S.B. *Databook on Nonfatal Injury: Incidence, Costs, and Consequences*, The Urban Institute Press, May 1995.

Nightingale D.S. and Rossman S.B. "Managing Field Data Collection From Start to Finish." *Handbook of Practical Program Evaluation*, J. Wholey, H. Hatry, and K. Newcomer (eds.), San Francisco, CA: Jossey-Bass, Inc., 1994.

Cohen M., Miller T., and Rossman S.B. "The Costs of Violent Behavior in the United States." In *Understanding and Preventing Violence, Volume 4: Consequences and Control*, A.J. Reiss, Jr. and J.A. Roth (eds.), National Research Council, National Academy Press, Washington, DC, 1994.

Miller, T.R., Cohen, M.A., and Rossman, S.B. "Victim Costs of Violent Crime and Resulting Injuries." *Health Affairs*, 12:4, pp. 186-197, Winter, 1993.

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Miller T.R., Cohen M., and Rossman, S.B. "Drunk Driving: Does the Penalty Fit the Crime?" Working Paper Presented at the Western Economics Association Meetings, July, 1992.

Miller T.R. and Rossman S.B. Safety Programs: *Saving Money by Saving Lives*. Best's Safety Directory (31st Edition). 1991.

Rossman S.B. *The Financing of Health Care for Older Adults*. Bureau of Health Professions, Department of Health and Human Services. September 1989.

Rossman S.B. *The Continuum of Care Services for Older Adults*. Bureau of Health Professions, Department of Health and Human Services. September 1989.

Rossman S.B. and Brannigan R.P. *Aging: Demography, Biology, and Epidemiology*. Bureau of Health Professions, Department of Health and Human Services. September 1989.

Rossman S.B. and Brannigan R.P. *Health Promotion for Older Adults*. Bureau of Health Professions, Department of Health Professions. September 1989.

Pizzolongo P.J. and Rossman S.B. *Psychosocial Issues Affecting Older Adults and Their Caregivers*. Bureau of Health Professions, Department of Health and Human Services. September 1989.

Bell R.R. and Balter S.A. "The Premarital Sexual Experiences of a Population of Married Women," in *Medical Journal: Aspects of Human Sexuality*. Fall, 1972.

### Invited Presentations

Rossman, S.B. and J. Roman. *The Multi-Site Adult Drug Court Evaluation: Framing the Issues*. NIDA-sponsored Drug Court and Other Problem Solving Courts: State of the Science Conference. Bethesda, MD. September 12-13, 2006.

Rossman, S.B. with J. Roman, E. Lagerson, J. Zweig, and M. Kane. *The Multi-Site Evaluation of Adult Drug Courts: Preliminary Data from the Baseline Offender Survey*. NIJ Annual Research Conference, Washington, DC, July 2005.

Rossman, S.B. *The Thrill of Victory, The Agony of Defeat*. Invited presenter for NIJ Panel on experimental research, American Evaluation Association, November 2004.

Roman, J. and S. Rossman. *Public Safety and Public Health Performance Partnerships: An Overview of Performance Management – Outcome Monitoring Process*. Center for Substance Abuse Treatment, State Systems Development Program. Arlington, VA. August, 2004.

Rossman, S.B. *Workshop on Results Focus of Cambodia Country Assistance Strategy* (two-day interactive teleconference). World Bank, Washington, DC, July 20-21, 2004.

Rossman, S.B. *Workshop on Performance Partnership: Assessing the Outcomes of the Thailand Country Development Partnerships (CDPs)* (two-day interactive seminar). World Bank, Thailand, May 25-26, 2004.

Rossman, S.B. *Services Integration*. National Policy Conference: From Prisons to Home: The Effect of Incarceration and Reentry on Children, Families, and Communities. U.S. DHHS and Urban Institute. January 30-31, 2002.

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Rossman, S.B. (trainer, developed and conducted two-day seminars) *Data Collection and Analysis for Program Evaluation* for Foundation for Advanced Studies on International Development (FASID), Tokyo, Japan, November 2001 and 2002.

Rossman, S.B. *Results-Based Management in the Public Sector*. Delivered a two-day seminar as part of Pacific Public Management Training of the Trainers Program, Asian Development Bank, Cairn, Australia, August 14-15, 2001.

Rossman, S.B. *National Overview of Prisoner Re-Entry*. Presented at the City of New York Human Resources Administration Symposium on Criminal Justice and Jobs, July 2001.

Rossman, S.B. *Successful Youth Development Programs: What Do We Know?* Presentation at the CASASTART Youth Development Conference, Denver, CO, October 2000.

Rossman, S.B. *Performance Measurement of Transnational Crime*. Presentation at The Georgetown University Executive Leadership Forum, Washington, DC, August 2000.

Rossman, S.B. *Comprehensive Services for Youth at Risk: The American Experience*. Guest speaker at the On Track: Preventing Crime by Supporting Families and Children Conference, sponsored by the Home Office, Family Policy Unit. London, UK, September, 1999.

Rossman, S.B. *Employment Services for Re-Integrating Offenders Into the Community -- The OPTS Experience*, The Urban Institute, Conference sponsored by the Department of Labor, May 1999.

Rossman, S.B. *Performance Monitoring in Thailand*. Presented at the World Bank's Conference on Reorienting Government, June 19, 1998.

Rossman S.B. *Examining Failure on Probation: Early Results of The Opportunity to Succeed Model for Intensive Aftercare Services*. American Probation and Parole Association Winter Training Institute, Salt Lake City, Utah, January, 1997.

Rossman, S.B. *Getting to Clean and Responsive Government: The Thai Outcome Monitoring Experience*. Government Reorientation: New Thinking on Administrative Reform, The World Bank, Washington, DC, February, 1997.

Rossman S.B. *Implementation of Performance Measures: Lessons Learned in Thailand*. Presentation to The World Bank, October 22, 1996.

Rossman, S.B. (developed and conducted seminar) *Demonstrating Success Through Program Evaluation*, National Cities in Schools Workshop, March 1995.

Advisory Committees

Technical advisor to NIJ working group on drug court performance indicators to monitor grantees response to GPRR requirements, August 2004.

Member and Presenter, Crime Prevention as Citywide Strategy Team, Learning With Bogota, Georgetown University and the Urban Unit of the World Bank, November 2003.

Member, National Adult Drug Court Roundtable: Going to Scale: Drug Court Research and Institutionalization, November 2003.

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Steering Committee Member, National Center for Justice Planning Statewide Communities Initiative, October 2001.

Technical advisor to Robert Wood Johnson Foundation on estimating realistic costs of survey data collection, and guidance in negotiating contracts with survey firms for such data collection, 2000.

Member, technical advisory panel of researchers convened by OJJDP to speak to staff on planning demonstrations and research on comprehensive communities, 1997, 1998, 1999.

Member, National Review Panel, *Safe Schools, Safe Students: A Guide to Violence Prevention Strategies*, Drug Strategies, Washington, DC, 1998.

Member of the National Highway Traffic Safety Administration Technical Assistance Team for an assessment of the State's Alcohol- and Drug-Impaired Driving Program for the Office of Traffic Safety, State of California, December 1991.

Peer Reviewer: American Journal of Evaluation, August 2005; Criminology & Public Policy, April 2003; June 2002; AIDS Education and Prevention Journal, July 2003, December 2003; Bureau of Justice Assistance, July 1998; National Institute of Justice, July 1997; July 1995; Smith Richardson Foundation, February 1997; Special Projects of National Significance Program, Department of Health & Human Services, June 1996; Performance Measurement Program, Sloan Foundation, 1996.

### Other Technical Reports and Presentations

Rossman S.B., D. Mears, and J. Castro. *Strategic Responses to Juvenile Offenders: SafeFutures Gang-Involved, Mental Health, and Reentry Interventions*. Washington, DC. The Urban Institute. March 2005.

Rossman S.B., and D. Mears, and J. Castro. *Family Strengthening Programs to Promote Pro-Social Youth Behavior: Critical Challenges and Issues Raised by the SafeFutures Initiative*. Washington, DC. The Urban Institute. March 2005.

Rossman S.B. and J. Castro. *SafeFutures: The Seattle, Washington, Experience*. Washington, DC. The Urban Institute. March 2005.

Morley E., S. B. Rossman, and J. Castro. *School-Based Services in the SafeFutures Initiative*. Washington, DC. The Urban Institute. March 2005.

J. Buck and S.B. Rossman. *Evaluating Comprehensive Community Efforts: Lessons From the SafeFutures Initiative*. Washington, DC. The Urban Institute. March 2005.

Roman C.G., R. Naser, S.B. Rossman, J. Castro, and J.M. Whaley. *At-Risk and Delinquent Girls in the SafeFuture Demonstration: Program Models, Implementation Challenges, and Recommendations for Research, Policy, and Practice*. Washington, DC: The Urban Institute. March 2005.

Rossman, S.B. and Roman J. "Issues in Designing the Forthcoming National Evaluation of Adult Drug Courts." American Society of Criminology 56<sup>th</sup> Annual Meeting. Nashville, TN. November 2004.

Rossman, S.B. "Overview of the National Evaluation of Drug Courts." National Institute of Justice, Annual Conference on Criminal Justice Research and Evaluation. Washington, DC. July 2004.

Roman, J. and S. Rossman. "National Drug Court Evaluation: Results from the National Portrait." National Institute of Justice, Annual Conference on Criminal Justice Research and Evaluation. Washington, DC. July 2004.

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Morley E., Rossman S.B. and J. Castro. *School-Based Services in the SafeFutures Initiative*. Draft, submitted for Office of Juvenile Justice and Delinquency Prevention review, March 2004.

Rossman, S. "Theory and Practice in Culturally Competent Programming: Lessons from SafeFutures Prevention and Intervention Activities for High-Risk Youth." American Society of Criminology. Denver, CO. November 2003.

Harrell A. and Rossman S. *Design of the Evaluation of the Criminal Justice Teams (CJT)*. JPC Publication: CPR03 0110. Research Report, The Urban Institute. November 2003.

Rossman, S.B. *Performance Management: Moving Beyond Routine Monitoring to Governing for Results*. Training Module for the Russian Policy Fellows Federal Course, The Urban Institute, November 2002.

Roman, J. and S. Rossman. "Strategic planning in applied research." The American Evaluation Association. Washington, DC. November 2002.

S. Rossman and J. Roman. "Strategic planning in applied criminologic research: A case study of reentry in Baltimore, MD." American Society of Criminology. Chicago, IL. November 2002.

S. Rossman. "Cross-site comparison of six juvenile drug courts." American Society of Criminology. Chicago, IL. November 2002.

Butts, J., S. Rossman and J. Roman. "Conceptual frameworks for understanding juvenile drug courts." American Society of Criminology. Chicago, IL. November 2002.

Rossman, S. "Building Evaluation Capacity for Comprehensive Community-Based Initiatives." American Society of Criminology, Atlanta, November 2001.

Chen H., Rossman S., and Sy F. "Building the Capacity of Community-Based Organizations to Conduct Rigorous Outcome Evaluations of HIV Prevention Interventions: Lessons Learned." American Evaluation Association Annual Meeting, St. Louis, November 2001.

Rossman, S. and Morley E. *Capacity Report for Outcome Evaluation of Community-Based Organizations' Individual-Level HIV Prevention Interventions*. The Urban Institute Report, April 2001.

Kopczynski, M. and Rossman, S. "National Evaluation of SafeFutures: Inside, Looking Out." American Society of Criminology, San Francisco, November 2000.

Rossman, S. B., Buck, J., Kopczynski, M., Roman, J., and Arriola, C. *Preliminary Analysis of SafeFutures Cross-Site Client Indicator Data*. The Urban Institute Report (Draft), January 2000.

Kopczynski, M., Vinson, E., Rossman, S., and Hatry, H. *Final Report to the National Science Foundation Program for Persons With Disabilities: Part I -- Findings and Recommendations for an Outcome Measurement Process*, The Urban Institute Report, December 1999.

Kopczynski, M., Vinson, E., Rossman, S., and Hatry, H. *Final Report to the National Science Foundation Program for Persons With Disabilities: Part II -- Details on Recommended Outcome Indicators*, The Urban Institute Report, December 1999.

Rossman, S.B., Kopczynski, M., and Morley, E. *Performance Monitoring in the SafeFutures Initiative: Moving Toward Results-Based Management and Accountability*. The Urban Institute Report (Draft), Washington, DC, November 1999.

Rossman, S. "SafeFutures Milestones and Mid-Course Corrections: Reflections on Evaluating Comprehensive Community-Based Initiatives." American Society of Criminology, Toronto, Ontario, Canada, November 1999.

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Rossman, S. and Kopczynski, M. "Using Performance Indicators in the National Evaluation of OJJDP's SafeFutures Program." American Society of Criminology, Toronto, Ontario, Canada, November 1999.

Rossman, S.B. "Implementing Outcome Measures -- Early Experiences of SafeFutures." Annual Conference of the Eastern Evaluation Research Society, May 1999.

Rossman, S.B. "Outcomes of Community-Based Aftercare for Substance-Abusing Felons: Findings From the Opportunity to Succeed Program." American Society of Criminology, Washington, DC, November 1998.

Rossman, S.B. "Evaluating Comprehensive Community-Based Initiatives: Lessons Learned and Emerging Challenges in SafeFutures." American Society of Criminology, Washington, DC, November 1998.

Rossman, S.B., Morley E., Kopczynski M., Gouvis C., Buck J., and Roman J. *Draft Report: Early Implementation of the SafeFutures Partnerships to Reduce Youth Violence and Delinquency*. The Urban Institute Report, Washington, DC, August 1998.

Rossman, S.B. "Roundtable on SafeFutures Research." Annual Conference on Criminal Justice Research and Evaluation, July 1998.

Morley, E. and Rossman S. "Issues in Cross-Site Evaluation of Demonstration Programs: Early Lessons from the National Evaluation of the SafeFutures Initiative." Annual Conference of the Eastern Evaluation Research Society, April 1998.

Rossman, S.B. and Sridharan S. "Examining Employment Outcomes of the Opportunity to Succeed Program: A Preliminary Analysis of the Survey Data." American Probation and Parole Association Winter Training Institute, Orlando, FL, January 1998.

Rossman, S.B. "National Evaluation of SafeFutures: Laying the Groundwork." American Society of Criminology, San Diego, CA, November 1997.

Rossman, S.B. and Sridharan S. "Drug-Addicted Offenders Returning to the Community: Findings from Interviews with OPTS Participants." American Society of Criminology, San Diego, CA, November 1997.

Buck, J. and Rossman, S. "Examining Early Outcomes of the Opportunity to Succeed Program: A Preliminary Analysis of the Follow-Up Self-Report Data." American Society of Criminology, San Diego, CA, November, 1997.

Gouvis, C. and Rossman, S. "Using Process to Inform Outcome in Treatment Evaluation: Implementation of Case Management in the Opportunity to Succeed Program." American Society of Criminology, San Diego, CA, November 1997.

McGready, J. and Rossman S. "Difficulties in Achieving Truly Random Offender Samples: The Case for OPTS Evaluation." American Society of Criminology, San Diego, CA, November 1997.

Sridharan, S., Rossman S., Buck J., Gouvis C., McGready J., and Shelley M. "Towards an Etiology of Drug Use and Criminal Behavior: The Evidence From the Opportunity to Succeed Program (OPTS)." American Society of Criminology, San Diego, CA, November 1997.

Rossman, S.B. and Sridharan S. "Using Survey Data to Study Linkages Among Crime, Drug Use, and Life Circumstances: Findings from the Opportunity to Succeed Program." Nineteenth Annual Research Conference of the Association for Public Policy Analysis and Management, Washington, DC, November 1997.

Harrell, A., Rossman, S.B., and Aron, L. *A Research Methodology for Estimating the Costs of Family Violence in Maryland*. The Urban Institute Report to the Maryland Alliance Against Family Violence, October 1997.

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Rossman, S.B. "Parameters of the SafeFutures Initiative and National Evaluation." Annual Conference on Criminal Justice Research and Evaluation, July 1997.

Rossman S.B., Sridharan S., Buck J., McGready J., and Gouvis C. *The Opportunity to Succeed Program: Baseline Analysis (Volumes 1 and 2)*. The Urban Institute Report, Washington, DC, May 1997.

Gouvis C. With Rossman S. "Using Case Management as a Tool to Re-Integrate Offenders into the Community." American Society of Criminology, Chicago, Illinois, November 1996.

Buck J. with Rossman S. "The Relationship Between the Criminal Careers and Substance Abuse Histories of Adjudicated Felons." American Society of Criminology, Chicago, Illinois, November 1996.

Kopczynski M. with Rossman S. "The Compatibility Between Empowerment Evaluation and Performance Monitoring." Tenth Annual Meeting of the American Evaluation Association, Atlanta, Georgia, November 1996.

Hatry H.P., Rossman S.B., and Barbour G. *Outcome Measurement for Thai Government Programs*. The Urban Institute, Washington, DC, June 1996.

Gouvis C. and Rossman S. "Using an Experimental Design to Evaluate a Program for Substance Abusing Ex-Offenders: Opportunity to Succeed or Opportunity to Fail." American Society of Criminology, Boston, Massachusetts, November 1995.

Rossman S.B., Gouvis C., Buck J., and Morley E. *The Opportunity to Succeed Program: Report on the First Year of the Impact Evaluation*. The Urban Institute Report, October 1995.

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Gouvis C. and Rossman S. "Avoiding the Common Pitfalls of Experimental Design: Integrating Evaluation With Daily Program Operations." National Association of Welfare Research and Statistics Annual Workshop, Jackson, Wyoming. September 1995.

Rossman S.B., Morley E., Gouvis C.P., and Adams W.P. *Report on the Feasibility of the Opportunity to Succeed Impact Evaluation*. The Urban Institute Report, June 1995.

Rossman S. and Morley, E. *The National Evaluation of Cities in Schools: Executive Summary*. The Urban Institute Report, April 1995.

Rossman S. and Morley E. *Highlights of the National Evaluation of Cities in Schools*. The Urban Institute Report, April 1995.

Rossman S. and Morley E. *School-Based Intervention for At-Risk Youth*. American Society of Criminology. November 1994.

Harrell A., Rossman S., Newmark L., Adams W., Gouvis C., and Herrschaft D. *Report on the First Two Years of the Longitudinal Evaluation of the Children at Risk Program*. The Urban Institute Report, September 1994.

Morley E. and Rossman S. *Cities in Schools National Organization and Replication Activities (Volume 1)*. The Urban Institute, Report to Office of Juvenile Justice and Delinquency Prevention. August 1994.

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Rossman S. and Morley E. *Cities in Schools Programs: Issues and Outcomes (Volume 2)*. The Urban Institute, Report to Office of Juvenile Justice and Delinquency Prevention. August 1994.

Rossman S. and Morley E. *Case Studies of Ten Cities in Schools Programs (Volume 3)*. The Urban Institute, Report to Office of Juvenile Justice and Delinquency Prevention. August 1994.

Liner B., Hatry H., and Rossman S. *Measuring Progress of Estuary Programs*. The Urban Institute, Report to the Environmental Protection Agency, 1994.

National Highway Traffic Safety Administration Technical Assistance Team (Fenner J.D., Kennedy T.J., Lillis R.P., Rossman S.B., and Sweedler B.M.) *Assessment of the State of California's Alcohol- and Drug-Impaired Driving Program*. December, 1991.

Rossman S.B., Miller T.R., and Douglass J.B. "Workplace Injury: Costs for Workers' Compensation Lost Workday Injuries." American Public Health Association 119th Annual Meeting, Atlanta, GA, November 13, 1991.

Rossman S.B., Miller T.R., and Douglass J.B. "The Costs of Occupational Injury: The Case for Workers' Compensation." Association for Public Policy Analysis and Management (APPAM) Thirteenth Annual Research Conference, October 25, 1991.

Miller T., Viner J., Rossman S., Pindus N., Gellert W., Douglass J., Dillingham A. and Blomquist G. *The Costs of Highway Crashes*. Report to the Federal Highway Administration, May 1991.

Miller T.R., Rossman S.B., Pindus N., and Douglass J.B. "The Costs of Injury: Motor Vehicle, Criminal Victimization, Workplace, and Body Part Cost Estimates." Third National Injury Conference, Denver, CO, April 24, 1991.

Rossman S.B., Miller T.R., and Douglass J.B. *The Costs of Occupational Traumatic and Cumulative Injuries*. Report to the National Institute for Occupational Safety and Health, March 1991.

Miller T.R., Pindus N., and Rossman S.B. "Long Term Costs and Consequences of Injury." Presentation at the Allied Social Science Association, Washington D.C., December 30, 1990.

Rossman S.B., Cohen M., and Miller T. "The Costs and Consequences of Intentional Injury Inflicted by Others." Presentation at the American Public Health Association 118th Annual Meeting, October 3, 1990.

Cohen M., Miller T., and Rossman S.B. The Costs of Crime and Crashes: A Comparison. Submitted to the University of Michigan Transportation Institute, January 1990.

Fedelchak M., Mastran S., Rossman S.B., Stokes S., and vanDerLinden A. *Compatibility of Federal Rural Development Programs With Historic Preservation*. Urban Institute Project Report, prepared for the U.S. Department of Agriculture, October 1990.

Todd J.A., Brannigan R.P., and Rossman S.B. *Evaluation of Public Health Service-Funded Geriatric Education Centers*. Bureau of Health Professions, Department of Health and Human Services. December 1988.

Rossman S.B., Marks W., and Scherr C. *Case Study of Six Selected Sites*. Veterans Administration. August 1986.

Rossman S.B. *Evaluation of the Efficacy of Satellite-Broadcast Programming for Veterans Administration Medical Centers*. Veterans Administration. December 1986.

Rossman H.H., Rossman S.B., and Lanahan J.J. *Evaluation of the Delaware County (PA) Juvenile Probation System*. Pennsylvania Governor's Justice Commission. 1979.



**S. Rossman**

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Rossman H.H., Rossman S.B., and Koppel R.J. *Evaluation of Criminal Justice Use of Audio-Visual Equipment*. Pennsylvania Governor's Justice Commission. 1976.

Rossman H.H., Rossman S.B., and Koppel R.J. *Evaluation of the Philadelphia Criminal Justice Computer System*. Pennsylvania Governor's Justice Commission. 1975.

Rossman S.B. and Koppel R.J. *Evaluation of the Philadelphia Court Microfilm System*. Pennsylvania Governor's Justice Commission. Annual Evaluation: 1974, 1975, 1976.

## **Jennifer Bagnell Stuart, M.A.**

Senior Associate for Technology

### **Key Strengths**

- Experienced in curriculum development, teacher training, and program evaluation for youth development
- Deep knowledge of program evaluation concepts and practices such as logic models and theory of change
- Superior analytical and communication skills (writing, listening, speaking, presentation)
- Extensive project and program management experience
- Seasoned in client relationship management and consulting business practices
- Written and spoken proficiency in Spanish; studied Latin and Russian

### **Relevant Professional Experience**

**2004-Present**

**Senior Associate for Technology  
Innovation Network, Inc. (Washington, DC)**

Reports to Executive Director; manages the development of online tools and oversees their integration with the consulting and training services for nonprofit planning and evaluation.

- Leads evaluation consulting and capacity building projects for nonprofit and foundation clients
- Designs and customizes training curriculum to best meet needs of clients; conducts trainings and webinars.
- Develops proposals, budgets and work plans for projects. Negotiates new contracts with clients.
- Managed and launched suite of re-engineered online tools for program planning and evaluation (the Point K Learning Center).
- Identifies and develops strategic alliances; key participant in partnership negotiations.
- Presents at conferences to promote products, services and mission.
- Contributes to *Transforming Evaluation* (Innovation Network's quarterly e-newsletter) and other publications.

**1998-2004**

**Program and Systems Manager  
Youth Leadership Academy  
Urban Tech (Washington, DC)**

Reported to Executive Director of this educational nonprofit organization dedicated to redressing the digital divide; directed Youth Leadership Academy (YLA), a web-based youth development program that teaches life skills/character



education, leadership development, computer literacy, and workforce preparation skills to disadvantaged young people. Responsible for strategic and program planning and evaluation of the program operating in partnerships with schools and community based organizations nationwide. Directed program implementation for DC-Baltimore area partnerships, including: Boys & Girls Club of Greater Washington, Brookland Manor Apts., Urban Ed, US Dream Academy, and Baltimore SEEDTech.

- Developed evaluation instruments and assessment procedures for measuring program outcomes.
- Designed, managed development, and successfully deployed web-based management system for tracking and measuring YLA student progress and reporting real time program outcomes.
- Initiated formation of YLA Advisory Committee to the board of directors, comprising policy experts and practitioners with backgrounds in adolescent preventative health, educational evaluation, and teaching.
- Conducted staff development and training workshops and monitored effectiveness of the training model to continually improve program delivery and knowledge transfer of program content and pedagogy.
- Key member of curriculum development team, tasked with writing content for student curriculum and developing activities and instructional guides for life skills modules, including Conflict Resolution, Community Involvement, STD and AIDS Awareness, Substance Abuse Prevention, and Personal Relationships.
- Authored white paper explaining the theoretical framework for the YLA program, its grounding in youth development and educational theory, and the innovative teaching and learning strategies it employs for fostering critical workforce skills and higher-order thinking abilities needed for 21st century jobs.
- Researched and wrote proposals to government agencies, corporations and foundations.
  - Wrote winning proposal in 2004 for U.S. Department of Education Community Technology Centers Program grant awarding \$250,000 to Urban Tech for implementation of its YLA program in Brookland Manor, Washington, DC neighborhood in partnership with the DC Department of Education and Catholic University.
  - Wrote winning proposal in 2003 to the Verizon Foundation that awarded \$50,000 to Urban Tech for implementation of YLA in partnership with the 26 Boys and Girls Clubs of Greater Washington.

**200-2001      Vice President – Web Development & Account Administration  
Wells Fargo Bank, Internet Services Group (San Francisco, CA)**

Reported to Senior Vice President and oversaw managers of three teams of web engineers supporting wells Fargo.com, one of the three leading Internet banks in the world. Directed team of web account and release managers.

- Responsible for successful execution of all projects in the Web Development queue, totaling approximately 20 major projects and dozens of smaller maintenance projects.

- Established, executed and evaluated group policy; led process development and innovation of the service request process, workflow logistics and systems; defined resource roles and responsibilities.
- Principle liaison between the technical teams and business partners; delivered presentations to educate business partners, new hires, team leads.
- Representative for Web Development group in the Software Engineering Process Group charged with the implementation of the Capability Maturity Model (CMM); monitored group's compliance with the CMM.

**1996-1998                      Rapporteur and SIPA Computing Lab Consultant  
Columbia University (New York, NY)**

- Initiated and coordinated new course on Business and Human Rights for Columbia University's School of International and Public Affairs taught by practitioners bridging these fields outside the University.

