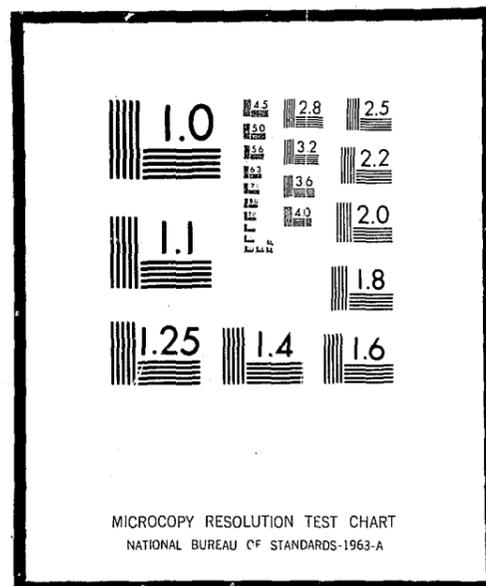


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DESIGN FOR A SINGLE PRE-TRIAL
SCREENING PROJECT EVALUATION

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DESIGN FOR A SINGLE PRE-TRIAL SCREENING PROJECT EVALUATION

Introduction

The vast amount of variation observed among pre-trial screening programs as a result of this Phase I evaluation (also supported by other documentation, previous experience and observation) raises the question whether a general evaluation design can be developed which would apply to all individual pre-trial screening projects. We believe that this question can be answered affirmatively. General designs are feasible for the evaluation of pre-trial screening projects if they can operate independent of organization and external structure.¹ By focusing on the decision functions in the office problems inherent in structural or organizational variation can be evaded and evaluation made possible. The adoption of a evaluation design keyed to decision points is also a practical one since the charging decision represents the first and perhaps most important use of the prosecutor's discretionary power. As these initial decisions are placed within an organizational structure called a pre-trial screening unit, their impact on the office and the criminal justice system can be measured and assessments made.

¹ To be sure, individual designs could be tailored to meet the needs of a specific project. But to discuss specific approaches instead of a general design here would not be responsive to the objectives of LEAA's National Evaluation Program.

The evaluation design for a single pre-trial screening project should provide answers to the following questions: (1) What are the economies which accrue when pre-trial screening is adopted? (2) Are the charging decisions being uniformly and consistently applied in line with the prosecutor's policy? (3) What is the impact of these decisions on the disposition of cases? It should be noted that the evaluation of a pre-trial screening program at the local level must be inherently parochial and interpreted in light of the local conditions. Evaluation based on a comparison of one project with another is not the purpose of this design. The issues to be focused on are the accrued savings either in strict economic terms or through increased efficiencies in the local criminal justice system, the implementation of the prosecutor's policy through appropriate charging decisions and allocation of resources, and obtaining the desired dispositions corresponding to accepted standards of uniformity in prosecution and sentencing.

The purpose of this document is to present a general evaluation design showing what should be monitored and what areas must be considered in the development and conduct of an evaluation component for pre-trial screening projects. It is intended to be used by a local administrator or evaluator as a guide in this activity. We recognize the necessity for adapting this general design to meet specific local conditions but for the purposes of this Phase I activity, we have chosen to focus on the common activities and procedures which must be considered in any evaluation effort. To meet this objective, the report discusses the types of evaluation methods recommended, the impact of change, the operational benefits of data collection, the basic requirements for implementing an evaluation, a summary of the work steps and a discussion of costs.

The Purpose of Evaluation

Two evaluation designs surface immediately with regard to pre-trial screening projects. The purpose of the first is to measure the economies which result from the implementation of pre-trial screening. The purpose of the second is to measure the impact of pre-trial screening on the criminal justice system. While the same evaluation methodology is recommended for both, namely the interrupted time series,² the data to be collected for the two evaluation tasks differs.

The initiation of pre-trial screening in a prosecutor's office represents a major step forward in the development of the prosecutor's perception of his charging responsibility. Moving from a prosecutorial system with no screening to the adoption of screening is a quantum leap. In doing so, a prosecutor assumes full responsibility for his charging decisions even if he does not initially recognize this change. The installation of pre-trial screening should produce significant changes in the efficiency and effectiveness of the justice system. It is therefore important that data be collected prior to the installation of the project to serve as a base against which to measure the improvements. Data to be collected for this purpose should focus on the consequences of rejecting legally insufficient cases and the resultant decreases in workload.