**1997                              Research Intern  
Office of U.S. Rep. David Bonior (Washington, DC)**

- Assisted Legislative Assistant in researching current trade issues, including: NAFTA, Most Favored Nation status for China; attended legislative hearings and press conferences.

**1996                              Testing Coordinator and Quality Assurance Manager  
Elevon, Inc. (San Francisco, CA)**

- Led quality assurance and testing of six financial accounting applications developed in Visual Basic for Walker's first graphical user interface (GUI) product for client-server mainframe computing.

**1993-1996                      Quality Assurance Technician  
Geoworks (Alameda, CA)**

- Led test efforts, trained and supervised testers; assessed functional specs against requirements, wrote test plans and technical documents that test for defects in computer software; reported on final product quality.

**1992-1003                      Office Manager  
Women's Economic Agenda Project (Oakland, CA)**

- Trained and supervised office volunteers and clerical staff; corresponded with community groups, activists and local officials; organized special events and conducted program outreach through voter education drives, demonstrations, phone banks and community meetings.

## Papers & Publications

- **Evaluation Exchange—Spring, 2007:** “Evaluating a Legislative Campaign for Immigration Reform: Necessity Leads to Innovative Evaluation Approach and Practice.” Pending publication.
- **Foundation News & Commentary—Freelance Writer, 2006:** Co-authored two-part article on the challenge of information sharing in the nonprofit and philanthropic sector, “Inducing Information Integration” and “Business Drivers, Opportunity Moments and Collaboration: A Recipe for Information Integration” in Foundation News and Commentary January/February 2006, Vol. 47, No. 1, and March/April 2006, Vol. 47, No. 2.
- **The Committee for Health Rights In the Americas (CHRIA)—Volunteer, 1996:** Investigated maquiladoras in Tijuana, Mexico and contributed articles on working, health and living conditions in those communities to the CHRIA newsletter.
- **The Institute for Food and Development Policy (Food First) —Research Intern, 1995:** Contributed to researching and updating the foreign aid chapter for a revised edition of their 1986 book, World Hunger: Twelve Myths.
- **University of California Berkeley—Senior Thesis, 1992:** The Services Economy and the Stratification of Black and White Women in the Paid Labor Force (U.S.)

## Distinctions

- Columbia Fellowship & Program Research Assistanceship in SIPA Computing Lab, 1997-98. New York, NY.
- World Without War Council Fellowship 1995-1996. Berkeley, CA.
- Edward Frank Kraft Scholarship 1988. University of California, Berkeley.

## Computer Skills

- Strong skills in MS Word, Excel, PowerPoint, MS Project, and Visio.
- Proficient with survey design software and SPSS.
- Knowledge of HTML, diverse Internet technologies, and database design principles.

## Education

- Executive Certificate in Nonprofit Management, Georgetown Public Policy Institute, Georgetown University, Washington, DC (August 2006)
- Master of International Affairs, School of International and Public Affairs, Columbia University, New York, NY. Concentration: International Policy Analysis and Information Resource Management (May 1998)
- Spanish Language Institute, Center for Latin American Studies, Cuernavaca, México (November 1995)
- Bachelor of Arts, Interdisciplinary Studies (Dean’s List 1998-1992), University of California at Berkeley, Berkeley, CA (May 1992)

**JANEEN M. BUCK WILLISON**

Research Associate I

PHONE (202) 261-5746

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FAX (202) 659-8985

**URBAN INSTITUTE**

Justice Policy Center

2100 M STREET, NW  
WASHINGTON, DC 20037**EDUCATION**American University  
Hood CollegeM.S.J. 1994 Law and Justice Policy (*Phi Kappa Phi*)  
B.A. 1991 Law and Society**CAREER BRIEF**

Ms. Buck is a Research Associate I in the Urban Institute's Justice Policy Center and has extensive experience managing multi-site fieldwork studies with both youth and adult populations. Her research focuses on diverse juvenile and criminal justice issues including faith-based re-entry programs, specialized courts, delinquency prevention, mental health interventions for offenders, and the link between substance abuse and crime. She currently serves as co-Principal Investigator on the NIJ-sponsored Ridge House evaluation, and as Project Manager for the national evaluation of the Robert Wood Johnson Foundation's multi-site Reclaiming Futures initiative. In addition, Ms. Buck is involved in the National Adult Drug Court Evaluation. She conducted extensive fieldwork as a member of the national evaluation team for the recently completed SafeFutures Partnerships to Reduce Delinquency and Youth Violence, and served as Project Manager for the Evaluation of Teen Courts project from 1998 to 2002; both evaluations were funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Prior to this, Ms. Buck was the Site Coordinator for the Opportunity to Succeed (OPTS) project, a multi-site, four-year process evaluation and impact analysis of post-incarceration treatment for substance abusing adult offenders. Ms. Buck is a graduate of Hood College and holds a Masters degree in Justice Studies from American University in Washington, D.C.

**SELECTED PROJECTS****Past, Present, and Future of Juvenile Justice: Assessing Policy Options (APO) Project**

This two-year study will identify key state-level juvenile justice policy changes, including the critical legal and programmatic components of these policies, and examine how these policies contribute to juvenile justice goals. Researchers will survey juvenile court judges, prosecutors, defense attorneys, and court administrators across the nation's 300 largest counties to measure practitioner perceptions regarding the efficacy, feasibility and influence of state-level juvenile justice policy changes, and to pin-point vital issues and needs facing this system. Project Director. Sponsor: National Institute of Justice, 2005-2007.

**Evaluation of Criminal Justice Interventions for Mentally Ill Offenders**

This three-year study assesses the impact of these two models of criminal justice intervention for persons with mental illness. The evaluation will examine both person-level and cost outcomes to determine whether either model increase access to, participation in, or retention in mental health treatment, as well as reduce participants' criminal justice involvement. Sponsor: National Institute of Justice, 2005-2008.

#### National Evaluation of Ridge House Residential Program

This four-year research study employs a strong quasi-experimental impact evaluation component, comparing recidivism rates among Ridge House participants and a comparison group of parolees, as well as process, cost-benefit and transferability components. Ridge House, a faith-based initiative in Reno, Nevada, works with male and female felons in family-type residential setting to reduce recidivism and psychological barriers to employment and treatment. Co-Principal Investigator. Sponsor: National Institute of Justice, 2003-2007.

#### National Evaluation of Reclaiming Futures

A five-year, \$21 million initiative to facilitate community-based solutions to substance abuse and delinquency through the development of integrated and coordinated substance abuse services for at-risk youth and those already involved in the juvenile justice system. Project Manager. Sponsor: Robert Wood Johnson Foundation, 2002-2007.

#### National Adult Drug Court Evaluation

Conducting a five-year national evaluation of drug court impact, in partnership with RTI International and the Center for Court Innovation, and on behalf of the National Institute of Justice. The objective of this project is to evaluate the impact of different drug court models and key components on participant outcomes. The impact analysis will test a series of theoretically-grounded hypotheses using data and information on 1600 drug court participants and 600 comparison group subjects across multiple sites. Additional research components will include process and cost-benefit analyses. Sponsor: National Institute of Justice, 2003 to 2008

#### Evaluability Assessment of Faith-Based Programs in Corrections

This study identified faith-based in-prison and reentry programs around the nation and assessed the evaluation readiness of these programs. Assistant Principal Investigator. Sponsor: National Institute of Justice, 2005.

#### SafeFutures Partnerships to Reduce Delinquency and Youth Violence

A comprehensive community-based initiative designed to strengthen the existing efforts of six communities (Boston, MA; Contra Costa County, CA; Fort Belknap Indian Community, MT; Imperial County, CA; Seattle, WA; and St. Louis, MO) to reduce delinquency and youth violence, using a continuum of care that included prevention, intervention, treatment, and graduated sanctions. The evaluation strategy consists of both a process and outcome component and uses multiple methods including interviews, focus groups, case studies and outcome indicators. Ms. Buck manages the national client-level indicator database for the six sites, assists with data analyses, conducts site visits and develops reports. Sponsor: Office of Juvenile Justice and Delinquency Prevention, 1996-2005.

#### Evaluation Seminar for the National Youth Court Center

Designed and conducted a one-day training seminar on evaluation for teen court program directors. The curriculum covered basic evaluation concepts, introduced participants to the practical aspects of research and used interactive instruction to help participants apply key concepts. A workbook containing seminar materials and a recommended list of evaluation resources was also developed and provided to participants. Principal Investigator. Sponsor: The American Probation and Parole Association, 2002.

Evaluation of Teen Courts (ETC) Project

Measured the effect of handling relatively non-serious, adolescent offenders in youth-operated teen courts rather than in juvenile or family court. The process evaluation examined the legal, administrative and case processing factors that affect these programs. The outcome evaluation measured the affect of teen courts on recidivism, perceptions of justice and pro-social attitudes, with outcomes for teen court defendants compared to similar outcomes for youth handled by the traditional juvenile justice system. Project Manager. Sponsor: Office of Juvenile Justice and Delinquency Prevention, 1998-2002.

Evaluability Assessment of Tribal Court Programs

This study, conducted in collaboration with American Indian Development Associates and Caliber Associates, assessed the evaluation readiness of tribal court programs supported by the Bureau of Justice Assistance's Tribal Court Program. Research Associate. Sponsor: National Institute of Justice, 2003 to 2004.

Maryland Criminal Justice Research Assessment

The objectives of this project are to document the scope and capacity of criminal justice research conducted in the state of Maryland, identify innovative strategies in data collection, research development, and dissemination of research findings, and develop an agenda for future research. Project Manager. Sponsor: Governor's Office of Crime Control and Prevention, May -December 2002.

National Evaluation of the Opportunity to Succeed (OPTS) Program

Using an experimental design, this evaluation measured the impact of intensive case management and substance abuse treatment on recidivism, relapse, and employment stability for non-violent felony offenders in three communities (Kansas City, MO; St. Louis, MO; Tampa, FL). The evaluation strategy had process and impact components, and collected both official records and program records and two waves of self-reported interview data. Miss Buck managed both waves of offender interviews, assisted in the development of survey instruments, analyzed data, conducted site visits, and contributed to project reports. Sponsor: National Institute of Justice, 1995-1998.

**OTHER PROFESSIONAL EXPERIENCE**

May 1995 - Present      Research Associate, State Policy Center, The Urban Institute, Washington, D.C.

1993                      Research Assistant, Nineteenth Circuit Court of Virginia, Fairfax, VA (National Center for State Courts grant-funded position).

1993                      Program Intern, Bureau of Indian Affairs, U.S. Department of the Interior, Washington, D.C.

**PUBLICATIONS, PRESENTATIONS and TECHNICAL REPORTS**

Mears, D.P., Roman, C.G., Wolff, A., and Buck, J. 2006. "Faith-Based Efforts to Improve Prisoner Reentry: Assessing the Logic and the Evidence." Journal of Criminal Justice 34: 351-367.



Roman, C.G., Wolff, A.; Correa, V. and Buck, J. 2006. "Assessing Intermediate Outcomes of a Faith-Based Residential Prisoner Reentry Program." Research on Social Work Practice 10(5): 1-17.

Buck, J. and Rossman, S.B. 2005. *Evaluating Comprehensive Community Initiatives: Lessons Learned from the SafeFutures Initiative*. Washington, DC: The Urban Institute.

Buck, J. and Castro, J. 2005. *SafeFutures: The Imperial County (CA) Experience*. Washington, DC: The Urban Institute.

Buck, J. *Discovering the Legacy of Comprehensive Community Initiatives: SafeFutures Re-Examined*. Paper presented at the 55<sup>th</sup> annual meeting of the American Society of Criminology, Denver, CO. November 21, 2003

Butts, J.A. and Buck, J. 2002. "The Sudden Popularity of Teen Courts." Judges' Journal, 41 (1): 29-33, 48. Judicial Division, American Bar Association.

Buck, J. and Butts, J. Evaluation Session. National Youth Court Center Evaluation and Grant Writing Training Seminar. Indianapolis, IN. October 23, 2002.

Butts, J., Buck, J. and Coggeshall, M. 2002. *The Impact of Teen Courts on Young Offenders*. Washington, DC: The Urban Institute.

Butts, J., Buck, J. and Coggeshall, M. *Effects of Youth Court: Results of the OJJDP Evaluation*. Presentation delivered at the National Youth Court Conference in Arlington, VA. April 15, 2002.

Buck, J. *The SafeFutures National Evaluation: Lessons Learned*. Presentation delivered at the Safe Kids/Safe Streets Cross-Site Evaluation Meeting, Arlington, VA. March 2002.

Butts, J., Buck, J. and Coggeshall, M. *Youth Court: Models and Impact*. Presentation delivered at the American Youth Policy Forum, Washington, D.C. December 3, 2001.

Butts, J., Buck, J., and Hirst, A. *OJJDP Evaluation of Teen Courts*. Presentation delivered at the Annual Research and Evaluation Conference, Office of Justice Programs, U.S. Department of Justice, Washington, DC. July 2001.

Butts, J., Buck, J. and Coggeshall, M. *Teen Court Outcomes with Young Offenders*. Paper presented at the 53<sup>rd</sup> annual meeting of the American Society of Criminology, Atlanta, GA. November 8, 2001.

Buck, J. *The SafeFutures Client Indicator Database: What Have We Learned?* Paper presented at the 53<sup>rd</sup> Annual Meeting of the American Society of Criminology, Atlanta, GA. November 9, 2001.

Butts, J., and Buck, J. 2000. "Teen Courts: A Focus on Research." Juvenile Justice Bulletin. Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice.

Morley, E., Rossman, S.B, Kopczynski, M., Buck, J., and Gouvis, C. 2000. "Comprehensive Responses to Youth at Risk: Interim Findings from the SafeFutures Initiative." OJJDP Monograph. Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice.

Buck, J. *Strengthening Families and Reducing Risk under SafeFutures: What Can the Data Tell Us?* Paper presented at the 52<sup>nd</sup> Annual Meeting of the American Society of Criminology, San Francisco, CA. November 17, 2000.

Buck, J. *The Ethics of Social Science Research: What You Should Know Before Data Collection Begins.* Paper presented at the National Teen Court Conference, Albuquerque, NM. October 2000.

Rossman, S.B., Buck, J., Kopczynski, M., Roman, J., and Arriola, C. 2000. *Preliminary Analysis of SafeFutures Cross-Site Client Indicator Data (Collection Period: January-June 1999)*. Washington, DC: The Urban Institute.

Butts, J., Hoffman, D., and Buck, J. 1999. "Teen Courts in the United States: A Profile of Current Programs." OJJDP Fact Sheet (#118). Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice.

Buck, J. and Butts, J. *Evaluating Teen Courts: A Review of the Research.* Paper presented at the Annual Meeting of the American Society of Criminology, Toronto, Canada. November 1999.

Butts, J. and Buck, J. *Teen Courts in the United States.* Paper presented at the Annual Meeting of the American Society of Criminology, Toronto, Canada. November 1999.

Morley, E., Rossman, S.B., Kopczynski, M., Buck, J., and Gouvis, C. 1999. *Comprehensive Responses to Youth at Risk: Interim Findings from the SafeFutures Initiative.* Washington, DC: The Urban Institute.

Rossman, S.B., Sridharan, S., Gouvis, C., Buck, J., and Morley, E. 1998. *The Impact of the Opportunity to Succeed for Substance-Abusing Felons: Comprehensive Final Report.* Washington, DC: The Urban Institute.

Rossman, S.B., Sridharan, S., and Buck, J. 1998. "The Impact of the Opportunity to Succeed Program on Employment Success." The National Institute of Justice Journal (236), 14-20. National Institute of Justice, U.S. Department of Justice.

Rossman, S.B., Gouvis, C., and Buck, J. 1998. *Confronting Relapse and Recidivism: Case Management and Aftercare Services for Substance-Abusing Felons in OPTS Programs.* Washington, DC: The Urban Institute.

Buck, J. *Gender-Specific Programming: Meeting the Needs of At-Risk and Delinquent Girls.* Paper presented at the Annual Meeting of the American Society of Criminology, Washington, D.C. November 1998.

Morley, E., Rossman, S.B., Buck, J., and Gouvis, C. 1998. *Linking Supervision and Services: The Role of Collaboration in the OPTS Program.* Washington, DC: The Urban Institute.

Rossman, S.B., Sridharan, S., and Buck, J. 1998. *The Impact of OPTS on Employment Success.* Washington, DC: The Urban Institute.

Buck, J. *Challenges to Interviewing Hard-to-Reach Populations: An Overview of Experiences and Strategies from the Field*. Paper presented at the Annual Meeting of the Eastern Evaluation Research Society, Cape May, NJ. April 1998.

Buck, J., and Rossman, S.B. *Examining Early Outcomes of the Opportunity to Succeed Program: A Preliminary Analysis of the Follow-up Self-Report Data*. Paper presented at the Annual Meeting of the American Society of Criminology, San Diego, CA. November 1997.

Rossman, S.B., Sridharan, S., Buck, J., McGready, J., and Gouvis, C. 1997. *The Opportunity to Succeed Program: Baseline Analysis, Volumes I and II*. Washington, DC: The Urban Institute.

Morley, E., Buck, J., Dusenbury, P., and Liner, E.B. 1996. *Funding Comprehensive Community-Based Initiatives: Experiences of Four Weed and Seed National Performance Review Lab Communities*. Washington, DC: The Urban Institute.

Dusenbury, P., Burzynski, E., Watt, P., Morley, E., Liner, E.B., and Buck, J. 1996. *Developing a Resource Mapping System for Comprehensive Community-Based Initiatives: The Weed and Seed NPRL Experience*. Washington, DC: The Urban Institute.

Buck, J. *The Relationship between the Criminal Careers and Substance Abuse Histories of Adjudicated Felons: A Preliminary Analysis of the OPTS Baseline Data*. Paper presented at the 48th Annual Meeting of the American Society of Criminology, Chicago, Illinois, November, 1996.

Buck, J. and Dusenbury, P. *Identifying Additional Resources: Obstacles and Solutions to Financing Local Weed and Seed Strategies*. Presentation for the Office of Justice Programs, Executive Office of Weed and Seed Regional Training Conference, New Orleans, LA. June 1996.

Morley, E., Rossman, S.B., Gouvis, C., and Buck, J. 1995. *The Opportunity to Succeed Program: Report on the First Year of Program Implementation*. Washington, DC: The Urban Institute.

Rossman, S.B., Morley, E., Gouvis, C., and Buck, J. 1995. *The Opportunity to Succeed Program: Report on the First Year of the Impact Evaluation*. Washington, DC: The Urban Institute.

Rossman, S.B., Chalsma, A., Buck, J., and Herrschaft, D. 1995. *The Opportunity to Succeed Program: Preliminary Analysis of the Management Information System*. Washington, DC: The Urban Institute.

**KERSTIN GENTSCH**

*Research Assistant*

*Metropolitan Housing and Communities Policy Center*

*The Urban Institute*

**EDUCATION**

2005 Bachelor of Arts, Economics and Linguistics, Swarthmore College, PA

**CAREER BRIEF**

Kerstin Gentsch is a Research Assistant with the Metropolitan Housing and Communities Policy Center. She works with the American Communities Survey and the Current Population Survey to tabulate data for analyses carried out by the Urban Institute. She also provides database and analytic content for DataPlace, a national web-based resource for small-area housing and community development indicators.

Ms. Gentsch is a member of the Analytic Standards Committee, a forum to discuss cross-site standards for the analysis of the Annie E. Casey Foundation Making Connections survey. Recently she has been involved in an analysis of the survey data on immigrants, producing indicators summarizing employment patterns, work effort, job quality, financial hardship, and assets and debts among immigrants in the ten sites.

Since joining the institute, Ms. Gentsch has been involved in analyzing survey data and creating reports that provide annual feedback to the Corporation for National and Community Service on the outcomes of AmeriCorps programs.

**PROFESSIONAL EXPERIENCE**

July 2005 – present Research Assistant, The Urban Institute

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**Leah M. Hendey**

*Research Associate II  
The Urban Institute  
2100 M Street, NW  
Washington, DC 20037  
202.261.5856  
lhendey@ui.urban.org*

**EDUCATION**

- 2006 M.P.P., Master of Public Policy, Georgetown University, Washington, DC  
Thesis: The Indirect Effects of the Earned Income Tax Credit on Teen Pregnancy
- 2003 B.A., Psychology, Public Service (Minor), University of Notre Dame, Notre Dame, IN  
Honors Thesis: Creating Opportunity: An Assessment of the Role of Microfinance in Poverty Alleviation

**CAREER BRIEF**

Leah Hendey is a Research Associate with the Metropolitan Housing and Communities Policy Center at the Urban Institute. Ms. Hendey has performed analyses on a variety of policy issues, including child care, city indicators, and performance measurement. Through her work with the Making Connections Survey, sponsored by the Annie E. Casey Foundation, she will co-author a report on child care patterns and the relationship of the type of child care to factors that are associated with reduced school readiness. The nature of this project made it necessary to create a new sample and dataset and required Ms. Hendey to use both her data management and her analytical skills. She has also contributed to the ongoing evaluation of the AmeriCorps program for the Corporation for National and Community Service by performing data analyses and reporting results.

While at the Urban Institute, Ms. Hendey has worked on different projects that involve contextual analyses using city and metropolitan indicators. These projects have allowed her to develop an understanding of major national datasets including Census data, the American Communities Survey, BLS Local Area Unemployment Statistics, CDC Natality data, FBI Uniform Crime Reporting data, and Home Mortgage Disclosure Act Data. Ms. Hendey is also working on a similar project that is charged with creating a data-book of indicators of child well-being for Miami-Dade County, sponsored by the Children's Trust of Miami-Dade County.

Before joining the Urban Institute, Ms. Hendey was a research fellow for the Center for Research on Children in the US (CROCUS). There she lead data collection, managed data and contributed to statistical analyses for an evaluation of the Oklahoma Pre-K program in Tulsa.

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Additionally, Ms. Hendey assisted on faculty research concerning children with special health care needs at the Georgetown Public Policy Institute. Following her undergraduate education, she served as an AmeriCorps VISTA volunteer for a non-profit micro-lender, ACCION Chicago. At ACCION she was involved in communications and marketing; she edited newsletters and the annual report, and helped to develop a new marketing strategy for the organization.

### **PROFESSIONAL EXPERIENCE**

June 2006 to present	Research Associate II, Metropolitan Housing and Communities, The Urban Institute, Washington DC
September 2004 to June 2006	Research Fellow, Center for Research on Children in the US, Georgetown University, Washington DC.
May 2005 to August 2005	Research Assistant, Georgetown University, Georgetown Public Policy Institute, Washington DC
August 2003 to August 2004	AmeriCorps VISTA at ACCION Chicago, Chicago IL

### **PUBLICATIONS**

*The Relative Impacts of Head-Start and Pre-K in Oklahoma*, with William Gormley, Jr. Paper presented at the Annual Meeting of the Association for Public Policy Analysis and Management, Madison, Wisconsin, November 2, 2006

**Veena Pankaj, M.A.**  
Senior Associate

### **Key Strengths**

- Program Evaluation
- Project Management
- Organizational Development and Capacity Building
- Workshop Training and Facilitation
- Curriculum Development

### **Relevant Professional Experience**

<b>2001–Present</b>	<b>Innovation Network, Inc. (Washington, DC)</b>
5/2005–Present	Senior Associate
1/2002 – 4/2005	Project Manager
6/2000 – 12/2001	Evaluation Associate

Clients include: Annie E. Casey Foundation, Beacon House Community Ministry (After School Program), the Doris Duke Charitable Foundation, The Dyson Foundation, CareFirst BlueCross BlueShield, Echoing Green Foundation, Idealist.org (Action Without Borders), Congressional Hunger Center, Rachael's Women's Center, Fannie Mae Foundation, Baltimore Neighborhood Collaborative (a consortium of 25 funders), New York Women's Foundation, Women's Funding Network.

Responsibilities and areas of concentration include:

#### **Results Based Accountability**

- Provide technical assistance and coaching on results based accountability to grantmakers and grantees.
- Work with large, national foundation to promote results based thinking throughout the foundation. Provide consulting on how to integrate a results methodology into the foundation's overall grantmaking strategy.
- Help program officers develop performance measures to assess Impact, Influence, and Leverage.

#### **Evaluation Design and Implementation.**

- Lead evaluator in designing and implementing evaluation frameworks for nonprofits and foundations. Evaluation design involves developing theories of change, logic models and evaluation plans, prioritizing



outcomes, developing data collection instruments, collecting, analyzing and reporting data.

- Designed outcomes evaluation for local after school program. Developed youth development strategies and indicators to assess overall success of the program.
- Areas of experience include evaluating leadership development, after school, youth development, foundation capacity building, obesity reduction, women and girls and neighborhood development programs.

### **Organization Development**

- Conduct organization diagnostic process with community-based organizations. Process includes data collection, feedback, and intervention design and delivery.
- Work with organizations to assess team and communication breakdowns. Conduct workshops designed to explore strategies to rebuild team orientation and morale. Facilitate workshops focusing on interpersonal communication and organizational effectiveness.
- Conduct retreats with Boards of Directors to develop work plans highlight organizational priorities.
- Provide coaching to clients around executive transition management and setting performance measures for professional growth.

### **Training and Coaching.**

- Design and customize training curriculum to best meet needs of clients. Experience conducting trainings both in-person and online.
- Conduct participatory trainings that focus on developing logic models, evaluation plans, data collection methodology, analysis and reporting.
- Provide technical assistance and coaching to participants around planning and evaluation.

### **Project Management**

- Team leader on multiple consulting projects. Supervise external consultants and staff working on projects.
- Maintain relationships with clients and relevant stakeholders.
- Develop proposals, budgets and work plans for projects. Negotiate new contracts with clients.
- Develop new business prospects.



**1998-2000**

**Associate**

**The Lewin Group (Falls Church, VA)**

Clients included: American Association for Retired Persons, Bristol-Myers Squibb, Assistant Secretary of Planning and Evaluation.

Responsibilities and areas of concentration:

**Data Analysis and Statistics**

- Utilized data from various surveys to estimate the savings of fall prevention, among the elderly population, by using targeted home modifications. Managed various components of project including budget, analysis of data files, and methodology for calculating estimates.
- Helped construct a case to present to Florida State legislators against a proposal restricting prescriptive medicines for Medicaid recipients. Assessed the impact of newly imposed restrictions on drug utilization. Determined impact of restrictive formularies on hospital expenditures.
- Updated the acute care portion of the Long-term Care Financing Model by developing a framework for analysis, producing detailed service use and spending data for Medicare beneficiaries and writing a descriptive methodology for the client. Updated the disability portion of model by using a multi-level probability regression.

**1996-1998**

**Research Analyst**

**National Academy on an Aging Society (Washington, DC)**

**Research and Analysis**

- Collected historical and projected data on demographic trends and various economic indicators affecting the elderly population.
- Analyzed the impact of changes in the welfare law on elderly legal immigrants. Developed a detailed profile of this population using data from the Survey of Income and Program Participation and the Current Population Survey.

**Selected Presentations & Publications**

- *Evaluating Impact: The Measure of Success*. Presentation for the Volunteer Hampton Roads Conference. Portsmouth, Virginia, January 2007
- *Evaluation 101: Planning for Successful Program Evaluation*. Workshop for the Center for Nonprofit Advancement. Washington, DC, January 2007
- *Leading Edge Evaluation: A Train the Trainers Session on Techniques for Building Evaluation Capacity*. Presentation for the Alliance for Nonprofit Management, Los Angeles, California, August 2006.

INNOVATION NETWORK, INC.

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- *What do Stakeholders Want: How Effective are Outcomes Measurements for the Nonprofit Sector*; Presentation for The Center for Nonprofit Advancement, Washington DC, March 2006.
- *Foundation Self-Assessment: Turning the Lens Inward*; Presentation at the Council on Family Foundations Conference, Honolulu, Hawaii, January 2006.
- *Leading Edge Evaluation*; Presentation at the American Evaluation Association, Toronto, Canada, October 2005.
- *Nonprofit Leadership Institute*: Guest Lecturer on program evaluation and outcomes measurement. September 2005. Rockville, Maryland
- *Training of Trainers: Measuring Impact, Tools for Practitioners*; Presentation for the Alliance for Nonprofit Management, Washington DC. July 2005
- *Assisting Grantees with Implementing Effective Performance Measures*; Presentation for the Performance Institute, Washington, DC. February 2005.
- *National Hunger Fellows Program Evaluation Report. Innovation Network, Inc.* Patrick Corvington, Veena Pankaj; September 2004. Published by the Congressional Hunger Center.
- *Off to a Good Start: Laying the Groundwork for a Successful Evaluation*; Presentation for the Neighborhood Small Grants Network Conference on Neighborhood Capacity Building, Minneapolis, Minnesota. October 2004.
- *Training of Trainers: Program Evaluation*; Presentation for the Alliance for Nonprofit Management, Washington DC. August 2004.
- *Incorporating Evaluation into Nonprofit Effectiveness*; Presentation for the New York Foundation Center, New York. May 2004.
- *Nonprofit Sustainability*: Presentation for the Regional Association of Washington Grantmakers, Washington, DC. October 2003.
- *Assisting Grantees with Implementing Effective Performance Measures*; Presentation for the Performance Institute, Washington, DC. October 2003.
- *Field Specific Capacity Building: Integrating Organizational Development and Evaluation to Increase Community Impact*; Presentation at the Alliance for Nonprofit Management, Houston, Texas. June 2003.
- *Restricting Underwriting and Premium Rating Practices in the Medigap Market: The Experience of Three States*. The Lewin Group, Steven Lutzky, Lisa Marie B. Alecxih, Veena Pankaj; January 2001. Published by AARP.
- *Welfare Reform and Elderly Legal Immigrants*. National Academy on an Aging Society, Robert B. Friedland and Veena Pankaj; July 1997. Published by the Kaiser Family Foundation.

### **Distinctions**

- Selection Committee Member for the *Washington Post 2005 Award for Nonprofit Excellence*.

### **Computer Skills**

Microsoft Office, SAS, SPSS, PowerPoint, Microsoft Outlook

### **Education**

- **Certificate** Organization Development, Georgetown University; Washington, DC, May 2003.
- **M.A.** Social Sciences, University of Chicago; Chicago, Illinois, August 1996; Thesis: Population and Family Planning in Developing Countries (Quantitative course work included: Applied Regression Analysis, Survey Analysis, Population Studies, and Financial Management for Nonprofit Organizations)
- **B.A.** Sociology, University of Virginia; Charlottesville, Virginia, August 1994 (Quantitative course work included: Social Statistics, Research Methods, Survey Analysis, and Intermediate Statistics)

## CATERINA GOUVIS ROMAN

Senior Research Associate  
Justice Policy Center, The Urban Institute

### Education

- |      |  |
|------|--|
| 2002 | Ph.D., Sociology/Justice, American University, Washington, D.C.<br>Thesis: <i>Schools as Attractors and Generators of Crime: Routine Activities and the Sociology of Place</i> . Chair: James P. Lynch<br>National Institute of Justice Dissertation Grant, 2000<br>National Science Foundation Dissertation Grant, 2000 |
| 1990 | M.S., Justice, Law and Society, American University, Washington, D.C.<br>Graduate Research Fellowship, 1988-1990   |
| 1988 | B.A., Sociology/Criminal Justice/Spanish, University of Richmond, Virginia. ( <i>Magna Cum Laude</i> )   |

### Additional Education

- |      |  |
|------|--|
| 2002 | Structural Equation Modeling, Scientific Software International, Chicago |
| 2001 | Hierarchical Linear Modeling, Scientific Software International, Chicago |
| 2001 | Spatial Regression, ICPSR, Michigan                                      |
| 2000 | Advanced Spatial Analysis with ArcView, ESRI, Fairfax, VA                |

### Career Brief

Dr. Roman has been researching criminal justice issues for over fifteen years. She has expertise in issues related to community crime prevention, gang violence and juvenile crime, prisoner reentry, and policing. She is skilled in evaluation design and analysis. Currently, she is the Principal Investigator on a number of studies examining the role of community institutions in creating neighborhood social capital for the betterment of youth and families. She has focused her efforts in three recent projects on understanding the capacity of faith- and community-based institutions to serve youth and families—with a particular emphasis on conducting research in the District of Columbia. Dr. Roman also is currently the lead on three projects evaluating gang prevention/intervention programs—she is providing research support and evaluation for the District of Columbia’s Project Safe Neighborhoods Initiative; finalizing an evaluation of the Weed and Seed Initiative in Miami, Florida; and directing a four-site collaboration survey for the evaluation of OJJDP’s Gang Reduction Program.

Dr. Roman has conducted basic research on the causes of crime and violence and applied research on effective prevention and intervention strategies. This research has involved analysis of crime patterns, designing and implementing process and outcome evaluations of a range of juvenile and criminal justice programs and policies, including local and state substance abuse programs for adult offenders. Overall, Dr. Roman’s responsibilities include development of proposals, methodological design, data collection, management and analysis, report writing and supervision of junior staff. She is experienced in the use of a variety of quantitative methodologies and the use of spatial analytical techniques for crime analysis using geographic information systems (GIS).

## Current Employment

2003 to present                      Senior Research Associate, The Urban Institute  
1990 to 2002                         Research Associate, The Urban Institute

## Teaching Experience

2003 to present                      Adjunct Professor, School of Public Affairs, American University  
(JLS609-Criminological Theory; 15-30 grad students each spring)

Students evaluate and assess some of the major explanations of criminal behavior as well as examine crime control and crime prevention strategies as they relate to theory, policy, practice. The course also focuses on understanding the different ways to measure crime and how to establish causality in order to build the skills to critique and evaluate research.

## Selected Grants/Projects at the Urban Institute

*Alcohol Availability and Crime.* Principal Investigator. The main goal of the study is to examine the relationship between alcohol availability, distribution policies and alcohol-related injury, homicide, assault, and disorder. The project is based on the development of a geographic information system (GIS) containing neighborhood crime and health indicators and demographic and locational characteristics for Washington, D.C. Sponsored by NIJ. October 2006 to September 2007.

*Strategic Planning for and Evaluation of DC Project Safe Neighborhoods.* Principal Investigator. The Justice Policy Center assists strategic planning efforts for the District's partnership initiative targeting gun crime. Analyses of violent crime and gang data are used to guide the development of new strategies to reduce future violence. Sponsored by BJA. October 2003 to October 2007.

*Community Organizations and Crime: An Examination of the Social-Institutional Processes of Neighborhoods.* Principal Investigator. The main goal of the study is to examine how local organizations are linked to social control and crime in order to inform policy, research and practice around community development for crime control and public safety. The study defines a new measure of neighborhood organizational capacity based on survey measures of the capacity of community-based institutions. Sponsored by NIJ. February 2005 to April 2007.

*Evaluation of the Ridge House Residential Program.* Co-Principal Investigator. The Ridge House is a faith-based transitional housing program operating in Reno, Nevada, that provides prisoner reentry services to men and women leaving prison. The evaluation is: (1) documenting the logic and operations of the program; the barriers to and facilitators of successful operations; and whether critical program outcomes are achieved; (2) assessing the impacts of the program in reducing recidivism and improving employment, housing, and drug use outcomes of participants compared to a parolee comparison group; and (3) conducting a cost-benefit analysis. Sponsored by NIJ. January 2004 to December 2007.

*The Housing Landscape for Returning Prisoners in DC.* Principal Investigator. This study documents the geographic concentrations of returning prisoners; develops an assessment of housing capacity in neighborhoods where offenders are returning in large numbers; and explores what programs and services are available to assist ex-prisoners in their transition back to the community in order to draw attention to the larger policy questions with regard to building supportive neighborhood environments for returning prisoners. Sponsored by the Fannie Mae Foundation, May 2003 to August 2006.

*Evidence-based Housing Programs for Persons with Mental Illness Returning from Prisons and Jails.* Principal Investigator. This study involved developing a paper identifying evidence-based housing models used for persons with mental illness who have had contact with the justice system. Through the analysis of literature and programs, the project developed a sound framework from which to draw conclusions about key components of promising programs and that future studies can utilize to measure outcomes. Sponsored by the National GAINS Center. January 2005 to August 2005.

*Weed and Seed Strategies: Understanding the Spatial and Temporal Displacement of Crime.* Principal Investigator. The goal of this study is to develop and apply a replicable methodology for assessing the displacement effects of interventions undertaken by law enforcement agencies in Weed and Seed sites. We are working closely with three partner communities in southern Florida to create a dynamic feedback model of assessment. Sponsored by the Executive Office of Weed and Seed/Community Capacity Development Office. March 2003 through August 2005.

*National Evaluation of the SafeFutures Program.* Project Team Member. This project is a multi-year national, cross-site evaluation of OJJDP's SafeFutures partnerships to reduce youth crime and victimization. 1995 to 2005.

*Understanding Community Justice Partnerships.* Principal Investigator. This study developed and validated a conceptual framework for measuring and assessing community-based crime prevention partnerships. The final report developed performance measures, identified useful data sets and tools for monitoring and evaluating partnership development, implementation and outcomes. Oct. 2002 to August 2005.

*Housing, Homelessness and Reentry: A National Focus.* Principal Investigator. This Fannie Mae Foundation-sponsored project was conducted to bring research and practice to bear on the priority issues for promoting a sensible agenda for communities, states and the nation with regard to overcoming the barriers to safe and affordable housing that individuals face upon release from prison or jail. Roundtable held October, 2003. January 2003 to June 2004.

*The Role of Community Institutional Capacity in Social Capital.* Principal Investigator. The study developed and validated a strategy for measuring community institutional capacity and its role as a key component of social capital. Sponsored by the Aspen Roundtable on Comprehensive Community Initiatives, January 2002 to July 2003.

*Community Assessment of the Neighborhood Transformation Initiative.* Principal Investigator. This study involved the conduct of a community assessment in the 72-block neighborhood of Sandtown-Winchester in Baltimore. The intent of the assessment was to gauge changes in the well being of the community in relation to a number of more recent revitalization efforts funded by the Kellogg Foundation. June 2002 to November 2002.

*Victimization In and Around Schools.* Principal Investigator. This project examined the relationship among indicators of social disorganization, community institutions and levels of violent crime. Office of Juvenile Justice and Delinquency Prevention. 1999 to 2002.

*Evaluation of the Prince George's County Curfew Law.* Principal Investigator. An interrupted time series analysis design was used to determine the impact of the county's law on victimization, arrests and calls for service. Sponsored by NIJ. 1999 to 2000.

*Violence in the District of Columbia.* Co-Principal Investigator. This project included an analysis of patterns of violent crime and the development of a series of presentations to inform efforts to reduce violence in DC. Sponsored by the Criminal Justice Coordinating Council, 2000 to 2001.

*Evaluation of Opportunity to Succeed Program.* Project Manager. Opportunity to Succeed (OPTS) offered a program of community-based aftercare services (including drug treatment, counseling, skills building in family relationships, employability, and other pro-social domains; health and mental health) for substance-abusing ex-offenders. The research study encompassed process, impact, and cost-benefit analyses of demonstrations in three sites. Sponsored by the National Institute of Justice and the Robert Wood Johnson Foundation, 1994 to 1999.

*Anticipating and Combating Community Decay and Crime.* Project Manager. The project identified and described indicators of early stages of neighborhood deterioration and identified strategies for combating community decay. Sponsored by NIJ, 1991 to 1994.

### **Other Professional Experience**

January 1990 - October 1990	Research Coordinator, Koba Associates, Washington, DC
September 1989 - January 1990	Researcher/Writer, National Criminal Justice Association, Washington, DC
February 1989 - December 1989	Research Assistant, Office of Research and Evaluation, Federal Bureau of Prisons (FBOP)
August 1988 - August 1990	Research/Teaching Assistant, Social Science Research Lab, The American University

### **Books, Articles and Book Chapters**

Roman, Caterina Gouvis, Ashley Wolff, Vanessa Correa and Janeen Buck. Forthcoming, March 2007. "Assessing Intermediate Outcomes of a Faith-based Residential Prisoner Reentry Program." *Research on Social Work Practice* (Special Volume on Faith-based Programs).

Roman, Caterina Gouvis and Jeremy Travis. 2006. "Where Will I Sleep Tomorrow: Housing, Homelessness and the Returning Prisoner." *Housing Policy Debate*, 17(2): 389-418.

Mears, Dan, Caterina Gouvis Roman, Janeen Buck and Ashley Wolff. 2006. "Faith-Based Efforts To Improve Prisoner Reentry: Assessing The Logic And Evidence." *Journal of Criminal Justice*, 34(4).

Roman, Caterina Gouvis, Heather Ahn-Redding, and Rita J. Simon. 2005. *Global Perspectives on Social Issues: Illicit Drug Policies, Trafficking, and Use the World Over*. Lanham, MD: Lexington Books.

Roman, Caterina Gouvis. 2005. "The Routine Activities of Youth and Neighborhood Violence: Spatial Modeling of Place, Time and Crime." In Fahui Wang (Ed.), *Geographic Information Systems and Crime Analysis*. Hershey, PA: Idea Group Publishing.

Roman, Caterina Gouvis. 2004. *Schools, Neighborhoods and Violence: Crime within the Daily Routines of Youth*. Lanham, MD: Lexington Books.

Roman, Caterina Gouvis. 2004. "A Roof is Not Enough: Successful Prisoner Reintegration Requires Experimentation and Collaboration." *Criminology and Public Policy*, 3(2).

Rossman, Shelli and Caterina Gouvis Roman. 2003. "Case-Managed Reentry and Employment: Lessons from the Opportunity to Succeed Program." *Justice Research and Policy*, 5(2).

### **Manuscripts in Preparation**

Roman, Caterina Gouvis. Invited Paper. *Journal of Preventive Medicine*. "The Impact of Fear of Crime on Walking Outdoors: How Gang Territories, Drugs, Violence, and Disorder Discourage Active Living."

Roman, Caterina Gouvis and Erica Lagerson. "Measuring Spatial Displacement Within Crime Control Initiatives: An Evaluation of a Targeted Gang Crackdown."

### **Published Briefs, Presentations and Technical Reports**

Roman, Caterina Gouvis. 2006. "Is There a New Youth Crime Wave?" Panel member for Urban Institute's Thursday's Child series. November, 16, 2006.

Roman, Caterina Gouvis, Rebecca Naser, Shelli B. Rossman, Jennifer Castro, Jennifer Lynn-Whaley. 2006. "At-Risk and Delinquent Girls Programs in the SafeFutures Demonstration: Program Models, Implementation Challenges, and Recommendations for Research, Policy, and Practice." Final Report to the Office of Juvenile Justice and Delinquency Prevention. Washington, DC: The Urban Institute.

Roman, Caterina Gouvis. 2006. "Best Practices for Developing Anti-Gang Strategies: The United States Experience." Foro Internacional: La Violencia Juvenil en la Región: Un Diálogo Pendiente, San Salvador, El Salvador, October 2006.

Roman, Caterina Gouvis. 2006. *Moving Toward Evidence-based Housing Programs for Persons with Mental Illness in Contact with the Justice System*. Delmar, NY: National GAINS Center.

Roman, Caterina Gouvis. 2006. "What Works? An Evaluation of a Faith-based Prisoner Reentry Program." Presentation at the Annual Research Conference of the International Community Corrections Association. Norfolk, VA, October, 10.



Roman, Caterina, Susan Jenkins and Ashley Wolff. 2006. "Understanding Community Justice Partnerships: Testing a Conceptual Framework and Foundations for Measurement." Washington, DC: The Urban Institute.

Roman, Caterina Gouvis, Meagan Cahill, Mark Coggeshall, Erica Lagerson and Shannon Courtney. 2005. "An Examination of Spatial Displacement Associated with Crime Control Initiatives and the Redevelopment of Public Housing." Final Report to the Justice Research Statistics Association. Washington, DC: The Urban Institute.

Roman, Caterina Gouvis, A. Whitby, J. Zweig, and G. Rico. 2004. "Religion, Crime, and Delinquent Behavior: A Synthesis of the Empirical Research on Theory and Practice." Washington, D.C.: Urban Institute Report to the National Institute of Justice.

Roman, Caterina Gouvis. 2004. "The Role of Community Organizations in the Well-Being of Washington, DC Neighborhoods. Washington Area Policy Series, The Urban Institute.

Roman, Caterina Gouvis and Gretchen Moore. 2003. "Measuring Local Institutions and Organizations: The Role of Community Institutional Capacity in Social Capital." Report to the Aspen Institute Roundtable on Comprehensive Community Initiatives. The Urban Institute.

Roman, Caterina Gouvis and Gretchen Moore, "Theory and Practice: Assessing the Capacity of Community Organizations and Institutions." Presented at the Sixth Annual International Crime Mapping Conference, Denver, Colorado, December 2002.

Roman, Caterina Gouvis, Sinead Keegan, Gretchen Moore, and Jessica Cigna. "Sandtown-Winchester and The Neighborhood Transformation Initiative, A Community Assessment, 1996-2002." Report submitted to the Enterprise Foundation, October 2002.

Roman, Caterina Gouvis. "A Conceptual Framework for Understanding and Assessing Community Partnerships." Presented at the National GAINS Center 2002 Conference, San Francisco, CA, October 2002.

Dunworth, Terry, Steve Edwards and Caterina Gouvis Roman. "What! Me? Evaluate? Successful Local Weed and Seed Program Evaluation." Presented at the Eastern Regional Crime Prevention Training Summit. Daytona, Florida, October 2002.

Gouvis Roman, Caterina. "Developing a Research-Based Strategy for Returning Offenders: The Use of Drug Treatment Services by Returning Offenders." Presentation to the American Probation and Parole Association's Annual Training Institute, August 2002.

Gouvis Roman, Caterina, and Gretchen Moore, with Susan Jenkins and Kevonne Small. "Understanding Community Justice Partnerships: Assessing the Capacity to Partner." Final Report to the National Institute of Justice. May, 2002.

Butts, Jeffrey, Mark Coggeshall, Caterina Gouvis, Daniel Mears, Jeremy Travis, Michelle Waul and Ruth White. "Youth, Guns, and the Juvenile Justice System." Urban Institute Report submitted to the Joyce Foundation, January 2002.

Solomon, Amy, Caterina Gouvis and Michelle Waul. "Ex-Prisoners in the District: Ingredients for Successful Reintegration." Summary Report to the Neighborhood Re-Investment Corporation, December, 2001.

Gouvis, Caterina. "Schools as Attractors and Generators of Crime," Paper Presented at Annual Meetings of the American Society of Criminology, Atlanta, GA, November, 2001 and at the Fifth Annual International Crime Mapping Research Conference, December, 2001.

Gouvis, Caterina. "The Impact of a Youth Curfew on Arrests, Victimitizations and Calls for Service" Paper presented at the Annual Conference on Criminal Justice Research and Evaluation, July, 2001, Washington, D.C.

Gouvis, Caterina and Calvin Johnson. "Violence in the District of Columbia." Presentation for The Urban Institute's Policy Forum on Local Research. March 8th, 2001. Washington, D.C.

Gouvis, Caterina, Calvin Johnson, Christine DeStefano, Amy Solomon and Michele Waul. Violence in the District of Columbia: Patterns from 1999. Final report submitted to the Criminal Justice Coordinating Council of the District of Colombia, Washington, D.C., March 2001.

Invited Speaker: Gouvis, Caterina. "Using GIS to Analyze the Association Between Violent Crime and the Routine Activities of Youth." Paper presented at the Fourth Annual International Crime Mapping Research Conference, San Diego, Florida, December, 2000.

Gouvis, Caterina. "Incorporating a Spatial Analytical Component into an Evaluation of a County Curfew Law." Paper presented at the American Evaluation Association Annual Meeting, Waikiki, Hawaii, November, 2000.

Gouvis, Caterina and Jennifer Lynn-Whaley. "SafeFutures Programming for At-Risk Girls: Characteristics of Program Components and Selected Outcomes for Targeted Youth." Paper presented at the annual meetings of the American Society of Criminology, November, 2000.

Morley, Elaine, Shelli Rossman, Mary Kopczynski, Janeen Buck and Caterina Gouvis. OJJDP Summary Report: Comprehensive Responses to Youth at Risk: Interim Findings From the SafeFutures Initiative. Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, 2000.

Invited Speaker: Gouvis, Caterina. Conceptualizing A Model for Understanding Victimization In and Around Schools. Paper Presented at the Annual Conference on Criminal Justice Research and Evaluation, Washington, D.C., July 2000.

Gouvis, Caterina. Evaluation of the Youth Curfew in Prince George's County, Maryland: Final Report, Washington, D.C.: The Urban Institute, July 2000.

Invited Speaker: Gouvis, Caterina. The Spatial and Temporal Dynamics of Victimization Before and After Implementation of A Youth Curfew. Third Annual International Crime Mapping Research Conference, Orlando, Florida, December, 1999.

Chair/Presenter: Gouvis, Caterina. The Impact of Prince George's County, Maryland's Curfew on Violent Victimization. 1999 American Society of Criminology Conference, Toronto, Ontario.

Rossman, Shelli, Sanjeev Sridharan, Caterina Gouvis, Janeen Buck and Elaine Morley. The Impact of the Opportunity to Succeed for Substance-Abusing Felons: Comprehensive Final Report, Washington, D.C.: The Urban Institute, June 1999.

Rossman, Shelli B., Caterina Gouvis, Janeen Buck, and Elaine Morley. Confronting Relapse and Recidivism: Case Management and Aftercare Services in the OPTS Programs. The Urban Institute Report, Washington, DC, May 1999.

Gouvis, Caterina and Shelli Rossman. The Relationship of Treatment Patterns to Reductions in Drug Use in a One Year Follow-up Study of Drug-Abusing Ex-Offenders. Working Paper. Washington, D.C.: The Urban Institute, December, 1998.

Morley, Elaine, Shelli Rossman, Janeen Buck, and Caterina Gouvis. Linking Supervision and Services: The Role of Collaboration in the Opportunity to Succeed Program. Washington, D.C.: The Urban Institute. September, 1998.

Gouvis, Caterina, Calvin C. Johnson, and Jeffrey A. Roth. Patterns of Violent Crime Committed Against Juveniles in the District of Columbia. Final Report to the Institute of Law and Justice. Washington, D.C.: The Urban Institute, June, 1997.

Gouvis, Caterina. Using Case Management as a Tool To Re-Integrate Offenders into the Community. Paper Presented at the 48th Annual Meeting of the American Society of Criminology, Chicago, Illinois, November, 1996.

Gouvis, Caterina. "Maryland KIDS Count Special Report on Children and Violence," published by the Maryland KIDS Count Partnership, Baltimore, MD, 1995.

Harrell, Adele and Caterina Gouvis. Predicting Neighborhood Crime. Final Report Prepared for the National Institute of Justice. Washington, D.C.: The Urban Institute, 1994.

Harrell, Adele and Caterina Gouvis. Community Decay and Crime: Issues for Policy Research. Final Report to the National Institute of Justice. Washington, D.C.: The Urban Institute, 1994.

Weisel, Deborah, Gouvis, Caterina and Adele Harrell. Addressing Community Decay and Crime: Alternative Approaches and Explanation. Report Prepared for the National Institute of Justice, Washington, D.C.: The Police Executive Research Forum, 1994.

Harrell, Adele; Rossman, Shelli; Newmark, Lisa; Adams, William; Gouvis, Caterina and Herrshaft, Darryl. Report on the First Two Years of the Longitudinal Evaluation of the Children at Risk Program. Washington, D.C.: The Urban Institute, 1994.

Nightingale, Demetra Smith and Caterina Gouvis. Community-Based Employment and Service Integration Model Demonstration Projects for Criminally At-Risk Youth: First Year Process Analysis. Report Prepared for the U.S. Department of Health and Human Services, Assistant Secretary for Policy and Evaluation, Washington, D.C., 1993.

**Service/Other Professional Activities**

Reviewer: *Criminology, Crime and Justice Research, Youth Violence and Juvenile Justice, Police Practice and Research*

Executive Committee, Urban Institute Committee on DC Area Research

Co-Director, Urban Institute Mapping Users Group

Housing and Prisoner Reentry Advisory Group, Council of State Governments

AIDS Housing of Washington Ex-Prisoner Advisory Panel

**Honors and Awards**

Law Enforcement Award for Excellence in Service (Civilian), 2005

National Institute of Justice Dissertation Grant, 2000

National Science Foundation Dissertation Grant, 2000

Rotary Club of Pennsylvania Academic Scholarship, 1989

American University Academic Fellowship, 1988, 1989

**Honors and Awards (continued)**

Hellenic University Club Academic Scholarship, 1988

Alpha Kappa Delta Honor Society (Sociology)

Pi Alpha Alpha (Public Affairs and Administration)

**Professional Organizations**

American Society of Criminology

Homicide Research Working Group

**Shital Shah, M.S.**

Project Manager

### Key Strengths

- International experience in teacher training in area of youth development
- International and domestic experience in curriculum development for youth development programs
- Knowledge of youth development principles and policies
- Strong experience in working with high risk youth populations in urban settings
- Proficiency in a variety of research and analytical skills
- Excellent presentation and training skills
- Written and oral proficiency in Spanish

### Relevant Professional Experience

2005-2006

**Program Director**

**Running Partners Enrichment Program**

**New York Road Runners Foundation (New York, NY)**

*Key contributions: Successful program launch with a 35 student average daily attendance and active parent and community participation. Key contract renewal.*

Developed and implemented the Foundation's first **after-school youth development OST program** that combines running and academic enrichment for 40 East Harlem elementary-school students.

- Created relationships with the local community in East Harlem, including the Fire and Police Departments.
- Collected donations of over 1000 children's books and other items for the after school program.
- Manage the \$280,000 Department of Youth and Community Development Out of School Time contract.
- Maintain program's compliance to Department of Health and School Age Child Care licensing.
- Direct and coordinate a staff of nine, including paid and volunteer staff.
- Create and present workshops on School Aged Child Care regulations, Child Development, Health and Safety for staff.
- As Field Manager and Contract Manager (2005) worked with **middle and elementary school aged youth**. Managed contracts that funded over 100 after-school running programs.



- Successfully fostered and strengthened relationships between the Foundation and after-school coaches.
- Worked closely with the Foundation's Fiscal Department to ensure on-time payments to outside vendors.

**2004-Present (summers)    Group Leader, Seminar Development, and Parent Liaison  
International Youth Leadership Institute (IYLI) (New York, NY)**

**IYLI is a youth development and leadership grassroots organization, working with African-American and Latino youth.** During the summer trips and school year program topics are presented to the youth in order to increase their analytical and critical thinking skills. Traveled with 17 adolescents to South Africa ('04) and eleven to Morocco ('05) with three other group leaders while facilitating the study of Race and Identity ('04) and Gentrification ('05).

- Collaborated with group leaders to develop curricula on Race and Identity and Gentrification and Displacement.
- Help prepare and lead four-day orientation for the youth.
- Facilitated seminars and group outings while in South Africa and Morocco.
- Ensure quality presentations for bi-monthly seminars.
- Increase collaborations with professionals working on social international and domestic issues.
- Facilitate seminar discussions, creating an environment of critical thinking.
- Strengthen Parents Council commitment and contribution to IYLI.
- Work with Parents Council to design a fundraising goal and action plan.
- Initiated fundraising projects and helped raise close to \$5000.
- Maintain a strong link between the Parents Council, the students and the IYLI staff.

**2002-2003                            Community Relations Coordinator (2002-2003)  
Women's Health Promotion Coordinator (2002)  
W.F. Ryan Community Health Center (New York, NY)**

Represented the Center at community meetings and special events; planned, organized, and arranged Center and community events, including health fairs, blood drives, and the Revlon Run/Walk. Disseminated information of services throughout the community. Assisted in writing and distributing press releases and journal ads.

*Key contribution: First-time referrals from other organizations resulted in 3-4 previously untreated women weekly receiving pre-natal care*

- Developed and conducted workshops about Ryan services at small organizations throughout the community.
- Helped the Center begin and maintain HIPPA compliance.

- Functioned as community contact for Ryan's Speakers Bureau, and scheduled Ryan practitioners and other staff on requested health topics.
- Assisted the Planning Department in proposal writing and successful grant application \$45,000.
- Performed a needs assessment in the Northern Manhattan community and found areas in which to conduct outreach for high-risk pregnant women. Supervised Perinatal Outreach worker. Helped high-risk pregnant women receive prenatal care. Assisted in the preparations for Joint Commission on Accreditation of Health Care Organizations audit and was compliant.
- Developed and expanded the network of communication and collaboration with other provider agencies to reduce the transmission of Perinatal HIV.
- Developed curriculum and training packet for Peer Educators.
- Developed and conducted bi-lingual workshops on various women's health issues for over 200 women.
- Collaborated with organization to create outreach for the Sisterlink Coalition, which navigates high-risk pregnant women into pre-natal care.

1999-2001

**Public Health Extensionist, Honduras  
Peace Corps International**

Performed fieldwork in women's health education. Worked **actively with community leaders in youth development**. Conducted workshops for women in 12 rural villages, with the collaboration of local health care workers, in the areas of: nutrition, breastfeeding, safe sex and common tropical diseases. Acquired \$500 grant and created budgets for Youth Camp and for Peace Corps Volunteer training activities.

- Organized and facilitated HIV/AIDS educational and training workshops for youth.
- Worked directly with youth for two years and established four active youth groups.
- Conducted one-on-one women's health education workshops for local sex workers.

**Papers and Publications**

- **"Youth Retention at the International Youth Leadership Institute: An Organizational Diagnostic"**
- "How Can Safe Horizon's three Child Advocacy Centers improve their service delivery to ensure that victim trauma is minimized?"
- "United States Immigrants' Lack of Access to Healthcare: The Barriers"
- "The Impact of the Welfare Reform Act of 1996 on Legal Non-Citizen Immigrants and Their Children"

- “Saving our Social Contract: Ensuring Solvency and Sustainability to Social Security”
- “Social Capital and Exclusion”
- “Rocky Mountain Planned Parenthood and the ‘Dollar-a-Day’ Program” Policy Memo

### **Computer Skills**

SPSS, Microsoft Word, Microsoft Excel, Microsoft Power Point

### **Education**

**M.S. in Nonprofit Management** at Milano The New School for Management and Urban Policy, focused on social policy; May 2006

*Selected coursework:*

Policy Analysis	Economic Analysis	<b>Children, Youth &amp; Family Policy</b>
Policy Laboratory & Issue Analysis	Financial Management	<b>International Education Policy</b>
Quantitative Methods	International Health & Welfare Policy	Fundraising & Development

**School Aged Child Care Credential** from Cornell University, completed 120 hours of coursework as of January 2006

**B.S. Environmental Studies** 1999

**B.A. Religion** 1999

George Washington University

Washington, DC



**Janine M. Zweig**  
**Senior Research Associate**  
**Justice Policy Center**  
**The Urban Institute**

### **Education**

1997 Ph.D. Human Development and Family Studies, The Pennsylvania State University

1995 M.S. Human Development and Family Studies, The Pennsylvania State University

1993 B.S. Child Development and Family Studies, Purdue University

1992 B.A. Psychology, Purdue University

### **Career Brief**

Dr. Zweig has research and evaluation experience addressing issues relating to vulnerable populations, intimate partner violence, sexual victimization, adolescent health risk behaviors, substance use, sexuality development, and adolescent and young adult development. Her work includes quantitative and qualitative methodologies, longitudinal studies, and multi-site evaluations. Projects have examined the risk factors for and consequences of sexual victimization during adolescence and young adulthood, a typology of coerced and forced sexual victimization experiences, sexual violence in prison systems in the U.S., the effectiveness of victim service, criminal justice, and welfare agency responses to victims of sexual assault and domestic violence, the service system response to needs of victims of human trafficking, the co-occurrence of health risk behaviors during adolescence (including substance use, sexual activity, suicide, and violence), the effectiveness of programs for individuals leaving prison and returning to communities, and the effectiveness of out-of-school programs for low-income teens using positive youth development principles. A current project, for the Departments of Health and Human Services and Labor, involves designing and implementing an experimental evaluation of an employment program addressing the needs of recently released parolees. She also is part of a Joyce Foundation-funded demonstration to examine transitional jobs for former prisoners using an experimental design. A third project, for the National Institute of Justice, involves examining state Departments of Corrections approach to preventing and responding to prison sexual violence.

Before joining the Urban Institute, Dr. Zweig conducted reviews of programs targeting high-risk youth and pregnant/postpartum women funded by the Center for Substance Abuse Prevention and assisted in identifying model programs and providing policy guidance to states. Finally, Dr. Zweig has served as a volunteer/intern for a Women-In-Crisis program. This shelter for battered women serves five rural communities and Dr. Zweig participated in legal and child advocacy, case management, and hotline operation.

## Professional Background

- 2003-present Senior Research Associate, The Urban Institute
- 1999-2002 Research Associate I, The Urban Institute
- 1997-1999 Project Manager, The CDM Group, Inc.
- 1997 Project Coordinator, The Pennsylvania State University
- 1993-1997 Research Assistant, The Pennsylvania State University

## Awards and Honors

- The Hugo G. Beigel Award for outstanding research reports on sexuality published in the Journal of Sex Research in 1999
- Research findings included in the Council on Accreditation's 8<sup>th</sup> Edition Standards for the national standards of professional practice for "Domestic Violence Services" and "Social Development and Enrichment Services for Children and Youth"

## Publications and Reports

Zweig, J. M. Responding to Sexual Violence in Prisons: Services for Victims. (*Under review: Corrections Compendium*).

Zweig, J.M. & Blackmore, J. Strategies to Prevent Sexual Violence in Prisons by Changing Correctional Culture. (*Under review: National Institute of Justice Journal*).

Blackmore, J. & Zweig, J. M. Developing State Prison Policies to Respond to Sexual Violence. (*Under review: Corrections Today*).

Bennett Cattaneo, L., DeLoveh, H., and Zweig, J. Sexual Assault within Intimate Partner Violence: Impact on Helpseeking in a National Sample. (*In press: Journal of Prevention and Intervention in the Community*)

Zweig, J.M. & Burt, M. R. Predicting Women's Perceptions of Domestic Violence and Sexual Assault Agency Helpfulness: What Matters to Program Clients? (*In press: Violence Against Women*.)

Zweig, J.M., Naser, R. L., Blackmore, J., & Schaffer, M. (2006). *Addressing Sexual Violence in Prisons: A National Snapshot of Approaches and Highlights of Innovative Strategies*. Washington, DC: The Urban Institute. Prepared for the National Institute of Justice.

Aron, L. Y., Zweig, J. M., & Newmark, L. C. (2006). *Comprehensive Services for Survivors of Human Trafficking: Findings from Clients in Three Communities*. Washington, DC: The Urban Institute.

Zweig, J.M. & Burt, M.R. (2006). Predicting Case Outcomes and Women's Perceptions of the Legal System's Response to Domestic Violence and Sexual Assault: Does Interaction Between Community Agencies Matter? *Criminal Justice Policy Review*, 17(2), 202-233.

Zweig, J.M. & Burt, M.R. (2004). Impacts of Agency Coordination on Nonprofit Domestic Violence and Sexual Assault Programs in Communities with STOP Formula Grant Funding. *Violence & Victims*, 19(5), 93-105.

Butts, J.A., Zweig, J.M., and Mamalian C. (2004). Defining the mission of juvenile drug courts. In Butts, J. A. & Roman (Eds.) *Juvenile Drug Courts and Teen Substance Abuse*. Washington, DC: Urban Institute Press.

Lattimore, P.K., Brumbaugh, S., Visher, C., Lindquist, C., Winterfield, L., Salas, M. & Zweig, J. (2004). *National Portrait of SVORI: Serious and Violent Offender Reentry Initiative*. Research Triangle Park, NC: RTI International.

Zweig, J. M. & Burt, M. R. (2004). Victim Service Program Linkages with Other Community Agencies. In Fisher, B. (Ed.). *Violence Against Women and Family Violence: Developments in Research, Practice, and Policy C Conference Proceedings October 1-3, 2000*. Washington, DC: National Institute of Justice, NCJ 199725.

Burt, M. R., Hedderson, J., Zweig, J. M., Ortiz, M. J., Aron-Turnham, L. Y., & Johnson, S., M. (2004). *Strategies for Reducing Chronic Street Homelessness*. Washington, DC: US Department of Housing and Urban Development.

Aron, L. Y. & Zweig, J. M. (2003). *Educational Alternatives for Vulnerable Youth: Student Needs, Program Types, and Research Directions*. Washington, DC: The Urban Institute. Prepared for the Charles Stewart Mott Foundation.

Zweig, J. M. (2003). *Vulnerable Youth: Identifying Their Needs for Alternative Educational Settings*. Washington, DC: The Urban Institute. Prepared for the Charles Stewart Mott Foundation.

Zweig, J. M. & Burt, M. R. (2003). Effects of Interactions among Community Agencies on Legal System Responses to Domestic Violence and Sexual Assault in STOP-funded Communities. *Criminal Justice Policy Review*, 14 (2), 249-272.

Butts, J. A., Zweig, J. M., & Mamalian, C. (2003). *Adolescent Development and Substance Abuse: What Every Juvenile Drug Court Professional Should Know*. Washington, DC: The Urban Institute. Prepared for the Office of Juvenile Justice and Delinquency Prevention.

Zweig, J.M. & Burt, M. R. (2003). *The Effects on Victims of Victim Service Programs Funded by the STOP Formula Grants Program*. Washington, DC: The Urban Institute. Prepared for the National Institute of Justice.

Capizzano, J., Zweig, J. M. & Stagner, M. (2002). *The National Youth Summit: Summit Themes and a Strategy for Action*. Washington, DC: The Urban Institute. Prepared for Department of Health and Human Services, Administration for Children and Families, Families and Youth Services Bureau (unpublished agency document).

Zweig, J. M., Phillips, S., & Lindberg, L. D. (2002). Predicting Adolescent Profiles of Risk: Looking Beyond Demographics. *Journal of Adolescent Health, 31(4)*, 343-353.

Zweig, J. M., Sayer, A., Crockett, L. J., & Vicary, J. R. (2002). Adolescent risk factors for sexual victimization: A longitudinal analysis of rural women. *Journal of Adolescent Research, 17(6)*, 586-603.

Zweig, J.M. & Burt, M. R. (2002). *The Complexities of Victim Research: Implementation Lessons from the Victim Impact Evaluation of Nonprofit Victim Services in the STOP Program*. Washington, DC: The Urban Institute. Prepared for the National Institute of Justice.

Zweig, J. M., Schlichter, K.A., & Burt, M. R. (2002). Assisting Women Victims of Violence Who Experience Multiple Barriers to Services. *Violence Against Women, 8 (2)*, 162-179.

Zweig, J. M. & Van Ness A. (2001). *The National Study of Girl Neighborhood Power: An Out-of-School Program for Girls Ages 9 to 14*. Washington, DC: The Urban Institute. Prepared for the National Healthy Mothers, Healthy Babies Coalition and the Maternal and Child Health Bureau.

Burt, M. R., Zweig, J. M., Andrews, C., VanNess, A., Parikh, N., Uekert, B. K., & Harrell, A. V. (2001). *2001 Report: Evaluation of the STOP Block Grants to Combat Violence Against Women Under The Violence Against Women Act of 1994*. Washington, DC: The Urban Institute. Prepared for the National Institute of Justice, forwarded to Congress.

Burt, M.R., Zweig, J.M., and Roman, J. (2001). Modeling the payoffs of interventions to reduce adolescent vulnerability. In B. Fischhoff, E. Nightingale, and J.G. Iannotta (Eds.) *Adolescent Risk and Vulnerability: Concepts and Measurement*. Washington, DC: Board on Children, Youth, and Families, Division of Behavioral and Social Sciences and Education, National Academy Press.

Lindberg, L. D., Alexander, K. L., & Zweig, J. M. (2001). *Physical Fighting Among Adolescents and its Association with other Health Risk Behaviors*. Washington, DC: The Urban Institute. Prepared for the Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation (unpublished agency document).

Zweig, J. M., Lindberg, L. D., & McGinley, K. L. (2001). Adolescent Health Risk Profiles: The Co-Occurrence of Health Risks Among Females and Males. *Journal of Youth and Adolescence*, 30 (6), 707-728.

Zweig, J. M. & Vicary, J. R. (2000). Sexual Victimization During Adolescence and Young Adulthood. Reprinted in *School Nurse News*, 17 (4), 26-27.

Meschke, L. M., Zweig, J. M., Barber, B. L., & Eccles, J. S. (2000). Demographic, Biological, Psychological, and Social Correlates of the Timing of First Intercourse. *Journal of Research on Adolescence*, 10 (3), 317-341.

Burt, M. R., Zweig, J. M., Schlichter, K. & Andrews, C. (2000). *Victim Service Programs in the STOP Formula Grants Program: Services Offered and Interactions with Other Community Agencies*. Washington, DC: The Urban Institute. Prepared for the National Institute of Justice.

Burt, M. R., Zweig, J. M., & Schlichter, K. (2000). *Strategies for Addressing the Needs of Domestic Violence Victims within the TANF Program: Experiences of Seven Counties*. Washington, DC: The Urban Institute. Prepared for the Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation.

Zweig, J. M. (2000). *Girl Neighborhood Power Study Evaluation Design and Procedures C Final Report and Girl Neighborhood Power Study Data Collection Manual*. Washington, DC: The Urban Institute. Prepared for the National Healthy Mothers, Healthy Babies Coalition.

Burt, M. R., Zweig, J. M., Schlichter, K., Kamyra, S., Katz, B., Miller, N., Keilitz, S., and Harrell, A. V. (2000). *2000 Report: Evaluation of the STOP Block Grants to Combat Violence Against Women Under The Violence Against Women Act of 1994*. Washington, DC: The Urban Institute. Prepared for the National Institute of Justice, forwarded to Congress.

Zweig, J. M. and Vicary, J. R. (2000). Sexual Victimization During Adolescence and Young Adulthood. *The Prevention Researcher*, 7 (1): 11-12.

Zweig, J. M., Crockett, L. J., Sayer, A., & Vicary, J. R. (1999). A Longitudinal Examination of the Consequences of Sexual Victimization for Rural Young Adult Women. *Journal of Sex Research*, 36 (4): 396-409.

Brounstein, P. J., & Zweig, J. M. (1999). *Understanding Substance Abuse Prevention — Toward the 21<sup>st</sup> Century: A Primer on Effective Programs*. Rockville, MD: Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention.

Brounstein, P. J., Zweig, J. M., & Gardner, S. (1998). *Science-based Practices in Substance Abuse Prevention: A Guide*. Rockville, MD: Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention (unpublished agency document).

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Zweig, J. M., McClanahan, W. S., Higginson, L. C., & Zarit, S. H. (1994). *The helping relationship: Trainer packet. Second edition*. Pennsylvania State University, PA: College of Health and Human Development.

McClanahan, W. S., Zweig, J. M., Higginson, L. C., & Zarit, S. H. (1994). *The helping relationship: Student packet. Second edition*. Pennsylvania State University, PA: College of Health and Human Development.

### **Presentations and Consultancies**

Solomon, A. L. & Zweig, J. M. (2006). *Overview of the Issue: Parents in the Criminal Justice System and its Impact on Children and Families*. Paper presented at the National Institute on Drug Abuse program Children of Parents in the Criminal Justice System: Children at Risk; November, 6, Bethesda, MD.

Zweig, J.M. (2006). *Addressing Sexual Violence in Prisons: A National Snapshot of Approaches and Highlights of Innovative Strategies*. Paper presented at the Association of State Correctional Administrators Research Subcommittee Meeting; July 17, Washington, DC.

Burt, M. R., Capizzano, J., Fiorillo, A., Herwantoro, S., & Zweig, J. M. (2005). *Youth Development Approaches in Adolescent Family Life Demonstration Projects*. Washington, DC: The Urban Institute. Prepared for the Office of Adolescent Pregnancy Programs, Department of Health and Human Services.

Zweig, J.M. & Schaffer, M. (2005). *Addressing Sexual Violence in Prisons: A National Snapshot of Policies and Programs*. Paper presented at the American Correctional Association 135<sup>th</sup> Congress of Correction; August 6-11, Baltimore, MD.

Zweig, J.M. & Schaffer, M. (2005). *Addressing Sexual Violence in Prisons: A National Snapshot of Policies and Programs*. Paper presented at the National Institute of Justice Annual Conference on Criminal Justice Research and Evaluation; July 18-20; Washington, DC.

Zweig, J.M., with Rossman, S.B., & Roman, J. (2005). *A National Portrait of Adult Drug Courts*. Paper presented at the National Institute of Justice Annual Conference on Criminal Justice Research and Evaluation; July 18-20; Washington, DC.

Zweig, J.M. & Burt, M. R. (2005). *Predicting Women's Perceptions of Victim Service Agency Helpfulness*. Paper presented at the University of New Hampshire Family Research Laboratory, 9<sup>th</sup> International Family Violence Research Conference; July 10-13; Portsmouth, NH.

Zweig, J. M. (2005). Panel member for *Measuring Impacts and Outcomes of Female Juvenile Justice Programs*. Girl Scouts of USA Symposia; April 21-22; New York, NY.

Zweig, J.M., Schaffer, M., & Moore, G. (2004). *Addressing Co-occurring Mental Health and Substance Abuse Disorders in the Criminal Justice System: Guiding Principles and District of Columbia Practices*. Washington, DC: The Urban Institute. Prepared for the District of Columbia's Criminal Justice Coordinating Council Substance Abuse and Mental Health Workgroup.

Zweig, J. M. & Burt, M. R. (2004). *Attention to Sexual Violence for Women Seeking Help from Victim Service Programs: The Situation in Programs with Both Sexual Assault and Domestic Violence Components*. Poster presented at the Centers for Disease Control and Prevention's Third National Sexual Violence Prevention Conference; May 26-28; Los Angeles, CA.

Zweig, J. M. (2004). *Justice System Responses to Helping Domestic Violence and Sexual Assault Victims: Does Interaction Between Community Agencies Matter?* Paper presented at: 2004 International Research and Action Conference, Innovations in Understanding Violence Against Women; April 25-28; Wellesley Centers for Women, Wellesley, MA.

Zweig, J. M. (2004). *Applying Existing Research to Policy and Program Gaps: The Case of Dating and Sexual Violence During Adolescence*. Paper presented at: Society for Research on Adolescence biennial meeting; March 11-14; Baltimore, MD.

Newmark, L., Schaffer, M., Zweig, J., Cincotta, E. with Melton, A. P., & Lewis, H. (2004). *Tribal Victim Assistance Evaluability Assessment Site Visit Reports*. Washington, DC: The Urban Institute. Prepared for the National Institute of Justice.

Zweig, J. M. (2002). *An Evaluation of Victim Service Programs Assisting Domestic Violence and Sexual Assault Survivors: The Case of STOP-funded Communities*. Poster presented at: National Council on Family Relations, annual meeting; Nov. 21-24; Houston, TX.

Zweig, J. M. & Burt, M. R. (2002). *Show Me the Money: Funding for Sexual Assault under the STOP Violence Against Women Formula Grants Program*. Poster presented at the Centers for Disease Control and Prevention's Second National Sexual Violence Prevention Conference; May 28-31; Chicago, IL.

Zweig, J.M. (2002). *Girl Neighborhood Power: A Promising Approach in Youth Development*. Presented at: Girl Neighborhood Power!: Building Bright Futures for Success, Capitol Hill Briefing, April 24; Washington, DC

Zweig, J. M. (2002). *Out-of-School Programming for Healthy Girls: Findings from the National Study of Girl Neighborhood Power*. Presented at: Promoting Better Health for Young People Through After-School Programs, Centers for Disease Control and Prevention, April 3-4; Arlington, VA.

Burt, M. R., Koralek, R., Raphael, J. & Zweig, J.M. (2002). *Community Mapping of Children and Youth Programs in Three Cities*. Prepared for the Wallace Foundation.

Zweig, J. M. & Van Ness, A. (2001). *Out-of-School Programming for Healthy Girls: Findings from the National Study of Girl Neighborhood Power*. Presented at: National Girl Neighborhood Power Steering Committee, annual meeting; Dec. 4; Washington, DC.

Zweig, J.M. & Van Ness, A. (2001). *The National Evaluation of Girl Neighborhood Power: Building Bright Futures for Success*. Paper presented at: National Council on Family Relations, annual meeting; Nov. 8-11; Rochester, NY.

Zweig, J. M., Lindberg, L.D., & Phillips, S. (2001). *Predicting Adolescent Profiles of Health Risk Behaviors*. Poster presented at: American Public Health Association, annual meeting; Oct. 21-25; Atlanta, GA.

Stagner, M. W. & Zweig, J. M. (2001). *Indicators of Youth Well-Being: Taking the Long View*. Paper presented at: Key Indicators of Child and Youth Well-Being: Completing the Picture Conference; June 14-15; Bethesda, MD.

Zweig, J. M. & Burt, M. R. (2001). *Assessing the Impact of the STOP Grant Formula Grant Program*. Presentation at: Meeting the Challenge of Domestic Violence, The Institute on Criminal Justice, University of Minnesota Law School; May 20-22; Minneapolis, MN.

Zweig, J. M. (2001). *STOP-funded Efforts for Reaching and Serving Women Victims of Violence from Underserved Communities*. Presentation at: STOP Grants Technical Assistant Project Advisory Panel on Diverse Communities; Feb. 13-14; Washington, DC.



Burt, M. R., Zweig, J. M. & Roman, J. (2001). *Modeling the Payoffs of Interventions to Reduce Adolescent Vulnerability*. Paper presented at: Workshop on Adolescent Risk and Vulnerability: Setting Priorities, Given by the Board on Children, Youth, and Families, National Research Council/Institute of Medicine, National Academy of Sciences; March 13; Washington, DC.

Burt, M. R., Zweig, J. M., Uekert, B. K., Miller, N., DuPree, C. & Chaiken, M. (2000). *Varieties of Impact Promoted by the STOP Formula Grants Program and Other Funding Programs Under the Violence Against Women Act of 1994*. Prepared for the National Institute of Justice, forwarded to the Attorney General.

Burt, M. R. & Zweig, J. M. (2000). *STOP Project Reports of Improvements in Justice System Responsiveness to Violence Against Women*. Paper presented at: The American Society of Criminology, annual meeting; Nov 15-18; San Francisco, CA.

Zweig, J. M., Schlichter, K. A., & Burt, M. R. (2000). *Program Strategies for Assisting Women Victims of Violence Experiencing Multiple Barriers to Obtaining Services*. Paper presented at: American Public Health Association, annual meeting; Nov 12-16; Boston, MA.

Zweig, J. M., Kaye, L. K., Holcomb, P. & Burt, M. R. (2000). *Federal Welfare Reform, the Hard to Serve, and Multiple Barriers to Employment: How States are Assisting Clients Experiencing Domestic Violence*. Paper presented at: National Council on Family Relations, annual meeting; Nov 10-13; Minneapolis, MN.

Burt, M. R. & Zweig, J. M. (2000). *Victim Service Program Linkages with Other Community Agencies*. Paper presented at: Justice Research and Statistics Association, annual meeting; Nov 2-3; Minneapolis, MN.

Burt, M. R. & Zweig, J. M. (2000). *Victim Service Program Linkages with Other Community Agencies*. Paper presented at: National Institute of Justice's Research Conference on Violence Against Women and Family Violence; Oct 1-3; Washington, DC.

Gardner, S., Duncan, P., Griffin, T., Mulhall, P. & Zweig, J. M. (1998). *Understanding and Developing Science-based Prevention Practices*. Workshop conducted at: Building One Voice for Prevention: State Incentive Grant Program and Centers for the Application of Prevention Technologies; Dec 9-11; Arlington, VA.

Zweig, J. M. (1998). *Science-based Practices in Substance Abuse Prevention*. Workshop conducted at: Annual Conference on Services for Children & Adolescents with Emotional Disturbance and their Families; Sept 30-Oct 2; Helena, MT.

Brounstein, P. J., Zweig, J. M., & Gardner, S. (1998). *Science-based Practices in Substance Abuse Prevention: A Guide*. Paper presented at: CSAP State Incentive Grantee and Centers for the Application of Prevention Technologies Meeting; March 31-April 1; Bethesda, MD.

Zweig, J. M. (1998). *A Longitudinal Examination of the Consequences of Sexual Victimization for Rural Young Adult Women*. Poster presented at: Society for Research on Adolescence biennial meeting; Feb 26-Mar 1; San Diego, CA.

Zweig, J. M., Barber, B. L., & Eccles, J. S. (1996). *Women's Sexual Behavior, Satisfaction, and Partner Supportiveness in Married, Cohabiting, and Committed Relationships*. Paper presented at: National Council on Family Relations annual meeting; Nov 7-10; Kansas City, MO.

Barber, B. L., Meschke, L. L., & Zweig, J. M. (1996). "Are We Having Fun Yet?": *Challenges of Delivering and Evaluating a Theory-driven Program for Early Adolescents and Their Mothers*. Workshop presented at: National Council on Family Relations annual meeting; Nov 7-10; Kansas City, MO.

Barber, B. L., Eccles, J. S., & Zweig, J. M. (1996). *Women's Sexuality in Young Adulthood: Partnerships, Coercion, and Health*. Paper presented at: Sixth International Interdisciplinary Congress on Women; April; Adelaide, South Australia.

Zweig, J. M. (1996). *Sexual Coercion and Well-Being in Late Adolescence: Experiences Based on Gender and College Enrollment*. Poster presented at: Society for Research on Adolescence, biennial meeting; March 7-10; Boston, MA.

Meschke, L. L., Zweig, J. M., Barber, B. L., & Eccles, J. S. (1996). *Demographic, Biological, Social, and Psychological Correlates of the Timing of First Intercourse*. Poster presented at: Society for Research on Adolescence, biennial meeting; March 7-10; Boston MA.

Zweig, J. M. & Barber, B. L. (1995). *The Relationship Between Parental Marital Status and Sexual Behavior for Young Adult Women*. Poster presented at: National Council on Family Relations, annual meeting; November 16-19; Portland, OR.

Zweig, J. M., Barber, B. L., & Eccles, J. S. (1995). *Going Beyond "If" and "When": Patterns of Late Adolescent Sexual Activity and Well-Being*. Poster presented at: Society for Research in Child Development, biennial meeting; March 30-April 2; Indianapolis, IN.

Zweig, J. M. (1992). *Adolescent Difficult Life Experiences: Gender Differences in Coping Styles and Changes in Self*. Paper presented at: Honors Colloquium; Apr 10; Purdue University.

Camarena, P., Koehl, D., Scanlan, K., & Zweig, J. (1992). *Adolescent Turning Points: Gender and the Development of Mental Health*. Poster presented at: Society for Research on Adolescence, biennial meeting; March 19-22; Washington, DC.

## **Memberships and Appointments**

Peer reviewer for Violence Against Women

Peer reviewer for Violence & Victims

Peer reviewer for Journal of Marriage and Family

Peer reviewer for Journal of Adolescent Health

Peer reviewer for Journal of Adolescent Research

Peer reviewer for Journal of Research on Adolescence

Peer reviewer for Journal of Sex Research

Peer reviewer for Addiction

Phi Beta Kappa

## Appendix D: Client References

### I. Innovation Network Clients

#### **The Annie E. Casey Foundation: Results-Based Accountability Project**

John Sullivan, Leadership Assistant

[JSullivan@aecf.org](mailto:JSullivan@aecf.org)

Telephone: 410-223-2928

The Annie E. Casey Foundation (AECF) based in Baltimore, Maryland, has worked to build better futures for disadvantaged children and their families in the United States. The primary mission of the Foundation is to foster public policies, human service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families.

AECF is shifting its management and grant making approach to reflect **Results-Based Accountability**, the planning/management system to improve population-level conditions of well being, developed by Mark Friedman. Since December of 2004, Innovation Network has been leading an extensive organizational development and capacity building process that includes interviews, focus groups, and document review; creation of a unified Casey RBA model; identification of intended results of the Foundation and some of its grantees; creation of Casey's online & in-person training curriculum; and provision of technical assistance to trainers, coaches, and grantees.

#### **Baltimore Community Foundation: Youth As Resources Program Evaluation**

Current program director:  
Julie Reeder, Program Director

[jreeder@bcf.org](mailto:jreeder@bcf.org)

Telephone: 410-576-9551

Program director when work was performed:

Martha Holleman, Senior Policy Advisor  
Baltimore's Safe and Sound Campaign

[mholleman@safeandsound.org](mailto:mholleman@safeandsound.org)

Telephone: 410-625-7976

The Baltimore Community Foundation is a permanent collection of over 400 different charitable funds supported by the general public and serving the greater Baltimore region. Each fund was established with a unique mission and purpose, which the Community Foundation is pledged to carry out. Politically independent and nonsectarian, the Foundation serves the entire community by raising, managing, and distributing funds for charitable purposes.

The Baltimore Community Foundation's mission is to inspire donors to achieve their charitable goals from generation to generation and to improve the quality of life in the Baltimore region through grantmaking, enlightened civic leadership, and strategic investments.

The foundation's *Youth As Resources* program offers funding for community service projects facilitated by people under 21 in the Baltimore metropolitan area. The Baltimore Community Foundation commissioned Innovation Network to conduct an evaluation of its program in December of 1997. The evaluation was designed to elicit and answer stakeholders' major questions and use that information to improve the design and implementation of the program.

**Beacon House Community Ministry:  
Evaluation of After-School Programs**

Stacey Gold, Executive Director  
Beacon House Community Ministry  
[staff@beaconhousedc.org](mailto:staff@beaconhousedc.org)  
Telephone: 202-832-5108

Beacon House is a neighborhood based organization that supports at-risk youth and families of the Edgewood Terrace community in Washington, D.C. Beacon House offers educational, cultural, recreational and athletic programs. Founded in 1991 by a Unitarian Universalist (UU) Minister, Beacon House provides a wide range of opportunities for learning to increase the likelihood of high school graduation, and eventual involvement in higher education, vocational training, or other productive adult work paths.

As part of its commitment to providing high quality after school services, Beacon House applied for and received a Management Assistance Grant from the Eugene and Agnes E. Meyer Foundation in December 2001 for an evaluation of its programs. The objective of this evaluation was to create assessment tools to help measure the effectiveness of the Beacon House after school study hall, mentoring, and athletics programs. Innovation Network developed logic models, evaluation plans, and data collection instruments for all three programs, and focused on collecting and analyzing data on the athletic program, specifically the boys' football team.

**New Visions for Public Schools:  
Evaluation of Project S.T.O.P.  
(Schools Teaching Options for Peace)**

Project STOP is a school-based conflict resolution and peer mediation program started in 1990 in New York City. This program aims to reduce violence by providing dispute mediation and conflict resolution training to teachers, students, and parents.

Innovation Network conducted an ongoing evaluation of Project S.T.O.P. from 2000-2002. The evaluation focused both on implementation and youth outcomes. It utilized a mixed method design, collecting both qualitative and quantitative data from multiple stakeholders, and found that the Project S.T.O.P. program led students to use reasoning more frequently to resolve conflicts.

**The Bailey Family Foundation:  
Evaluation of *Hope for Tomorrow***

The primary mission of the Bailey Family Foundation is to expand the availability and enhance the quality of post secondary education. The Foundation provides financial assistance to students based on their academic record, financial need and level of community involvement.

The Foundation also conducts research directed toward improving the state of higher education.

The *Hope for Tomorrow* program began providing educational trust fund grants to families in 1998. In 1999, Innovation Network, was commissioned to conduct a longitudinal evaluation of the effect of the foundation's grants on *Hope for Tomorrow* grantee students and their families. Innovation Network developed program and evaluation plans. From 1999 to 2006, an annual evaluation of the program was conducted using surveys and telephone interviews. In its seventh year, the evaluation project began focusing more on defining and evaluating students according to benchmarks related to education and various demographics.

## II. Urban Institute Clients

### **The Office of Juvenile Justice and Delinquency Prevention: National Evaluation of the *SafeFutures Initiative***

A description of this project appears in Appendix B. The OJJDP Technical Monitor for the SafeFutures evaluation was Ms. Barbara Allen-Hagen; however, she recently retired.

### **The National Institute of Justice: Evaluation Framework for Juvenile Drug Courts**

Janice Munsterman, Deputy Director

State Justice Institute

[jmunsterman@statejustice.org](mailto:jmunsterman@statejustice.org)

Telephone: 703-684-6100 (ext. 202)

This project studied six juvenile drug courts to develop an overarching conceptual framework for evaluating juvenile drug court processes and outcomes. The participating drug courts, selected by the National Institute of Justice, included Jersey City, NJ; Charleston, NC; Missoula County, MO; Montgomery County, OH; Orange County, FL; and Las Cruces, NM. The project examined court operations and drug treatment services in each community, and mapped the network of agencies and individuals involved in programs for substance-abusing offenders. Insights and observations developed from these activities guided the formulation of the project's conceptual framework for evaluating juvenile drug courts. The study generated a series of reports—*The Evolution of Drug Treatment Courts, Assessing Drug Court Effectiveness, Focusing Juvenile Drug Courts on At-Risk Adolescents, The Day-to-Day Work of Juvenile Drug Courts, Screening and Assessing Juvenile Drug Court Clients, and A Conceptual Framework for Juvenile Drug Court Evaluations*—that subsequently was published as an edited volume by The Urban Institute Press in 2004.

### **The National Institute of Justice: Multi-Site Adult Drug Court Evaluation (MADCE)**

Dr. Linda Truitt, Technical Monitor

[Linda.Truitt@usdoj.gov](mailto:Linda.Truitt@usdoj.gov)

Telephone: 202-353-9081

This study is analyzing the effects of drug courts on participant outcomes and evaluating the impact of different drug court models and key components on participant outcomes. In Phase I, UI developed a detailed conceptual framework

identifying theoretical linkages hypothesized to generate successful outcomes, and developed a quasi-experimental design for studying of a sample of drug court participants from a diverse set of drug courts, selected purposively to achieve variation in eligibility criteria, program requirements, community settings, and treatment and testing practices. A national web-based survey of drug courts was conducted to identify variation in operations and context; findings from the initial drug court survey were used to guide the selection of approximately 23 drug courts, and 5 comparison jurisdictions, that vary across these domains. Phase II (which began in FY2005) is implementing process, impact, and cost-benefit analyses to test a series of theoretically-grounded hypotheses about effective drug court policies and practices. Three waves of surveys are being administered (using Computer Aided Personal Interview technology). These data will be augmented by state and federal administrative data, document review of state regulations and program operational guidance, focus groups both with key stakeholders and program participants, structured interviews, drug tests, and court observation. Our multilevel analysis will pool the samples across courts and across clusters to examine: 1) individual-level outcomes as a function of exposure to treatment, legal leverage, and supervision, controlling for personal and community characteristics; and 2) court-level outcomes as a function of drug court practices and community characteristics, controlling for differences in the offender population. Results also will be used in a formal evaluation of drug court costs and benefits.



## Appendix E: Innovation Network Capabilities

## Performance Monitoring & Evaluation Services

### What do you need?

Your organization wants to **see results**. What did you do? How well did you do it? Did it make a difference? Innovation Network will work with you, tailoring our continuum of services to **get the answers you need**. Whether you seek a **comprehensive evaluation** of an existing program or a **performance monitoring** system built into a new program, we can help.

**Our expertise:** Since our incorporation in 1992, we have built a strong track record in the following service areas:

- Performance measurement and monitoring
- Evaluation capacity building
- Technical assistance
- Data collection and analysis
- Strategic planning
- Organizational assessment
- Evaluation design, planning, and implementation
- Indicators development
- Outcomes alignment
- Linear path (logic model / logframe) development
- Online planning and data collection tools and systems

**Our skills:** Online and in-person training and technical assistance • Quantitative and qualitative methods • Participatory approaches • Results Accountability • Database development and management • Statistical analysis using SPSS and SAS • Tailored reporting for a variety of stakeholders • Design, implementation, facilitation, and analysis of data collection activities: activity logs, document studies, focus groups, interviews, observation, sampling, site visits, online and paper-based surveys

**Our clients:** Innovation Network has worked in person with hundreds of organizations, from **government agencies** to **international foundations** to **community- and faith-based organizations**. Through our website we work with thousands more: over **8,600 people** at **1,800 organizations** in **58 countries** (and all 50 U.S. states) use the tools and resources at the Point K Learning Center. Our clients include:

Annie E. Casey Foundation • The Atlantic Philanthropies • The California Endowment • CareFirst BlueCross BlueShield • City of Alexandria, VA • District of Columbia Commission on Mental Health Services • The Duke Endowment • Fannie Mae Foundation • Legal Services Corporation • National Caucus and Center on Black Aged (NCBA) • Washington Area Women's Foundation • The William & Flora Hewlett Foundation • World Bank

**Practice areas:** We have worked with organizations focused on Advocacy, Community Services and Development, Health Education and Obesity Reduction, Leadership Development and Poverty Reduction, Tolerance, Women and Girls' Issues, Youth Development, and more.

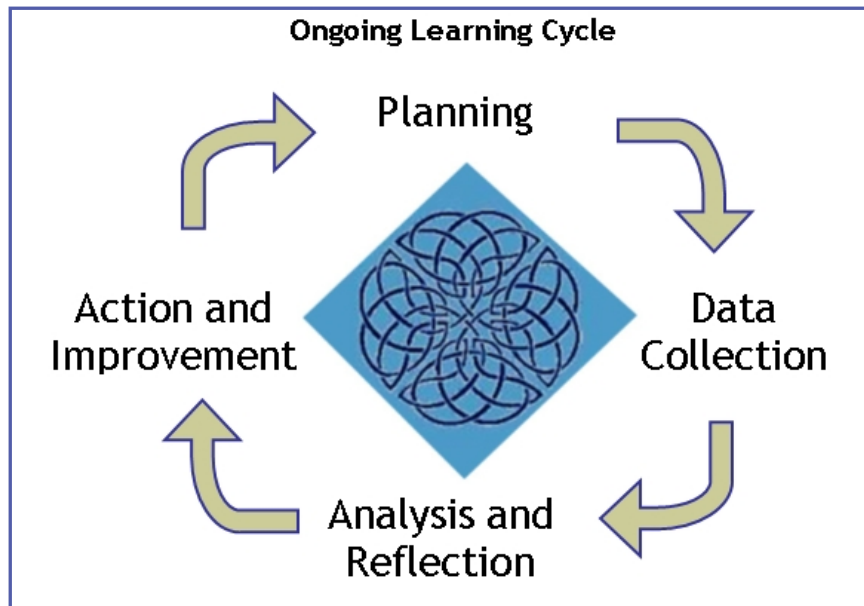
**Learn more:** Contact us to see how we can help you!

**web:** [www.innonet.org](http://www.innonet.org) **email:** [knowmore@innonet.org](mailto:knowmore@innonet.org) **phone:** 202-728-0727 x110



## The Ongoing Learning Cycle

Innovation Network's core philosophy is simple: Effective organizations commit to a cycle of measurement, reflection, and improvement—an **Ongoing Learning Cycle**.



Organizations that plan ahead, collect important information, and analyze results can make informed decisions and better fulfill their missions. Implemented consistently, this cycle permeates an organization's culture and becomes an essential part of its management practices. This commitment to ongoing learning leads to innovative solutions, program improvement, and greater effectiveness.

Innovation Network provides consulting and training services to help nonprofits and funders build their capacity for evaluation, empowering them to implement the Ongoing Learning Cycle in their own organizations.

**Learn more:** Contact us to see how we can help you!

web: [www.innonet.org](http://www.innonet.org) email: [knowmore@innonet.org](mailto:knowmore@innonet.org) phone: 202-728-0727 x110

## Recent Clients & Testimonials

In its 15-year history, Innovation Network has worked in person with hundreds of organizations, and several thousand more have used our online tools and resources.

### Current and Recent Clients

- Action Without Borders (idealist.org)
- Annie E. Casey Foundation
- The California Endowment
- Coalition for Comprehensive Immigration Reform (CCIR)
- Congressional Hunger Center
- Echoing Green Foundation
- The Fannie Mae Foundation
- The William & Flora Hewlett Foundation
- National Center & Caucus of the Black Aged, Inc. (NCBA)
- National Council of Nonprofit Associations
- Northern Virginia Family Services
- Washington Area Women's Foundation

### Testimonials

How do I describe Innovation Network? As a leading nonprofit in the field of nonprofit capacity building. . . I still have not encountered another organization that even comes close to doing the important work that InnoNet is doing/has done. . . some of the **very best training** I have ever done in my life.

- *Survey respondent, Spring 2006*

Innovation Network changed my life, and it **changed the life of my organization**. . . it has been a **huge benefit** for me, and I recommend it whenever I teach fundraising to people in nonprofit organizations. Using the tools at [innonet.org](http://innonet.org) helps me organize the tasks that need to be done, and it helps me **focus on goals and outcomes**.

- *Katherine Wertheim, CFRE, Fundraising Consultant*



I have been searching for **easily understandable** evaluation materials for some time and yours are excellent. . . they present the material in a **clear and concise** manner. I have heard repeatedly that evaluation is overwhelming and confusing, and I have been challenged to convince my colleagues that they not only can do evaluation but that they WANT to do it. Thank you for your assistance.

*- Rebecca Vermillion Shawver, Assistant Director of Grant Development  
Ivy Tech State College*

Very helpful, gave me a lot of **new knowledge and tools** that will be useful for my organization. Thank you very much!

*- Anonymous training participant*

The logic models have been **very helpful for our strategic planning** as it has helped to organize our work.

*- Anonymous training participant*

I wanted to thank you so very much for hosting the training last Friday. I found it to be **extremely valuable**. . . We had a staff meeting today and we talked about it—everyone is now signed up and registered [for the Point K Learning Center], and we spoke about how valuable the logic model is going to be [for our] programs. Everyone is very anxious to learn how to use it and put it to good use right away. I can't tell you how timely and how valuable it's going to be, so thank you very very much!

*- Training participant telephone message to their program officer*

## Appendix F: THE URBAN INSTITUTE INSTITUTIONAL CAPABILITIES

### INSTITUTIONAL BACKGROUND

Established as a private, nonprofit corporation in Washington, D.C., in 1968, The Urban Institute has become nationally known for its objective and nonpartisan research and educational outreach on social, economic, and governance problems facing the nation. It provides information and analysis to public and private decision makers to help them address these problems and strives to raise citizen understanding of the issues and tradeoffs involved in policy making. In the last decade, the Institute has expanded its role to include analysis of analogous problems and policies outside the United States. The Institute's 2004 operating budget is \$74 million.

Through broad conceptual studies, program evaluations, administrative and technical assistance, and other research, Institute researchers and consultants make data and findings available to the public and to public officials concerned with formulating and implementing more efficient and effective government policy.

**Staff.** Institute research and expertise encompass a full range of social and economic policy. The Institute has a multi-disciplinary professional staff of approximately 385, including 263 researchers and analysts. Academic disciplines represented on staff include economics, public policy and administration, political science, urban planning, business administration, education, sociology, law, engineering, computer sciences, and other fields. Many staff members have firsthand experience with government programs, having worked in federal, state, or local government. Slightly less than 63 percent of the professional staff are women; about 25 percent of all staff (and 14 percent of researchers) are minorities. Institute researchers produce about 200 studies a year, including books, journal articles, papers, and technical reports. These include short-term policy analyses, longer term research efforts, detailed program evaluations, and broad assessments of social and economic trends.

**Organization:** The Institute is organized into ten policy centers: Education Policy, Health Policy, Income and Benefits Policy, International Activities, Justice Policy, Labor, Human Services, and Population, Metropolitan Housing and Communities, Nonprofit and Philanthropy, Tax Policy (a joint venture with the Brookings Institution), and the Assessing the New Federalism Project (which monitors and assesses the devolution of social and health programs from the federal to state and local government).

**Funding:** *The Institute receives about 60 percent of its support from project grants and contracts awarded competitively from the U.S. government.* The balance comes from grants from foundations, corporations, foreign host-country governments and from international multi-lateral institutions such as the World Bank. This funding mixture enables the Institute to balance wide-ranging policy studies with detailed analysis and evaluation of government programs.

**Board of Trustees:** A nonpartisan Board of Trustees, which meets twice yearly, provides guidance on the Institute's strategic objectives and oversight of its management. The Board consists of:

Afsaneh Beschloss  
President and CEO  
The Rock Creek Group

John M. Deutch  
Institute Professor  
Massachusetts Institute of Technology

Joel L. Fleishman (Chairman)  
Professor of Law & Public Policy  
Terry Sanford Institute of Public Policy,  
and  
Director, Sam & Ronnie Heyman Center  
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## SPECIFIC INSTITUTIONAL CAPABILITIES

Established as a private, nonprofit corporation in Washington, DC, in 1968, The Urban Institute has long been nationally known as an objective and nonpartisan policy research and educational organization that examines the social, economic, and governance problems facing the nation. It provides information and analysis to public and private decision makers to help them address these problems and strives to raise citizen understanding of the issues and tradeoffs involved in policy making. Through work that includes broad conceptual studies, program evaluations, and administrative and technical assistance, Institute researchers and consultants make data and findings available to the public and to public officials concerned with formulating and implementing more efficient and effective government policy.

**Organization:** The Institute is organized into eight policy centers: Education Policy; Health Policy; Labor, Human Services, and Population; Income and Benefits Policy; International Activities; Nonprofit and Philanthropy; Metropolitan Housing and Community Policy; and Justice Policy. In addition, the Institute conducts the Assessing the New Federalism project, a multi-year, cross-center effort to monitor and assess the devolution of social and health programs from the federal to the state and local levels.

**Funding:** The Institute receives about 60 percent of its support from project grants and contracts awarded competitively from the U.S. government. The balance comes from grants from foundations, corporations, foreign host-country governments, and from international agencies such as the World Bank. This funding mixture enables the Institute to balance wide-ranging policy studies with detailed government program analysis and evaluation.

**Staff:** Institute research and expertise encompass a full range of social and economic policy. The Institute has a multi-disciplinary professional staff of approximately 400, including 270 researchers and analysts. Academic disciplines represented on staff include economics, public policy and administration, political science, urban planning, business administration, education, sociology, law, engineering, computer sciences, and other fields. Many staff members have firsthand experience with government programs, having worked in government at the federal, state, and local levels. Slightly less than 61 percent of the professional staff members are women; about 26 percent of all staff (and 14 percent of researchers) are members of minority groups. Institute researchers produce about 200 studies a year, including books, journal articles, papers, and technical reports. These include short-term policy analyses, longer-term research efforts, detailed program evaluations, and broad assessments of social and economic trends.



## A. STAFFING FOR THE DCCYITC EYD EVALUATION

The staff proposed for this evaluation reside primarily in two Urban Institute Centers: 1) Metropolitan Housing and Community Policy, and 2) Justice Policy. Each is briefly described below.

### The Metropolitan Housing and Community Center

The Metropolitan Housing and Communities Center (Metro) is directed by Margery Turner and its research focuses on the communities — housing developments, neighborhoods, cities, and suburbs — that make up America’s urban regions. Research investigates the dynamic forces affecting the quality of life in these communities, the access to opportunities they offer their residents, and the effectiveness of federal, state, and local public policies. The Center builds on a long tradition of field research to inform innovative programmatic and institutional interventions that promote community development, strengthen community capacity, and expand opportunities for residents of urban neighborhoods. The Center’s core staff members also work with other Urban Institute centers to explore the implications of education, health, criminal justice, immigration, and welfare policies for neighborhoods, cities, and regions.

The work of the Metro Center encompasses six inter-related clusters of research issues:

- ***Indicators of neighborhood health and change*** — how should progress toward neighborhood health and well-being be measured, and how can communities use information to advance their own agendas?
- ***Public management*** — how can the management of public service agencies be strengthened to provide the most effective and efficient services to their customers and the public; how can transparency and accountability be improved through reliance on performance measurement and results-based management?
- ***Community and economic development*** — what does it take to improve access to economic opportunities, strengthen public services, and expand the capacity of community residents and institutions to improve community outcomes?
- ***Housing programs and policy*** — how effectively do federal, state, and local housing policies and programs meet housing needs and contribute to healthy communities?
- ***Residential location and access to opportunity*** — what factors shape or constrain individual decisions about where to live, and what are the implications of these decisions for families and for communities?
- ***Intergovernmental cooperation and regional equity*** — to what extent do local governments work together to address regional challenges, and how can cooperation be extended to promote more equitable outcomes?

Together, these clusters compose a comprehensive agenda of research on conditions and trends in metropolitan communities and on the role these communities play in the lives of their residents. In effect, therefore, the Metro Center is where Urban Institute researchers focus on the importance of *places*, and their impacts on people's quality of life and economic prospects.

### **Relevant Projects in the Metro Center:**

#### **D.C. Kids Count Fact Book**

*Funded by D.C. Children's Trust Fund*

The Fact Book is a comprehensive data source for indicators of child well-being in the District of Columbia. The Urban Institute is responsible for collecting, analyzing, and reporting over 50 data indicators that are tracked over time. **In 2006, the Fact Book was organized to reflect the six citywide goals for children and youth in the District of Columbia. The six citywide goals are: children are ready for school; children and youth succeed in school; children and youth are healthy and practice healthy behaviors; children and youth engage in meaningful activities; children and youth live in healthy, stable, and supportive families; and all youth make a successful transition to adulthood.** The Fact book is used by D.C. government agencies, local non-government organizations, and funders to evaluate the current conditions facing children in the city and to advocate for programs and policies to aid families in need.

#### **East of the River Initiative**

*Funded by The World Bank Group's Community Outreach Office*

The Urban Institute will contribute to the East of the River Initiative by providing technical support to local youth development agencies to help them identify, measure, and communicate the impact they are having on youth and communities in the District of Columbia. Both organizational-level and community-level assessments will be conducted for the Initiative. The organizational assessment will consist of a review of youth interventions and the creation of an outcome monitoring plan; facilitation of IT assessments and ensuring agencies have the capacity for client-level data collection; collection of baseline information; oversight of agencies' program tracking and progress through regular meetings; and a follow-up assessment after youth exit the program. As part of the community level assessment an East of the River Youth Development Working Group will be established with the expectation that it is to play a central role in shaping the assessment. The community assessment will also include a series of round table discussions with Working Group members and experts on selected topics in youth development and program evaluation; sessions of basic training on the use of community-level data; and a the creation of a research plan for the assessment that incorporates analysis of administrative and agency-collected data.

#### **Common Performance Measures for Disadvantaged Youth Services**

*Funded by The White House Task Force for Disadvantaged Youth*

The White House Task Force for Disadvantaged Youth asked researchers at the Urban Institute to develop performance indicators and associated recommendations that would apply to the many government programs that target disadvantaged youth for ten service areas: alcohol abuse, drug abuse, tobacco use, youth violence and crime, sexual risk behavior, academic performance,

community service, substance abuse treatment, self-sufficiency skills and mental health. After analyzing a range of documents including GPRA reports, annual performance plans, and other materials from state governments and non-profits, a common set of core output, efficiency, and outcome measures were developed for all service areas. Additionally, a more detailed set of outcome indicators for each service was identified to indicate how well specific programs or agencies were serving disadvantaged youth. The report also described steps on how to institutionalize the process within agencies and programs for collecting, analyzing, and reporting on the common performance indicators.

### **Outcome Management for Nonprofit Organizations**

*Funded by the Packard Foundation*

Nonprofit service delivery organizations (NPOs) have come under considerable pressure from government, United Ways, and foundations, in recent years to justify their funding at least in part in terms of the outcomes for their clients. Until recent years these NPOs have had little background in outcome measurement or outcome management (the use of outcome information).

This project was developed as one step to help NPOs not only provide good outcome information but also to use the information to help them improve their programs. The Urban Institute prepared a series of six “guides” aimed at helping private nonprofit service organizations (with an emphasis on human service and health programs) improve the effectiveness of their services by providing tools and information that can strengthen their outcome management activities. We drew from previous work done by others and ourselves, and sought new information from NPOs through interviews, reviews of documents and literature.

We completed, published, and disseminated six guides in this “Series on Outcome Management for Nonprofit Organizations.” The completed guides are: “Key Steps in Outcome Management;” “Surveying Clients about Outcomes;” “Finding Out What Happened to Former Clients;” “Developing Community-Wide Outcome Indicators for Specific Services;” “Analyzing Outcome Information: Getting the Most From Data;” and “Using Outcome Information.”

### **Outcome Indicators Project**

*Funded by the Hewlett Foundation*

The Urban Institute in collaboration with the Center for What Works developed a framework for tracking non-profit performance. The project involved selecting 14 separate program areas, whose mission, ideal outcomes, potential outcome indicators were studied. The team then created performance measurement logic models for each specific program area to show the sequence of the intermediate and end outcomes. Finally, a common framework for outcomes was developed so that programs outside the 14 areas could adapt the framework for their use. The fourteen program areas included: Adult Education and Family Literacy; Advocacy; Affordable Housing; Assisted Living; Business Assistance; Community Organizing; Emergency Shelter; Employment Training; Health Risk Reduction; Performing Arts; Prisoner Re-entry; Transitional Housing; Youth Mentoring; and Youth Tutoring.

### **Performance Measurement for AmeriCorps Programs**

*Funded by the Corporation for National and Community Service (CNCS)*

CNCS asked the Urban Institute to work with it and its AmeriCorps programs to identify outcome indicators that CNCS uses in its annual reports to OMB and Congress and that would

be useful to support AmeriCorps program managers for making program improvements. We have and collected, analyzed, and reported annual data on the indicators through sample surveys, which we designed, of the AmeriCorps programs. This project is in its fourth year of administration.

### **National Neighborhood Indicators Project**

*Funded by the Annie E. Casey and Rockefeller Foundations*

The Urban Institute is the lead entity in the National Neighborhood Indicators Partnership (NNIP), an association of partner organizations in 29 U.S. cities. All NNIP partners share a commitment to collect and disseminate neighborhood-level indicators and to facilitate using data to bring about positive community change. In its role coordinating NNIP, the Urban Institute takes the lead in proposing joint projects and products to promote best practices in the community indicators field. (A complete list of partners and publications can be found on the NNIP website: [www.urban.org/nnip](http://www.urban.org/nnip)).

### **NeighborhoodInfo DC**

*Funded by The Eugene and Agnes E. Meyer Foundation.*

The Urban Institute is leading local efforts to build community indicators in Washington, D.C. In partnership with the D.C. office of the Local Initiatives Support Corporation (LISC), the Urban Institute operates NeighborhoodInfo DC, a local data intermediary for the nation's capital. NeighborhoodInfo DC, following the NNIP model (see above), collects and disseminates data from a variety of sources. We have established data sharing arrangements with a number of local agencies, including the Metropolitan Police Department; the Office of the Chief Technology Officer; the Department of Human Services; Income Maintenance Administration; the State Center for Health Statistics; and D.C. Public Schools. Data in the NeighborhoodInfo DC warehouse include the following: U.S. Census population and housing data, school performance data (test scores), TANF and Food Stamp cases, reported crimes, vital statistics (births and deaths), voter registration records, and property sales and housing market trends. (Website: [www.NeighborhoodInfoDC.org](http://www.NeighborhoodInfoDC.org).)

### **Housing in the Nation's Capitol**

*Funded by the Fannie Mae Foundation*

Produced since 2002, Housing in the Nation's Capital is an annual report about housing in the Washington region. It assembles the most current data on housing conditions and trends in the District of Columbia and the surrounding suburbs. These data are analyzed to produce a highly readable report that will inform the public, policymakers, industry, community-based organizations, and advocates who are concerned about housing conditions and trends in our region. It is our intention to provoke focused, sustained dialogue about critical housing and related issues facing the region. We also produce an annual complete set of tables for the web that supplement the data given in the report.

### **DC Housing Monitor**

*Funded by the Fannie Mae Foundation*

The purpose of the DC Housing Monitor project (formerly called the Neighborhood Assessment System -NAS) is to link analyses completed in our annual Housing in the Nation's Capital

(HNC) reports more directly to local housing policy decision processes in Washington DC during the year. This project is possible because the Urban Institute has for several years been developing and operating a “data warehouse” that contains recurrently updated data on neighborhood conditions in the city from many sources. The Fannie Mae Foundation’s support to convert this to the Housing Monitor concept has allowed us to add a few new data sets (for example, data on property sales volumes and prices updated every quarter), but more importantly, to conduct deeper analysis of the data and prepare special reports and decision support tools. The highest priority for using these assets at this point is to more rigorously and frequently monitor pressures on affordable housing in the city. There is much discussion about rapid acceleration in housing prices in the District, but no one up until now has had a good fix on what the numbers are neighborhood by neighborhood, and how they change from one quarter to the next.

### **Create a Predictive Tool of Neighborhood Change**

*Funded by Federal Reserve Bank of Richmond*

This project will build on recent work completed under the Federal Reserve Bank of Richmond’s sponsorship to analyze community development impacts in Richmond to develop a predictive model of neighborhood change. One of the key concerns facing many cities today is the change in neighborhoods, some of which is attributable to renewed interest in urban communities. Many neighborhoods are experiencing gentrification – a rapid increase in property values that occurs when more affluent people move into an area. While gentrification can benefit poor neighborhoods by bringing new investment, it can also dislocate current residents who can no longer afford to live there.

### **The Justice Policy Center**

The Justice Policy Center (JPC), directed by Dr. Terence Dunworth, is responsible for most crime and justice research at the Urban Institute. JPC staff have conducted many research and evaluation projects on a wide range of issues, including performance measurement within criminal justice, federal case processing, crime and drug prevention programs, and national-level assessments of juvenile and criminal justice legislation and program initiatives. JPC staff have extensive experience in complex-design studies and evaluations covering areas of family violence, community and school violence, early intervention and prevention programs for high-risk youth, and projects involving multi-agency collaborations.

The work of the Justice Policy Center concentrates on a number of policy and program areas related to crime and public safety, including:

- Innovations in youth crime policy, including curfew laws and juvenile drug courts.
- The effectiveness of court innovations, such as drug treatment courts, teen courts, and domestic violence courts.
- The abuse of illegal substances and the effect of policies and programs designed to reduce it.

- Correctional policy and sentencing reform, including the effect of mandatory minimums, determinate sentencing, and truth-in-sentencing laws.
- The social costs of imprisonment.
- The reintegration of returning prisoners to their families and communities, including evaluations of reentry courts, parole decision-making, and individual reentry pathways.
- Community partnerships, services integration, and coordination.
- Forecasting bed space needs in detention and correctional facilities.
- The Federal justice system.
- Improving compensation and other direct services to victims of crime.
- The role of judicial oversight in managing domestic violence cases during the court process.
- Geographic and spatial analysis of offending and victimization patterns. Projects

Several long-standing or crosscutting projects are managed by the Justice Policy Center.

- The [Program on Youth Justice](#) identifies and evaluates strategies for reducing youth crime, enhancing youth development, and strengthening communities.
- The [Federal Justice Statistics Resource Center \(FJSRC\)](#) maintains the Bureau of Justice Statistics Federal Justice Statistics Program database.
- JPC manages a portfolio of [Prisoner Reentry](#) research to advance knowledge and identify effective methods of reintegrating offenders with their families and communities.
- The [Reentry Mapping Network](#) is a partnership between the Urban Institute and local organizations spread across the United States that is working to strengthen communities' capacities to understand and address local problems related to prisoner reentry.

## Juvenile Justice

### **National Evaluation of SafeFutures Partnerships to Reduce Youth Crime and Victimization**

*Funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

This project conducted a multi-year, multi-site evaluation of the SafeFutures initiative focused on: 1) after-school programming; 2) one-on-one mentoring; 3) family strengthening; 4) services for at-risk and delinquent girls; 5) gang prevention, intervention, and suppression programs; 6) mental health services, 7) systems reforms that integrated juvenile justice organizations, public-

private services, and community-based leadership; and 8) graduated sanctions for juvenile offenders (e.g., first-time, minor crimes through serious, violent, and chronic events). The national evaluation included outcome components that used a performance-monitoring framework and incorporated a performance management data collection on core measures in six communities. The study produced a series of interim and final reports documenting cross-site and site-specific program implementation and outcomes, including such topical reports as: 1) *School-Based Services in the SafeFutures Initiative*; 2) *At-Risk and Delinquent Girls Programs in the SafeFutures Demonstration: Program Models, Implementation Challenges, and Recommendations for Research, Policy, and Practice*; 3) *Strategic Responses to Juvenile Offenders: SafeFutures Gang-Involved, Mental Health, and Reentry Interventions*; 4) *Family Strengthening Programs to Promote Pro-Social Youth Behavior: Critical Challenges and Issues Raised by the SafeFutures Initiative*; and 5) *Evaluating Comprehensive Community Efforts: Lessons from the SafeFutures Initiative*.

### **The Evaluation of the Gang Reduction Program in Four Cities**

*Funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

This project involves a comprehensive implementation, process, and outcome evaluation of OJJDP's Gang Reduction Program (GRP) in four sites. GRP is a comprehensive community focused approach to preventing and reducing gang-related violence through primary and secondary prevention, intervention, suppression, and reentry components. The study will examine implementation fidelity relative to OJJDP's GRP framework and will assess the effects of this multi-faceted approach on gang crimes using a pre/post comparison group design. In addition, changes in targeted neighborhoods relative to a variety of social and economic conditions will be measured and neighborhood physical conditions will be monitored over the three-year evaluation period.

### **National Evaluation of Juvenile Drug Courts**

*Funded by National Institute of Justice*

The National Evaluation of Juvenile Drug Courts was designed to improve the methods for evaluating drug court programs for juvenile offenders. The goal of the project was to develop and assess a conceptual framework for such evaluations, based on in-depth assessment of six mature JDCs: Orlando, FL; Missoula, MT; Jersey City, NJ; Las Cruces/Anthony, NM; Dayton, OH; and Charleston, SC. The framework focused on the data-collection and analysis strategies useful to state and local jurisdictions as they seek to measure the effectiveness of juvenile drug courts. A number of questions were explored, including: *How do juvenile drug courts differ from adult drug courts and from traditional juvenile courts? What unique problems are involved in delivering drug court interventions within a juvenile justice context? What data sources and outcome measures are typically available and appropriate for assessing the effectiveness of juvenile drug courts? How do issues related to adolescent development affect the intersection of treatment and sanctions in drug courts? What challenges do juvenile drug courts face in working with parents and other family members of young offenders? How can juvenile drug courts coordinate their efforts with other service providers in order to maximize their impact on young offenders?* The final report was submitted to NIJ in 2003, and later disseminated as an edited volume of articles, *Juvenile Drug Courts and Teen Substance Abuse*.

### **Evaluation of Teen Courts (ETC)**

*Funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

The project is assessing the impact of teen courts on youth in four different sites. The outcomes being studied include post-program recidivism and changes in the teen's perceptions of justice. The evaluation is comparing youth handled in teen courts employing a variety of case processing models. In addition, data on matched comparison groups of cases handled in the traditional juvenile justice systems of each jurisdiction will be used to explore the extent to which teen court outcomes differ from the outcomes likely to be obtained if similar youth are handled under normal procedures. The project is also conducting process evaluations in each of the four study sites. The process evaluations will explore the legal, administrative, programmatic, and case processing factors that affect the ability of teen courts to achieve their goals.

### **Problem Behavior Prevention and School-Based Health Centers**

*Funded by the Robert Wood Johnson Foundation*

For this 18-month, RWJ Foundation-funded study, UI convened an expert panel of prevention scientists to help identify promising prevention interventions and conducted a *research synthesis* of sexuality, HIV, and drug education, conflict resolution and violence prevention, and children's mental health programs/program components, including those with youth development/asset building elements, that could be used by school-based health centers (SBHCs) and other school and community groups to strengthen their capacity to achieve outcomes in areas related to risk reduction, health promotion, and school success. The major tasks include a comprehensive criterion-based literature review, identification of programs to visit; development of a site visit assessment instrument, site visits by leading prevention scientists, and preparation of a report integrating findings and describing evidence-based programs, intervention components, and approaches that could be used/replicated in a variety of settings.

### **Evaluation of the Cities in Schools (CIS)**

*Funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

This evaluation involved site visits to a representative sample of approximately 18 communities engaged in replicating the CIS model. The evaluation incorporated interviews with CIS project personnel located at school sites, school administrators, teachers, social service agency staff, students participating in CIS programs, and collected data from program and school records. The project identified (1) the strengths and weaknesses of the national organization in promoting local replication of the CIS model and of local programs in implementing the model; (2) factors that facilitate or inhibit institutionalization of the model; (3) effectiveness of the model at the local level in terms of dropout prevention, reduced school violence, and related community enhancements; (4) characteristics of successful programs; and (5) costs and results of the program at representative sites, including unintended results and secondary benefits.

### **Assessment of Space Needs in Juvenile Detention and Corrections**

*Funded by the Office of Juvenile Justice and Delinquency Prevention*

The project is generating information about the supply and demand for detention and corrections



"bed space" nationally and at the state level. The study is preparing detailed investigations in 10 State designated by Congress in 1998: Alaska, California, Kentucky, Louisiana, Mississippi, Montana, New Hampshire, South Carolina, West Virginia, and Wisconsin. In addition to studying demand patterns in these 10 States, the project is creating a planning process for making projections of future corrections and detention populations. This process will incorporate the judgment of juvenile justice decision-makers in addition to analyzing data about population trends, arrest trends, and other aspects of juvenile justice processing. By increasing the role of policy and management influences in projecting future demands for correctional capacity, the project will increase the practical value of empirical projections and enhance the juvenile justice system's ability to provide effective and efficient responses for every youthful offender.

### **Evaluation of the Youth Curfew in Prince George's County**

*Funded by the National Institute of Justice*

The objectives of the Urban Institute's Evaluation of the Youth Curfew in Prince George's County are to determine whether the nighttime curfew is an effective means of: 1) reducing victimizations of youth during curfew hours; 2) decreasing the number of assault incidents that have multiple victims; and 3) reducing the concentration of violent incidents (hotspot areas) in which youth are disproportionately victimized. The evaluation will combine three types of analyses: intervention analysis, spatial analysis of the concentration of victimizations, and a process evaluation to determine whether the curfew was implemented as planned.

## **Courts and Substance Abuse Interventions**

### **Multi-Site Adult Drug Courts Evaluation (MADCE)**

*Funded by the National Institute of Justice*

MADCE uses a quasi-experimental design involving 1600 drug court participants and 600 comparison drug offenders drawn from more than 23 courts and 5 comparison jurisdictions to 1) test the hypothesis that drug court participants have lower rates of drug use and criminal activity and show improved functioning compared to similar offenders not offered drug court; 2) test the effects of variation in drug courts on the outcomes of participants; and 3) include a formal evaluation of drug court costs and benefits.

### **Evaluation of Brooklyn Drug Court (BDC), Services for Female Offender Program (SFO)**

*Funded by the Department of Justice*

This project evaluated two programs designed to provide court-monitored treatment to drug-involved offenders. The BDC provides (1) pre-arraignment, case review and needs assessment; (2) post-arraignment assessment and treatment planning; (3) case-management and offender monitoring; and (4) state-of-the-art computer systems to support monitoring and decision-making. SFO provides access to a network of specialized services for female offenders in two of the three prosecutorial zones served by the BDC. The programs are designed to serve offenders charged with offenses of varying severity and provide treatment options of varying intensity depending on the

severity of the charge and likelihood of incarceration. Program goals are to: (1) help drug abusing offenders by reducing drug use and criminal activity, increasing health awareness and access to treatment, and improving parenting, self-sufficiency, and psycho-social functioning, and (2) improve the efficiency of the criminal justice system by decreasing jail utilization, providing offenders with needed services and close monitoring, and reducing future demand for services by lowering re-arrest rates. The evaluation included impact, formative process, and cost-and-benefit analyses of both programs.

### **Evaluation of the Superior Court Drug Intervention Program**

*Funded by the National Institute of Justice*

This project evaluated a model drug court for drug felony offenders. The drug court featured: (1) immediate intervention; (2) individualized assessment of drug problems; (3) access to an enhanced continuum of drug treatment options; (4) frequent urinalysis testing; and (5) judicial involvement in monitoring drug treatment participants with use of incentives for compliance and sanctions for noncompliance. The impact evaluation assessed program effects on compliance with treatment referrals/requirements, drug use, and criminal activity. It was based on comparisons of offenders randomly assigned to expiated drug calendars that provide (1) intensive day treatment; (2) structured graduated sanctions; and (3) standard case handling. The study sample consisted of 1,260 offenders, 420 offenders assigned to the treatment docket, 420 offenders assigned to the graduated sanctions docket, and 420 offenders assigned to a standard docket. Record-based data were collected and in-person interviews conducted one year following sentencing. The project also included an analysis of cost and benefits.

### **Judicial Oversight Demonstration (JOD)**

*Funded by the National Institute of Justice*

The project is evaluating the three-site multi-year Judicial Oversight Demonstration (JOD) projects. JOD calls for strong judicial management of a collaborative network of criminal justice organizations, victim advocacy groups, and service providers around the goals of reducing domestic violence and holding offenders accountable for their criminal behavior. The evaluation tests this central hypothesis: Strong judicial oversight of domestic violence offenders, together with extensive graduated sanctions for offenders and comprehensive services for victims, will reduce re-offending, increase accountability of the defendant and the system, and enhance victim safety. The evaluation is conducting a formative and process evaluation to document the development of JOD policies and procedures and provide feedback on implementation issues and designing an impact evaluation in collaboration with project partners that analyzes not only pre-post case outcomes but also offender perceptions of procedural justice, victims' perceptions of self-empowerment, and the efficacy of assistance offered to victims and offenders.

### **Evaluation of Opportunity to Succeed Program**

*Funded by the Robert Wood Johnson Foundation and the National Institute of Justice*

The Opportunity to Succeed (OPTS) evaluation used an experimental design to test the effects of a program of community-based aftercare services for substance-abusing ex-offenders. The

research study encompassed process, impact, and cost-benefit analyses of demonstrations in three sites: Tampa, FL, and Kansas City and St. Louis, MO. The Breaking the Cycle (BTC) demonstration in Birmingham, AL, Jacksonville, FL and Pierce County, WA tested the effects of a program to reduce substance abuse and criminal activity and improve the health and social functioning of drug-involved offenders by combining drug treatment with criminal justice sanctions and incentives. The impact analysis included surveys of sample members conducted shortly after arrest and again nine months later and linked to analysis of records from criminal justice agencies and treatment providers on interventions and outcomes.

### **Longitudinal Evaluation of the Children at Risk Program**

*Funded by National Institute of Justice*

This project evaluated Children at Risk, a drug and delinquency prevention program for high-risk adolescents ages 11 to 13 years-old in narrowly defined, severely distressed neighborhoods. Experimental demonstrations in multiple sites received funding from foundations and the Office of Justice Programs to test the feasibility and impact of integrated service delivery of a broad range of services involving the close collaboration of police, schools, case managers, and other service providers. Data for the evaluation were collected from in-person surveys of youth and caregivers at recruitment and at the end of the program period two years later and a youth survey one year after the end of the program. Annual records were collected from the police, courts, and schools in participating cities on officially recorded contacts with the criminal justice system (e.g., date of contact, charges, and case outcomes) grades, promotion, and percentage of scheduled days attended. The evaluation also included an analysis of program costs and benefits.

### **Evaluation of Breaking the Cycle (BTC)**

*Funded by the National Institute of Justice*

This project evaluated a comprehensive, coordinated program designed to reduce substance abuse and criminal activity and improve the health and social functioning of drug-involved offenders by combining drug treatment with criminal justice sanctions and incentives. The study design includes (1) a qualitative and quantitative process evaluation with feedback to BTC staff; (2) an impact evaluation to estimate the effects of BTC on offenders and the criminal justice system; and (3) an analysis of the effects of BTC on public costs for criminal justice services, health care, and public assistance. The process evaluation examines strategies used to reach key objectives, the barriers encountered, and innovations developed during program operations. The impact analysis is based on a rigorous quasi-experimental design that will compare a sample of 250 offenders selected prior to full implementation to a sample of 450 offenders eligible for the full range of BTC interventions. The analysis assessed the program's success in reducing drug use and criminal activity and improving the physical and mental health, family and social well-being, and labor market outcomes for offenders.

### **National Evaluation of Reclaiming Futures**

*Funded by the Robert Wood Johnson Foundation*

Reclaiming Futures is a five-year initiative intended to foster effective, community-based solutions to substance abuse and delinquency by encouraging the development of service systems that provide comprehensive care within the juvenile justice system. Eleven communities

representing a mix of urban, suburban, and rural locations were selected to participate in the initiative in 2002. Each community is attempting to build a “comprehensive, integrated service system for substance abusing youth which provides individualized care in the areas of substance abuse treatment, habilitation, community reintegration programming and other services.” This will be accomplished through partnerships among juvenile justice, substance abuse treatment, and other systems that provide support services for youth and families. UI is evaluating the success of the initiative by measuring its impact on the service-delivery system in each site. Individual youth outcomes also will be measured in up to five sites.

### **The Impacts of Drug Enforcement Policies on Communities**

*Funded by the Robert Wood Johnson Foundation*

This project addressed the relationship between drug enforcement policies and community organization, and the impacts of changes in community organization on drug abuse, youth crime, and the health status of the community and individuals in communities. The project developed and analyzed two databases. The first contained county-level data on crime, arrests, prison admissions, and county economic, social, and demographic characteristics, including health status outcomes such as infant mortality, and low birth weight for the period from 1984 through 1993. The second contained individual-level data from the National Longitudinal Survey of Youth. A combined, merged county-level and individual level data file on arrests, prison admissions, and other contextual variables was created for use in macro and micro level models.

### **Communities, Coercion, and Crime: The Unintended Consequences of Incarceration**

*Funded by the National Institute of Justice*

The goal of this project is to understand the relationship between the increased use of incarceration for drug crimes and the impacts on the communities from which offenders have been removed. Researchers will examine this relationship to determine whether the use of incarceration has led -- through a complex chain of events -- to unintended consequences for communities. Such unintended consequences could include the diminution of the human capital of offenders, the weakening of their ties to labor markets, or the disruption of other institutions of social integration such as families. In turn these disruptions could lead to increases in crime and further disruption. To examine this theory, researchers will analyze data from up to 66 neighborhoods in Baltimore over spanning two periods (1982-1992 and through the present).

### **Estimate of Drug Court Recidivism Rates**

*Funded by the National Institute of Justice*

In the Drug Court Recidivism study, as a subcontractor to Caliber Associates, JPC researchers developed an overall estimate of recidivism among a nationally representative sample of drug court graduates, developed from a consistent data source. The study conducted a survey of all DCPO funded drug courts with at least two years of program operations and 40 graduates, to randomly select a representative sample of over 2,000 graduates, and calculated the likelihood that a graduate would be rearrested and charged for a serious offense in a given time period, using data from the Federal Bureau of Investigation (FBI).

## **Other Crime and Justice**

### **Project Safe Neighborhoods (PSN)**

UI is the research partner for the District's Project Safe Neighborhoods (PSN) initiative. JPC staff work in close cooperation with the Metropolitan Police Department (MPD), the U.S. Attorney's Office (USAO), Court Services and Offender Supervision Agency (CSOSA), the ATF and the FBI to provide guidance and support for problem analysis related to the District's gun violence and gang problems, as well as to be responsive to all data support and analysis needs of each partner. JPC works collaboratively with all of the PSN agencies to collect and synthesize intelligence information gathered through weekly team meetings, gang audits and reviews of homicide incidents; to develop and track performance measures and benchmarks to measure criminal justice activities and outcomes; and to develop and facilitate an on-going reporting mechanism that facilitates strategy development, implementation, and maintenance.

### **Evaluation of the Handgun Intervention Program (HIP)**

*Funded by the National Institute of Justice*

This project evaluated a gun violence prevention program required for Detroit defendants charged with carrying a concealed weapon (CCW). A quantitative evaluation measured HIP effects on attitudinal and behavioral risk factors for violent gun use, using randomized assignment by week of CCW arraignment. Attitudinal changes were measured using a Pretest-Posttest Control Group Design with a treatment sample of 200 subjects and a non-intervention control sample of 200 subjects. Attitudes and knowledge pertinent to violent gun use were measured before and after a 12-day period surrounding the intervention. A posttest-only design was used to measure behavioral effects of the program as reflected in 28-week survival functions for the competing risks of probation revocation and re-arrest for a new CCW or violent gun offense. Multivariate analyses of probation records were used to estimate how defendants' demographic characteristics, neighborhoods, criminal histories, and choices regarding the oath of nonviolence affected their probation outcomes and risks of re-arrest for CCW and other crimes. A qualitative evaluation component included interviews with HIP participants and HIP organizers and others familiar with the program. These interviews were used to ascertain participants' emotional and cognitive responses to specific program components, to compare participants' responses with organizers' expectations, and to ascertain the organizational ingredients needed for expansion and replication of the program.

### **A Study of Illegal Firearms**

*Funded by the National Institute of Justice*

This project involves an in-depth study of illegal gun markets in 6 cities in the United States. The project has three primary purposes. One is to improve our understanding of illegal firearm transfers, particularly with respect to juvenile gun acquisition. A second purpose is to assess the utility of firearms tracing - an investigative technique employed by the United States Bureau of Alcohol, Tobacco, and Firearms (BATF) to track the sales histories of guns used in crime - for identifying and controlling illegal firearm transfers. The third objective is to identify the necessary data elements and information systems required to support effective firearms tracing. To meet these objectives, the project will analyze data from several sources, including tracing

data from BATF, local police data, and interviews with criminal justice practitioners and federally licensed gun dealers. This project is being undertaken jointly by Northeastern University in Boston and the Urban Institute. The project also has an advisory board consisting of experts from a number of universities and organizations.

### **National Evaluation of the Victim of Crime Act State Compensation and Assistance Programs**

The National Evaluation of the Victim of Crime Act State Compensation and Assistance Programs tested whether compensation and assistance programs delivering a coordinated, comprehensive set of services reduced the financial, physical, psychological, and emotional costs and consequences of criminal victimization. The evaluation used a multi-level nested design to measure the effects of state policies, administration, and coordination on local service delivery, and the impact of state and local policies, administration, and coordination on victims.

### **Federal Justice Statistics Resource Center**

*Funded by the Bureau of Justice Statistics*

The Federal Justice Statistics Resource Center project collects and analyzes data about the processing of individuals and corporations by the Federal criminal justice system. The project staff produce the Bureau of Justice Statistics annual report, the Compendium of Federal Justice Statistics, which includes the Federal Criminal Case Processing Report. The project staff also conduct special analyses of questions of interest to the Department of Justice. The database uses data files created by the following Federal agencies:

- The Executive Office for U.S. Attorneys
- The Administrative Office of the U.S. Courts
- The Pretrial Services Agency
- The U.S. Probation Service
- The U.S. Sentencing Commission, and
- The Federal Bureau of Prisons.

The major tasks of the Center include linking and matching records on a given individual across agencies, standardizing the unit of count, standardizing offense categories and reporting periods, protecting individuals' confidentiality, and analyzing case processing at all stages of the Federal criminal justice process.

### **Inventory of State and Federal Corrections Information Systems**

*Funded by the Bureau of Justice Statistics*

The purpose of this project is to conduct an inventory of offender-based State and Federal corrections information systems. The motivations for this study stem from the □truth in sentencing and violent offender provisions of the Crime Act of 1994 — which require states to guarantee that offenders serve at least 85% of their imposed sentences in prison — and from corrections officials interests in sharing information about corrections performance. The objectives of the study are to help States develop performance

indicators and improve their corrections information system capacities; to encourage states to share information across jurisdictions; and to encourage cross-jurisdictional research on corrections issues.

### **Arlington County Police Department: Locally Initiated Research Partnership**

*Funded by the National Institute of Justice*

This project consists of: (1) a study of Motivation for Change -- Analysis of community policing implementation by a new chief entering a well-functioning department, based on a summary of issues raised in department-wide group meetings and a log of the chief's responses to issues; (2) a Problem-solving Collaboration with ACPD 3rd District officers in Problem-Oriented Policing (POP), including UI geographic analyses of calls for police service, UI analysis of an officer survey of problems and potential solutions, and analyses of management problems in delivering POP; and (3) providing Small-scale Technical Assistance -- advice on the feasibility of linking geocodable ACPD data into the Arlington County GIS, developing a database for managing 3rd District problem-solving projects, and providing information on other law enforcement agencies' problem-solving projects.

### **Impact Analysis of Title 11 (Assault Weapon Ban) of the 1994 Violent Crime Control Act**

*Funded by the National Institute of Justice*

This project responded to the statutory requirement in Section 110104 of the Violent Crime Control Act of 1994 to analyze the "impact, if any, on violent and drug trafficking crime" of the bans in the Act on semiautomatic assault weapons and large-capacity ammunition magazines. The project used several measures of the enforcement, price, and weapon substitution effects of the bans, and found a pre-ban increase in prices of the banned weapons, which stimulated an extra year's production volume, compared to the 1989-93 average annual production volumes. While prices returned to pre-ban levels shortly after the ban took effect, a one-year decline occurred in use of the banned weapons.

### **National Evaluation of Title I of the 1994 Crime Act (COPS)**

*Funded by the National Institute of Justice*

The purpose of this project was to conduct a process evaluation of the COPS program that addressed the following five questions: 1) how were COPS funds distributed across law enforcement agencies? 2) how did implementation of COPS-funded activities (e.g., hiring, deploying, and retaining new COPS-funded officers; implementing COPS-funded technology) proceed? 3) how did the COPS program affect the level of policing in the U.S.? 4) how did the COPS program alter grantees' styles of policing? and 5) how did the COPS program affect the nature of grantee organizations?

### **Kings County Felony Domestic Violence Court Research Practitioner-Partnership (FDVC)**

*Funded by the National Institute of Justice*

This researcher-practitioner partnership provides for an evaluation of the Kings County Felony Domestic Violence Court. The court, opened in June 1996, has a guiding principle of continuous

judicial supervision. This principle includes rigorous monitoring of defendants and continual updates on the delivery of assistance to victims. The research includes: 1) a collaborative planning effort; 2) development and operation of a performance monitoring system; 3) a process evaluation; and 4) an impact evaluation. A mix of quantitative and qualitative methods are used, including practitioner interviews; court observations; documentation of victim services provided and of defendant compliance with court orders; case file reviews; and a pre-post analysis of case outcomes, violations of orders of protection, and recidivism, for a sample of 400 defendants indicted on felony domestic violence charges.

### **Study of Police Hiring and Retention Practices**

*Funded by the National Institute of Justice*

This project is examining the hiring and retention practices of police agencies throughout the United States. The primary objectives of the project are to investigate factors that influence the growth and decline of police agencies and to assess the implications of these findings for the federal government's recent efforts to add 100,000 new officers to the nation's police agencies through the Violent Crime Control and Law Enforcement Act of 1994 (the 1994 Crime Act). Key issues include the following: social, economic, and political factors that cause increases and decreases in the overall size of police agencies and the size of their patrol forces; the typical length and trajectory of a police officer's career; the process and time involved in recruiting, hiring, and training new officers; short-term retention of state and local officers funded by the federal government's 1994 Crime Act; and historical patterns of long-term retention of increases in agency size. The project will include both a survey of a nationally representative sample of over 1,000 police agencies and analysis of secondary data sources.

### **A Process Evaluation of Maryland's HotSpot Communities Program (HotSpots)**

*Funded by the National Institute of Justice*

This project is a process evaluation of the State of Maryland's HotSpot Communities Program. The Institute is conducting and coordinating the evaluation with program monitoring by the Maryland Governor's Office of Crime Control and Prevention (GOCCP) and an impact analysis by the University of Maryland (UM). The evaluation has two primary objectives: 1) to provide an understanding of the local planning and implementation involved with Maryland's statewide initiative, and 2) to test hypotheses about how various implementation processes mediate HSC's program effects on crime measures -- the measures collected by UM.

### **Process Evaluation of the Restructuring of the Metropolitan Police Department of the District of Columbia (MPD)**

*Funded by the National Institute of Justice*

In the first year of this planned multi-year project, the three primary objectives were: 1) to measure opinions of MPDC members, both as context for understanding the restructuring and as a baseline for measuring effects of restructuring on perceptions of neighborhood problems, quality of work life, and understanding of "community" vs. "traditional" policing; 2) to chronicle the first 18 months of restructuring; and 3) to measure the success of MPDC's police/resident Open Air Drug Market Initiative (OADMI) in teaching a problem-solving model and



encouraging police officers, community residents, and other D.C. agencies to apply the model to open-air drug markets in selected neighborhoods.

### **The Evaluation of the Violence Against Women Act STOP Grant (VAWA)**

*Funded by the National Institute of Justice*

The objectives of this project included: documenting the range of activities and programs supported by the STOP block grant program, assessing the extent to which the program is consistent with legislative mandates and intentions, examining administration of the program at the state and federal levels, and providing evidence of program accomplishments. The project: 1) reviewed the federal actions in administering the STOP grant funds and assessed the effects of regulations and technical assistance provided to grantees; 2) reviewed state implementation plans and analyzed award reports for the purpose of assessing plan compliance with legislative intent with respect to the three priority areas (law enforcement, prosecution, and victim services), seven legislatively allowable purposes, and attention to under served populations; 3) conducted telephone interviews with state STOP grant administrators and three samples of subgrantees; 4) conducted site visits to 16 states to explore in depth the process and implementation issues arising as grantees attempt to meet the legislative purposes and serve the relevant populations; 5) analyzed grantee reports to OJP on project accomplishments; 6) prepared an Evaluation Guidebook for use in local STOP grant studies; and 7) assisted the Office of Violence Against Women prepare state and grant reporting forms and a users guide.

### **Survey of Prison Population Forecasting Methods**

*Funded by the Bureau of Justice Statistics*

This project conducted a survey of state and Federal prison population forecasters about their uses of prison population forecasts, their needs surrounding these forecasts, and their methods of producing forecasts. The project paid special attention to the methods forecasters use to estimate the expected length of stay for incoming cohorts of prisoners. Project staff contacted forecasters about their needs, reviewed literature about forecasting methods, and talked with forecasters, policy makers, and corrections officials about the role of forecasting in corrections policy making. Project staff presented their findings at a national workshop on forecasting and prepared a monograph on prison population forecasting methods that is being published by the Bureau of Justice Statistics.

### **Impacts of Truth-in-Sentencing on Length of Stay**

*Funded by the National Institute of Justice*

Federal truth-in-sentencing legislation was designed to reduce the gap between prison sentences imposed and time served in prison. Truth-in-sentencing is intended to increase both the length of sentences imposed on violent and certain classes of drug offenders and the length of time that they serve in prison. Such increases in sentences and prison times can cause prison populations to grow rapidly, increasing costs and leading to problems related to overcrowding. This project assessed how truth-in-sentencing affects the length of time that offenders can expect to serve in prison, and, how this affects the growth of prison systems.

## **B. History of High-Quality Work**

*Sponsor Satisfaction as Evidence of Quality.* The Urban Institute has received multiple grants and contracts from scores of sources since its founding more than 35 years ago. These include a variety of U.S. government agencies, U.S. and international foundations, the World Bank, local governments, foreign governments, and foreign foundations. Repeated funding from a wide range of donors illustrates high regard for Institute work.

*Proven Strengths.* Publicly available work produced by the Urban Institute is frequently featured in major newspapers, journals, magazines, and other media. This work almost uniformly receives high marks for scholarly excellence, policy relevance, and quality of data and policy analysis. Institute research is characterized by objectivity, nonpartisanship, depth, breadth, and innovation. Three particular strengths are:

1. Our *technical expertise*, which rests on our long history of designing research and creating, building, and maintaining the enormous databases and modeling capabilities needed to establish sound policy;
2. Our *commitment to looking beyond academic disciplines for practical solutions*, which helps us adapt or create new approaches to questions that don't yield to established research methods; and
3. Our *institutional memory*, which allows us to put complex issues into perspective and to share what we have learned about how new policies take root in the American political system.

## **C. Data- Collection Capabilities**

*In-House Work.* In-house Institute staff conduct surveys and fieldwork, including all stages of survey design, questionnaire development, pre-testing, sampling, data collection, and data entry and editing. Recent projects include a nationally representative mail survey of family-planning clinic managers and workers; a nationally representative survey of county child-support agencies, including both a mail survey and telephone survey component; and a national mail survey of state Medicaid agencies concerning physician fees. Institute staff are also skilled in methodologies for qualitative and field-oriented research, including structured interviews, focus groups, and direct observation.

The Urban Institute also has the capacity to supervise external staff for customized data-collection activities. For example, to study home-insurance discrimination, we hired, trained, and supervised staff to pose as home-insurance applicants for houses in minority and non-minority neighborhoods. To interview victims of domestic violence who had received temporary protective restraining orders, we hired, trained, and supervised field staff as interviewers. In an evaluation of the Community Development Block Grant, we formed a network of "field associates" in 16 cities--academic consultants who analyze target areas using a framework established by Urban Institute researchers.

*Subcontracted Work.* Rather than maintain a large and costly in-house survey unit for large-scale data collection, we select subcontractors based on their experience, capabilities, established professional relationships, and pricing. We have contracted with most of the major survey organizations, including Westat, NORC at the University of Chicago, Research Triangle Institute, Abt Associates Inc., Institute for Social Research (University of Michigan), and Institute for Survey Research (Temple University), as well as smaller, more specialized firms, such as Market Facts, Datastat, T. Head, Treatment Research Institute, and OKM Associates.

#### **D. Recruiting and Managing Field Experts**

Key to the Urban Institute's success is its ability to recruit and use top experts in a variety of disciplines and policy areas. The Institute has more than 35 years of experience managing consultants; in the last 10 years alone, we have recruited and directed the research and policy activities of more than 1000 consultants. The expertise of these consultants covers and augments the range of Institute work, including economic analysis, health policy, transportation, housing, finance, population, human resources, and other fields.

The Institute has long had excellent working relationships with some of the country's leading universities. Institute researchers have engaged in collaborative projects with Harvard, Brandeis, University of Chicago, Princeton, Syracuse, Cornell, Brown, Georgetown, University of Michigan, George Washington, Ohio State, Duke, University of Missouri, Columbia, University of Maryland, Johns Hopkins, University of California-Davis, Vanderbilt, Temple University, University of Kentucky, and University of North Carolina. Top scholars from scores of other universities serve on the advisory panels of Institute projects, and other university professionals serve as consultants. Distinguished university professors, such as Nobel laureate Robert Solow and John Deutch from the Massachusetts Institute of Technology, have served on our Board of Trustees and are a source of important academic contacts.

#### **E. Project Reporting Systems**

*Technical and Contract Reporting.* Reporting to sponsors has been an integral part of the Institute's work. Our current technical and financial reporting procedures are the result of several generations of reporting system refinements. Today, the Institute has in place highly effective procedures to ensure that the technical and financial reports we produce for sponsors are accurate, comprehensive, and timely.

The Institute has considerable experience in preparing technical and contract-related progress reports to meet sponsors' needs. These reports range from detailed annual reports to foundations to biweekly activity reports to federal government agencies. Once awarded new contracts, project and center directors establish specific procedures for reviewing deliverables, including those for selecting independent reviewers.

Center Administrators create files for monitoring reporting requirements and respective

due dates. Based on the terms of new contracts, the Institute determines report formats and project requirements and incorporates them into the Institute's project- monitoring system.

Draft final reports are subject to multiple levels of review, including peer review for substance and for meeting Institute quality standards. All Institute technical reports comply with government regulations on the dissemination and release of reports.

The Institute's Office of Grants, Contracts and Pricing signs off on all Institute project reports and deliverables and maintains copies of these documents in the official Institute contract and grant files. These files are used to ensure that all requirements are being met according to the contract or grant terms. The Institute's recently expanded network capability allows more timely information exchange among the technical, contracts, and accounting staff.

The Institute's Office of Grants, Contracts, and Pricing is responsible for reports required by statutory regulation, including subcontract plan reports and the Vice President and Controller oversees the annual A-133 Audit process. The Institute has an exceptionally solid record for timely and complete reporting on the research it undertakes for both government and private sponsors.

**Financial Reporting Systems.** In 1993, the Urban Institute installed JAMIS--a comprehensive Job Cost Accounting/Management Information System designed to accommodate the special cost-accumulation and reporting requirements of government-contracting companies. With this system, sponsor funding and cost transactions are entered once and automatically posted throughout the system. This ensures accurate and timely accounting for costs, as well as automated and efficient invoicing and financial reporting.

Along with enhanced flexibility and accuracy in financial reporting to sponsors, information derived from JAMIS allows project managers on-line access to timely project status reports and cost information. JAMIS can also combine current funding and cost data to track project balances by cost category and to help project directors budget for future work.

The system can generate tables, as well as other programs to generate reports. The Institute's customized reports provide project managers with accurate financial information on staff hours and project costs for the current month, current year, and full project periods.

## **F. Information Technology**

The Information Technology center at the Urban Institute meets a variety of data-processing and information- management requirements. The personnel have a wide range of computer experience in data extraction and coding, the development of large database-management systems and sophisticated microsimulation models, and web site construction and maintenance.

The Institute's Information Technology center maintains a professional staff of programmers and analysts proficient in the C++, Visual Basic, COBOL, and Fortran

programming languages, the Oracle and SQL-server database systems, and such statistical software as SAS and SPSS. The staff also produces HTML documents for the web, creates interactive web interfaces using Java and Java Script, and establishes web-accessible data bases using Cold Fusion.

The Information Technology staff is currently developing or maintaining numerous applications. Microsimulation applications include the TRIM III client-server model and the dynamic simulation model, DYNASIM. Several internet web sites are maintained, as well as an Institute-wide intranet. Staff members have extensive experience with social science databases, including CPS, SIPP, Census, Federal Justice Criminal Processing, and the Institute's own NSAF and ANF state databases, as well as Health-related databases, including the Center for Medicare and Medicaid Services (CMS) Claims, the American Hospital Association Survey, the Medicare Current Beneficiary Survey, and the National Medical Expenditure Survey.

In addition to the professional analyst staff, most Institute research assistants operate standard statistical software, such as SAS, SPSS, and STATA. The Information Technology center helps maintain an enterprise-wide SAS users group and developmental workshops. Furthermore, many Institute researchers have experience with spread sheet and database packages, such as Excel, Lotus 1-2-3, and ACCESS, and with such graphic packages as PowerPoint and Harvard Graphics.

The Urban Institute operates two Hewlett-Packard Alpha Servers with running the highly reliable OpenVMS operating system. An Alpha Server 4100 handles administrative and financial computing and runs the oracle database software. An Alpha Server ES45 handles our heavy-duty research computing, including the SAS statistical software, for projects with large computational or data requirements. Using SAS/Connect, SAS can be used in a client/server arrangement, with the user interface in Windows but the processing and data storage on OpenVMS.

The Information Technology center operates a fully integrated Novell NetWare (5.1 ) network. The network server hardware is a Proliant DL580 with VINCA standby server providing failover capability. The server has 451 gigabytes of storage and 3.5 gigabyte of RAM. The server currently supports over 400 IBM compatible PCs. Both the OpenVMS and Novell systems communicate to each PC via an Ethernet II LAN. The LAN includes 3COM Superstack II 3300 managed switches with 3COM Ethernet 100Mbps NICs.

The network provides file, print, and software services. The printer network includes over 40 laser printers (including several color printers) supporting PCL, POSTSCRIPT, and ACSII. Scanner services are also available through the network. The LAN has disk space for project teams to share files and for users to back up PC fixed disks. The LAN also serves as a conduit for e-mail, using MS Outlook/Exchange. All staff may send and receive messages and files (ASCII and binary, including formatted text) to individuals inside and outside the Institute.

The Urban Institute runs two Internet connections, a high-speed 100Mbps Fiber-optic connection from Cogent Communications, and a T1 connection from Genuity. Using the Border

Gateway Protocol (BGP) on our Internet routers, we have automatic failover between the two Internet connections. This not only benefits the Urban Institute staff members, who often need to use the Internet in their work, but it also benefits those who visit the Institute's web servers or who send e-mail to the Institute. The standard web browser is Microsoft's Internet Explorer. All Institute web sites are maintained on NT servers, and the Institute supports both Netscape and Microsoft IIS web services.

The Urban Institute strives to preserve data integrity and security. A firewall monitors and evaluates all attempted connections from the Internet to our public web servers and our private network. Up-to-date anti-virus software runs on our desktop PCs and our servers. We also implement other "best practices" for securing our servers and our desktop PCs.

All Institute staff members are supplied with IBM-compatible PCs. The typical PC configuration is a 1.7 GHz Dell Pentium 4 with 256 to 512 RAM, 40 Gig Hard Drive, CD RW and floppy drives and 17-inch monitor. Standard software includes Windows 2000, Office 2000 Professional (Word, Excel, ACCESS, and Power Point) and Microsoft Outlook 2000. Although the Institute's standard word-processing software is Microsoft's WORD, the Information Technology department can convert documents to and from WordPerfect. The Institute also supports more than 30 portable IBM-compatible computers. Remote access to the LAN is available by both local dial-up connections. Remote e-mail is also available via Outlook Web ACCESS.

The Urban Institute maintains a dedicated T1 connection to the Internet, allowing full Internet access from computers at the Institute. The standard web browser is Microsoft's Internet Explorer. All Institute web sites are maintained on NT servers, and the Institute supports both Netscape and Microsoft IIS web services.

## **G. Library Services**

The Urban Institute Library provides professional information support for the research staff by acquiring, organizing, analyzing, maintaining, and disseminating a wide range of information resources. In addition, the Library answers requests for technical and bibliographical assistance from outside research, policy, legal, and governmental organizations.

*The Collection.* The Library's collection is diverse, reflecting changes in the Institute's research since its founding in 1968. Particular strengths include social welfare, health care, housing policy, budget policy, demographics, education, and employment policy, as well as homelessness, immigration, and welfare reform. Statistical, Census, and survey data in these and other public policy areas are emphasized, rather than narrative or historical materials.

The Library contains approximately 46,000 books, government documents, dissertations, working papers, and research reports from academic and private research organizations. The Library receives some 700 current periodical and serial titles in print and on CD-ROM and maintains an extensive backfile of periodical titles, including some 6,000 reels of microfilm and thousands of pieces of microfiche. These traditional serials are supplemented by ProQuest's

Social Sciences Index and Criminal Justice Periodicals Index, which provide full-image coverage of more than 440 journals and two EbscoHost databases that collectively give researchers on-line access to another 1,000 journals. In addition, the Library is a charter participant in J-STOR, an Internet-accessible database of journal backfiles providing full-image access to articles in a core collection of scholarly journals. Staff access all materials from their desktops using MERLIN, the Library's online catalog. Electronic notification services generated by the Library keep staff informed of the arrival of new journal issues and statistical references they require.

*Literature Search and Data Retrieval.* The Library specializes in rapid document delivery, as well as individualized reference assistance. Professional librarians assist researchers with LexisNexis searches and direct researchers to appropriate electronic resources. In addition, our professional librarians access government information sources available electronically to identify, locate, and download documents, data files, statistical information, and press releases. To assist staff with their Internet searches, the Library maintains an Intranet page that provides ready access to more than 3,000 quality Internet sites relevant to Institute research.

Interlibrary borrowing of books and other materials is facilitated by membership in OCLC, an international library computer network that contains the holdings of more than 5,500 participating libraries, and in the Interlibrary Users Association, a local consortium of some 50 technical libraries. Agreements with several large clearinghouses enable Library staff to search journal contents on-line and place orders for items electronically. Purchase of all print and nonprint information materials is centralized in the Library to eliminate duplication while maximizing UI resources.

## **H. Meeting Facilities and Planning Expertise**

The Urban Institute has sponsored thousands of meetings of all kinds during its 35-year existence. Its administrative staff is skilled in planning and implementing many types of meetings — from international conferences to informal lunch discussions. In addition, the Institute showcases current research in a series of monthly public lunch forums on various domestic and international topics. Regular internal luncheon seminars are also held on these issues and on research methodologies. Numerous other technical, advisory, and information meetings take place almost daily.

## **I. Editing Services and Publishing**

Urban Institute staff provide writing, editorial, design, and production services to researchers in all phases of their written work, from proposal development to publication of books, briefs, and reports. Full-time editorial, production, and marketing staff are assisted by free-lance editors and graphic designers.

The Urban Institute Press publishes 6 to 10 books per year. Most are widely reviewed and quoted. Books are sold mainly through direct-mail fliers and catalogs, but some books are also sold in bookstores and at launch events. The Institute's own bookstore provides an outlet for

all Institute books, research papers, and special reports, as well as for some works co-published with other organizations. Our on-line bookstore, in operation since 2000, accounts for a large and growing share of total sales.

## **J. Dissemination**

The Urban Institute uses both traditional dissemination techniques and more strategic customized approaches to communications, continually seeking to balance efficiency and continuity on the one hand and maximum impact on the other. We promote our research findings, our expertise, and the Institute in that order. Our work consists of outreach, networking, education, media liaison, and product development. Our key audiences are policy-makers, legislative staff, other researchers, program administrators, university professors and students, journalists, advocacy groups, and concerned segments of the public.

The Institute's Public Affairs team helps researchers inform the public debate. Aided by the communications staff, our researchers testify as expert witnesses before Congress and state legislative committees, take part in public affairs programming on radio and TV, and brief news editors and reporters on complex or emerging issues. UI researchers also write signed opinion pieces for major newspapers and other periodicals.

The Institute's website ([www.urban.org](http://www.urban.org)), ranked ninth in use among 165 public policy sites in the OECD countries, features more than 3000 research documents in their entirety, along with research news, excerpts from UI Press, research news, interviews, and special web-only publications. The web team refreshes the site daily, repurposes some print materials for the web, and continually looks for ways to make the site easier to use and more useful to visitors, in part by closely monitoring the site's traffic and responding to feedback from visitors.

The Institute is a hub in policy discussions in Washington. We host scores of events each year, ranging from research seminars and roundtables for policy analysts to major conferences on pressing issues to media briefings to workshops for practitioners. Besides numerous one-off meetings, we convene series, including our First Tuesdays monthly luncheon presentations and regular meetings on UI research on or applicable to the Washington, D.C., area.

Networking activities at the Institute take many forms. Depending on the issue, the communications staff works with national advocacy organizations, state legislators and program administrators, and with state and local media and policy stakeholders to get the Institute's research to those who need it most and to put it into context. Along with conference calls and other forms of personal contact, we support many "opt in" (no spam) listserves, including those on welfare reform and federalism, state issues, and UI's newest research. Many of the Institute's ten research centers also maintain listserves on narrower ranges of issues.

The communications staff also provides or arranges training opportunities for UI researchers. These include writing seminars, media training, and workshops on improving the graphic display of information.



## **K. Capacity to Complete Multiple Assignments**

*Evidence of Current Capacity.* At any given time, the Urban Institute is generally carrying out over 200 policy analysis and research projects. In this context, the Institute staff has developed a solid capacity to accomplish multiple assignments on differing timeframes while maintaining high-quality policy analysis standards.

*Efficient Management and Reporting Structure.* The Urban Institute's streamlined management system closely monitors activities with a minimum of bureaucratic layers. The Institute has only five principal officers -- a president, senior vice president and chief financial officer, a vice president and secretary, a vice president and treasurer, and a vice president for communication. Eleven center directors and co-directors (who mostly work on project activities) and several administrative office directors round out the senior management staff. Established and tested project reporting and accounting systems make this efficient management scheme possible.

## **L. Institutional Review Board**

The Urban Institute, consistent with the requirements set forth in Title 45, Part 46 of the Code of Federal Regulations, has an established Institutional Review Board (IRB) to make certain that its research practices and procedures effectively protect the rights and welfare of human subjects. The Institute IRB has obtained an assurance of compliance approved by the Office of Human Research Protections of the U.S. Department of Health and Human Services. The Institute's policy entitled *Research Involving Human Subjects* acknowledges the Institute's ethical responsibilities in the performance of research involving human subjects and requires that **all** such research be subject to this policy and the Code of Federal Regulations.

## Appendix G:

**Table 1: Sample Research Questions & Evaluation Methodology**

<b>Project Goals</b>		
<ul style="list-style-type: none"> <li>• Goal 1: Children are ready for school.</li> <li>• Goal 2: Children and youth succeed in school.</li> <li>• Goal 3: Children and youth practice healthy behaviors.</li> <li>• Goal 4: Children and youth engage in meaningful activities.</li> <li>• Goal 5: Children and youth live in healthy, stable and supportive families.</li> <li>• Goal 6: Youth make a successful transition onto adulthood.</li> </ul>		
	<b>Process Evaluation</b>	<b>Outcomes Evaluation</b>
<b>Sample Evaluation Questions</b>	<ul style="list-style-type: none"> <li>➤ Who is targeted/eligible for participation in the program? Are EYD programs and participating agencies successfully reaching target youth populations? To what extent are youth participants sufficiently engaged/retained in EYD programs to complete the minimum “dosage” of the offered service or activities?</li> <li>➤ What are the essential features/activities in the program? When/where does the program operate? What difficulties have been encountered in implementing the program? How have these issues been addressed and resolved? What would you do differently in the future?</li> <li>➤ What are the barriers to and motivators of youth participation?</li> <li>➤ How are EYD program staff and participating agencies working together to provide quality services to participating youth?</li> <li>➤ Are the EYD programs relevant and engaging and tailored to today’s youth culture?</li> <li>➤ What is the satisfaction rate of participating students with the various program components?</li> <li>➤ Do the EYD programs operate during key after-school hours?</li> <li>➤ How innovative are the nonprofit organizations in encouraging/ supporting parental and family involvement?</li> <li>➤ To what extent are parents satisfied with the EYD programs?</li> <li>➤ How well do EYD programs incorporate best practices geared towards mitigating risk factors and strengthening protective factors for youth?</li> </ul>	<ul style="list-style-type: none"> <li>➤ How does program participation correlate to:               <ul style="list-style-type: none"> <li>• Involvement in pro-social activities, such as sports or clubs?</li> <li>• Reduced risk taking; increased resiliency?</li> <li>• Status offenses, delinquent behavior, youth violence, gang involvement, and victimization?</li> <li>• School attendance or Absentee rates in school?</li> <li>• Disciplinary actions during school hours?</li> <li>• Academic success?</li> <li>• Family strengthening?</li> </ul> </li> <li>➤ Are youth who participate in EYD programs better able to make independent and positive life choices based on awareness of consequences?</li> <li>➤ Are EYD programs successfully developing participants’ employability skills and providing opportunities for meaningful participation in the workforce?</li> <li>➤ Are families more stable and better able to support their children’s development after receiving case management and support services?</li> <li>➤ How has exposure to and relationships with positive adult role models/mentors affected participants’ motivation, self esteem and behavior?</li> </ul>

**Project Goals**

- Goal 1: Children are ready for school.
- Goal 2: Children and youth succeed in school.
- Goal 3: Children and youth practice healthy behaviors.
- Goal 4: Children and youth engage in meaningful activities.
- Goal 5: Children and youth live in healthy, stable and supportive families.
- Goal 6: Youth make a successful transition onto adulthood.

	Process Evaluation	Outcomes Evaluation
<b>Information Source</b>	<ul style="list-style-type: none"> <li>• EYD program staff</li> <li>• Program participants</li> <li>• Parents/families</li> <li>• Agency representatives</li> <li>• Secondary documents, such as program manuals, progress reports, announcements, etc.</li> <li>• Administrative databases (e.g., web-based data collection, other program records)</li> </ul>	<ul style="list-style-type: none"> <li>• Program participants</li> <li>• Parents/guardians</li> <li>• Teachers/mentors/caring adults</li> <li>• Administrative databases (e.g., web-based data collection, other program records)</li> <li>• School and police records (given feasibility and existing inter-agency information sharing mechanisms/relationships)</li> </ul>
<b>Key Data Collection Activities</b>	<ul style="list-style-type: none"> <li>• Program observation/site visits</li> <li>• Surveys</li> <li>• Focus groups/interviews</li> <li>• Scan of best practices and evidence based models for youth programming</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Focus groups/interviews</li> <li>• Review of secondary data sources and public records</li> </ul>

## **Appendix H**

### **Ethical Research and Human Subjects Protections**

All research performed by Urban Institute (“UI”) employees is subject to approval by the UI’s Institutional Review Board (IRB) for the Protection of Human Subjects. Research staff will apply for approval from the IRB before any data collection commences. All staff will be required to sign written Staff Confidentiality Pledges before they may physically or electronically collect data.<sup>1</sup> Confidential information carrying individual identifiers will be stored in secure locations, according to UI’s data security standards and the plan that will be developed and approved for this project.

Comprehensive informed consent procedures will be administered to parents of youth targeted for participation in the focus groups and surveys. All participating youth will be required to 1) have signed parental consent and 2) personally assent to participate in the study. At the start of focus group discussions, participants will be assured that: their responses will be kept private and confidential, they can refuse to answer any questions, and they can stop participating at any time. Participants will be informed that the only exception to our promise of confidentiality is if they express an intention to harm themselves or someone else. Sample parent/caregiver informed consent and youth assent are attached, as well a sample staff confidentiality pledge.

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<sup>1</sup> By signing this pledge, staff affirms understanding of requirements related to protecting data and agreement to abide by them; any willful/knowing disclosure of confidential information can result in termination of employment or prosecution.

**YOUTH PARTICIPANTS  
(Youth Assent after Parental Consent is Granted)  
AGREEMENT TO BE INTERVIEWED  
JUVENILE COURT EVALUATION**

**The Urban Institute  
2100 M Street NW  
Washington, DC 20037  
(202) 833-7200**

The Urban Institute, a research firm in Washington, DC, has been awarded a contract from XX to conduct an evaluation of juvenile court programs, funded by the (agency). Part of this research will look at how youth who have had court contact within the juvenile justice system have been doing, what they think about juvenile courts and associated programs, how effective they think the activities are, and how courts or the system, itself, can be improved.

In order to do this, the Urban Institute would like to talk to you about your experience with the justice system and court programs, including your current status or experiences. We are required by federal regulations and law to have your permission and your parents' (or guardians') permission, before we can talk to you. Although your parents have already given permission for us to talk with you, you can decide that you do not want to talk with us.

We hope you decide to help us. There are no direct benefits to you for participating in this study (other than the incentive you will receive). However, these interviews are an important source of information about the justice system and court programs and can help to improve them. There are minimal risks associated with your agreeing to be interviewed by researchers from the Urban Institute. You may consider some of the questions to be personal or private; however, the answers you give will not affect your current, past, or any future court cases in any way.

The following things will happen as part of the research:

1. Since your parents or guardians have agreed, we are asking for your permission to talk to you about juvenile courts for research purposes.
2. If you agree, we can begin the interview now or you can tell us a more convenient time to call you back to do the interview.
3. During the interview, we will talk to you about your experiences with the juvenile justice system/courts, what you liked or disliked about the experience, what the experience has done for you, and what you think can make the system/program better. We also will ask questions about your current activities, including life goals, education, employment, drug use, and illegal behavior.

4. If you participate in the survey, you will receive a \$XX incentive to thank you for cooperating with this important study.
5. If you decide that you do not want to talk to us, we will not interview you. You can still participate in the justice system or court programs, but will not be part of our research study.
6. Research findings will only be reported for everyone in the program and no findings that can be used to identify you will be reported to anyone.

We promise you the following things:

- **Confidentiality:** All information provided will be strictly confidential. Your name, or any other identifying information, will not be disclosed to anyone, other than the researchers conducting this study, without your permission or as provided by the law.

The confidentiality of your records is protected under the Privacy Act of 1974, a federal law. All researchers working on this project have signed a Pledge of Confidentiality requiring them not to tell anyone outside of the research team anything about you.

- **Voluntary Participation:** You do not have to give your permission to talk to us, even if your parents (or guardians) have agreed that you can be in the study. Not giving permission will not affect you or your participation in the drug court program whatsoever. You do not have to answer any questions that you do not want to answer. You and/or your parents or guardians may stop your participation in this research at any time and there are no consequences whatsoever.

We have provided this information to you because we want you to understand what we mean when we promise you confidentiality.

1. Do you have any questions?
2. Do you understand that your parents or guardians were told about this research and have given their permission for you to be interviewed?
3. Do you agree to be interviewed by the Urban Institute for research purposes?
4. Do you understand that you can refuse to participate in this research at any time?
5. The interview will take about 30 minutes. Is now a good time to begin the interview?

6. [If this is not a good time] When would be a better time for me to call you to complete this interview?

If you have any questions about this study, you may call:

Ms. Shelli Rossman, Principal Researcher, at (202) 261-5525 (this may be a toll call), or write to her at: The Urban Institute, 2100 M Street NW, Washington, DC 20037.

DRAFT

## **SAMPLE PARENTS OR GUARDIANS INFORMED CONSENT**

### **INDIVIDUAL INTERVIEWS OF JUVENILE PARTICIPANTS**

**Program X Evaluation  
The Urban Institute  
2100 M Street NW  
Washington, DC 20037  
(202) 833-7200**

The Urban Institute, a research firm in Washington, DC, has been awarded a contract from the XXX to conduct an evaluation of juvenile programs, funded by the (agency). Part of this research will look at how youth who have had court contact within the juvenile justice system have been doing, what they think about juvenile courts and associated programs, how effective they think the activities are, and how the courts or the system, itself, can be improved.

In order to do this, the Urban Institute would like to talk to your child about what they think about juvenile courts. We are requesting your permission to contact your child to participate in a brief telephone interview as part of this highly important study. The interview will take about 30 minutes. We hope you will agree to have your child interviewed; but, even if you give your permission your child does not have to agree to participate. Before we interview your child, we also will ask their permission to interview them.

These interviews are an important source of information about the evaluation of juvenile courts, and can help improve it. The results of this research can also help improve other juvenile programs, or the juvenile justice system in general, across the country. There are minimal risks associated with you and your child's agreeing to be interviewed by researchers from the Urban Institute.

After you have given permission for a member of the research team to interview your child, the following things will happen as part of the research:

1. A member of the Urban Institute team will contact your child and ask for his/her permission to talk with them for research purposes. [We have attached a copy of the request for permission discussion we will hold with your child before interviewing him/her.]
2. If your child also agrees, we will either begin the interview at that time, or arrange to telephone your child at a more convenient time to conduct the interview.
3. We will talk to your child about the juvenile justice process and/or juvenile courts, what they liked or disliked about the experience, what the experience has done for your child, and what s/he thinks could make the



program/system better. We will also ask questions about your child's present status, including life goals, education, employment, drug use, and illegal behavior.

4. Youth who participate in the survey will receive a \$XX incentive to thank them for their cooperation with this important study.
5. If your child decides that s/he does not want to talk to us, we will not attempt to interview them. Your child can still participate in the juvenile program or other activities associated with the juvenile justice system, but will not be part of our research study.
6. Research findings will only be reported for everyone in the program. No findings that can be used to identify any individual will be reported to anyone.

We promise you the following things:

- **Confidentiality:** All information provided will be strictly confidential. Your child's name, or any other identifying information, will not be disclosed to anyone, other than the researchers conducting this study, without your and your child's permission or as provided by the law.

The confidentiality of your comments is protected under the Privacy Act of 1974, a federal law. All researchers working on this project have signed a Pledge of Confidentiality requiring them not to tell anyone outside of the research team anything specifically identifying you or your child.

- **Voluntary Participation:** You do not have to give your permission and your child does not have to give permission, even if you do. Not giving permission will not affect your child's participation in the juvenile drug court program or the justice system whatsoever. You and/or you child may stop participation in this research at any time and there are no consequences whatsoever.

If you have any questions about this study, you may call Ms. Shelli Rossman, Principal Investigator for this evaluation, at the Urban Institute (202) 261-5525 (this may be a toll call), or write to her at the Urban Institute, 2100 M Street NW, Washington, DC 20037.

We have provided this information because we want you to understand what we mean when we promise you confidentiality for your child. I have signed this form below to show that I have provided this information to you and have promised confidentiality for you.

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Urban Institute Staff

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Date

Please sign this form below to show that we have provided this information to you and have promised confidentiality for your child. Please return the form in the stamped, self-addressed envelope that we have provided for this purpose. Thank you.

I agree to permit interviews with my child by the Urban Institute for research purposes. I understand that my child and/or I may refuse to participate in the research at any time. I also understand that my child will be told about this research, will also be asked for their permission to be interviewed and does not have to agree even though I have given my permission.

---

Parent or Guardian of Juvenile Court Participant

---

Date

Please provide the telephone number(s) where we are most likely to reach your child. If possible, please suggest a good day/time for us to call your child.

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Telephone contact number(s)

---

Day/Times to Call

**STAFF CONFIDENTIALITY PLEDGE**  
**Assurance of Confidentiality**

The Urban Institute assures all respondents and participating organizations that the information they release to this study will be held in the strictest confidence by the contracting organizations and that no information obtained in the course of this study will be disclosed in such a way that individuals or organizations are identifiable. Access to the data in this study is by consent of the respondents who have been guaranteed confidentiality except when the intent to commit a crime or harm themselves is revealed to the researcher. Their right to privacy is protected under law.

I have carefully read and understand this assurance that pertains to the confidential nature of all information and records to be handled in this study. I have read a copy of the “Confidential Data at the Urban Institute – Guidelines for Data Security.” I understand that I must comply with all of data security requirements adapted from those Guidelines for this project as approved by the Urban Institute Institutional Review Board. As an employee of The Urban Institute, I understand that I am prohibited from disclosing any such confidential information which has been obtained under the terms of this contract to anyone other than authorized contractor staff and agree to follow the procedures outlined to me during training. I understand that any willful and knowing disclosure of information released to this study may subject an Urban Institute employee to disciplinary action, up to and including termination of employment.

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(Signature)

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(Date)

---

(Witness signature)

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(Date)

**Appendix I:**

**Financial Statements and Report of  
Independent Certified Public Accountants re.  
Innovation Network, Inc.  
December 31, 2005 and 2004**

Financial Statements and Report of  
Independent Certified Public Accountants

**Innovation Network, Inc.**

December 31, 2005 and 2004

# Innovation Network, Inc.

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## Report of Independent Certified Public Accountants

Board of Directors  
Innovation Network, Inc.

We have audited the accompanying statements of financial position of Innovation Network, Inc. (InnoNet), as of December 31, 2005 and 2004, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended. These financial statements are the responsibility of InnoNet's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America, as established by the Auditing Standards Board of the American Institute of Certified Public Accountants. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of InnoNet's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used, and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Innovation Network, Inc., as of December 31, 2005 and 2004, and the changes in its net assets, functional expenses and cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.



Vienna, Virginia  
February 8, 2006

# Innovation Network, Inc.

## Statements of Financial Position

<i>December 31,</i>	2005	2004
<i>Assets</i>		
<b>Current Assets</b>		
Cash and cash equivalents	\$ 57,820	\$ 510,461
Accounts receivable	104,557	60,955
Refundable advances	7,700	7,700
Prepaid expenses	17,714	15,692
<b>Total Current Assets</b>	187,791	594,808
<b>Property and Equipment</b>		
Property, equipment and software, net	274,982	170,071
<b>Total Assets</b>	\$ 462,773	\$ 764,879
<i>Liabilities and Net Assets</i>		
<b>Current Liabilities</b>		
Accounts payable and accrued expenses	\$ 69,944	\$ 159,167
Notes payable	—	100,000
Deferred revenue	126,400	345,983
<b>Total Current Liabilities</b>	196,344	605,150
<b>Net Assets</b>		
Unrestricted	266,429	159,729
<b>Total Net Assets</b>	266,429	159,729
<b>Total Liabilities and Net Assets</b>	\$ 462,773	\$ 764,879

*The accompanying notes are an integral part of these statements.*



# Innovation Network, Inc.

## Statements of Activities and Changes in Net Assets

<i>Year ended December 31,</i>	2005	2004
<b>Revenue and Support</b>		
Grants and contributions	\$ 486,310	\$ 1,630,874
Project fees	1,107,154	644,475
Other	19,962	9,827
<b>Total Revenues and Support</b>	<b>1,613,426</b>	<b>2,285,176</b>
<b>Expenses</b>		
Program services	998,525	1,195,140
General and administrative	320,308	459,775
Fundraising	187,893	275,219
<b>Total Expenses</b>	<b>1,506,726</b>	<b>1,930,134</b>
<b>Change in Net Assets</b>	<b>106,700</b>	<b>355,042</b>
<b>Net Assets, beginning of year</b>	<b>159,729</b>	<b>(195,313)</b>
<b>Net Assets, end of year</b>	<b>\$ 266,429</b>	<b>\$ 159,729</b>

*The accompanying notes are an integral part of these statements.*

Innovation Network, Inc.

Statements of Functional Expenses

	2005			2004			
	Program Services	General and Administrative	Fundraising	Program Services	General and Administrative	Fundraising	Total
Payroll/human resources	\$ 601,216	\$ 189,117	\$ 155,351	\$ 568,294	\$ 310,818	\$ 180,631	\$ 1,059,743
Specialty consultants	83,247	10,050	—	217,688	—	48,452	266,140
Occupancy	60,868	23,982	9,650	47,720	47,543	15,466	110,729
Depreciation	106,957	8,725	—	82,021	13,073	—	95,094
Professional fees	1,789	54,565	—	2,595	39,078	—	41,673
Travel	5,586	8,948	3,976	6,348	7,992	4,476	18,816
Direct project costs	62,110	884	851	44,730	—	—	44,730
Conferences and meetings	7,443	5	2,830	11,430	712	10,313	22,455
Supplies and office expenses	5,762	909	1,794	4,402	3,716	4,512	12,630
Training and professional development	400	274	—	469	—	—	469
Telephone	10,063	4,031	1,588	9,535	5,813	3,068	18,416
Computer maintenance	16,436	6,208	2,498	13,691	10,914	4,304	28,909
Web site	16,993	2,450	—	145,258	—	—	145,258
Other	13,119	7,284	816	10,711	15,488	1,909	28,108
Payroll services	1,751	699	277	1,654	953	543	3,150
Marketing	—	—	6,576	18,444	—	—	18,444
Dues and subscriptions	65	328	943	6,428	1,157	326	7,911
Insurance	4,720	1,849	743	3,722	2,518	1,219	7,459
<b>Total</b>	<b>\$ 998,525</b>	<b>\$ 320,308</b>	<b>\$ 187,893</b>	<b>\$ 1,195,140</b>	<b>\$ 459,775</b>	<b>\$ 275,219</b>	<b>\$ 1,930,134</b>

# Innovation Network, Inc.

## Statements of Cash Flows

<i>Year ended December 31,</i>	2005	2004
<b>Cash Flows from Operating Activities</b>		
Change in net assets	\$ 106,700	\$ 355,042
Adjustments:		
Depreciation	115,682	95,094
Changes in assets and liabilities:		
Accounts receivable	(43,602)	(29,755)
Refundable advances	—	(7,500)
Prepaid expenses	(2,022)	(3,109)
Accounts payable and accrued expenses	(89,223)	31,415
Deferred revenue	(219,583)	170,983
<b>Net Cash (Used in) Provided by Operating Activities</b>	<u>(132,048)</u>	<u>612,170</u>
<b>Cash Flows from Investing Activities</b>		
Purchase of property, equipment and software	(220,593)	(167,505)
<b>Net Cash Used in Investing Activities</b>	<u>(220,593)</u>	<u>(167,505)</u>
<b>Cash Flows from Financing Activities</b>		
Payment on note payable	(100,000)	—
Line-of-credit payments	—	(90,000)
<b>Net Cash Used in Financing Activities</b>	<u>(100,000)</u>	<u>(90,000)</u>
<b>Net (Decrease) Increase in Cash</b>	(452,641)	354,665
<b>Cash, beginning of year</b>	<u>510,461</u>	<u>155,796</u>
<b>Cash, end of year</b>	<u>\$ 57,820</u>	<u>\$ 510,461</u>

*The accompanying notes are an integral part of these statements.*

# Innovation Network, Inc.

## Notes to Financial Statements

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December 31, 2005 and 2004

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### NOTE A—ORGANIZATION

Innovation Network, Inc. (InnoNet), is a not-for-profit organization whose purpose is to build the evaluation and planning knowledge and skills of not-for-profit organizations and grant makers in order to strengthen their ability to advance their agendas and expand their good works. These activities are funded primarily through grants, contributions and project fees.

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### NOTE B—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### *Basis of Presentation*

The accompanying financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

The net assets, revenues, expenses, gains and losses of InnoNet are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of InnoNet and changes therein are classified and reported as follows:

*Unrestricted net assets*—net assets that are not subject to any donor-imposed stipulation or other legal limitations.

*Temporarily restricted net assets*—net assets subject to donor-imposed stipulations on the use of the assets that may be met by actions of InnoNet or by the passage of time.

*Permanently restricted net assets*—net assets subject to donor-imposed stipulations that InnoNet maintain the principal in perpetuity. Generally, the donors of these assets permit InnoNet to use all or part of the income earned on related investments for either general or donor-specified purposes.

In fiscal years 2005 and 2004, InnoNet received no temporarily or permanently restricted contributions.

#### *Cash and Cash Equivalents*

Cash and cash equivalents consist primarily of demand deposits, U.S. government securities, commercial paper, and short-term investment funds with maturities of 90 days or less.

#### *Property, Equipment and Software*

Property, equipment and software are capitalized when purchased, recorded at cost, and depreciated using the straight-line method over the estimated useful lives of the assets, generally three years. Expenditures for major repairs and improvements are capitalized, while expenditures for minor repairs and maintenance costs are expensed when incurred. Upon retirement or disposal of assets, the cost and accumulated depreciation are eliminated from the accounts and the resulting gain or loss is included in revenue or expense.

## Innovation Network, Inc.

### Notes to Financial Statements—Continued

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December 31, 2005 and 2004

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#### NOTE B—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES—Continued

##### *Revenue Recognition*

InnoNet reports gifts of cash and other assets as temporarily restricted if they are received with donor stipulations that limit the use of the donated assets. When a stipulated time restriction ends or a purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Unrestricted contributions and grants are reported as revenue in the year in which payments are received and/or unconditional promises are made.

InnoNet also has fixed price contracts, characterized as project fees, with various private sources in exchange for services. Revenue from these contracts is recognized based upon the performance of required deliverables. Revenue recognized on contracts for which payments have not been received is reflected as accounts receivable in the accompanying statements of financial position.

In 2005, InnoNet received \$475,000 in funding from Hewlett Foundation, accounting for 29 percent of InnoNet's revenue. In 2004, InnoNet received funding from three principal funders. Funding from Omidyar Foundation, Hewlett Foundation, and the Peninsula Community Foundation approximated 73 percent of InnoNet's revenue in fiscal year 2004.

##### *Functional Allocation of Expenses*

The costs of providing the various programs and other activities have been summarized on a functional basis in the statements of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services based upon the estimated time employees work on each program or activity.

##### *Using Estimates*

In preparing financial statements in conformity with accounting principles generally accepted in the United States of America, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and revenue and expenses during the reporting period. Actual results could differ from those estimates.

##### *Tax Status*

InnoNet is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. For the years ended December 31, 2005 and 2004, there was no income from unrelated business activities, and therefore, no provision for tax on unrelated business income.

##### *Reclassification*

Certain 2004 amounts have been reclassified to conform to the 2005 presentation.

## Innovation Network, Inc.

Notes to Financial Statements—Continued

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December 31, 2005 and 2004

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### NOTE C—CONCENTRATION OF CREDIT RISK

Financial instruments that potentially subject InnoNet to a concentration of credit risk include cash deposits with commercial banks. InnoNet's cash management policies limit its exposure to a concentration of credit risk by maintaining cash accounts at financial institutions whose deposits are insured by the Federal Deposit Insurance Corporation (FDIC). Cash deposits may exceed the FDIC insurable limit of \$100,000 at times throughout the year, due to anticipated large expenses under various projects. As of December 31, 2005, the amount in excess of the FDIC insurable limit was \$33,001. Management does not consider this to be a significant credit risk.

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### NOTE D—PROPERTY, EQUIPMENT AND SOFTWARE

The software, property and equipment held by InnoNet are made up of the following components as of December 31:

	2005	2004
Web site	\$ 739,328	\$ 525,690
Property and equipment	102,373	95,628
Furniture and fixtures	4,927	4,716
	846,628	626,034
Less: accumulated depreciation and amortization	(571,646)	(455,963)
Property, equipment and software, net	\$ 274,982	\$ 170,071

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### NOTE E—COMMITMENTS

In June 2004, InnoNet entered into a non-cancelable operating lease agreement for its current office space in the District of Columbia. Under the terms of the agreement, monthly base rent is \$7,500, with an increase of 5 percent on January 1, 2005, and each year thereafter.

## Innovation Network, Inc.

### Notes to Financial Statements—Continued

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*December 31, 2005 and 2004*

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#### NOTE E—COMMITMENTS—Continued

The future minimum lease payments required under operating leases, which include office rent and equipment leases as of December 31, 2005, are:

*Year ending December 31,*

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2006	\$	105,973
2007		109,542
2008		114,752
2009		120,221
Thereafter		350
		<hr/>
	\$	450,838

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Rent expense under this lease for the years ended December 31, 2005 and 2004, was \$94,500 and \$95,505, respectively, and is included in occupancy expense in the accompanying statements of functional expenses.

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#### NOTE F—RELATED-PARTY TRANSACTION

During 2002, the Second Act Foundation, an organization controlled by InnoNet's Executive Director, provided an unrestricted grant of \$100,000, and the Allison Fine Revocable Trust provided a loan of \$100,000. During 2003, the Allison Fine Revocable Trust dissolved, and the note became payable directly to Allison Fine. The loan required payment of interest at 2 percent, and the loan was paid in full during fiscal year 2005. The balance outstanding as of December 31, 2005 and 2004, is \$-0-, and \$100,000.

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#### NOTE G—DONATED SERVICES

InnoNet received contributed services during 2005 and 2004 that are recorded at fair value for legal services. The financial statements include approximately \$11,310 and \$5,900 of contribution revenue and legal expense related to such services for 2005 and 2004, respectively.

## Innovation Network, Inc.

Notes to Financial Statements—Continued

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*December 31, 2005 and 2004*

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### NOTE H—PENSION PLAN

Beginning in May 2003, InnoNet also has a defined contribution 401(k) profit sharing plan. All employees age 21 years or older are eligible to participate. Prior to January 1, 2005, for employees with at least one year of service, InnoNet makes a matching contribution of up to 1 percent of participating employees' salaries. Beginning January 1, 2005, employees with at least six months of service will receive a matching contribution of up to 3 percent of participating employees' salaries. Employee contributions and company contributions to the plan are immediately 100 percent vested. InnoNet's contribution to the plan during 2005 and 2004 totaled \$10,981 and \$1,269, respectively.



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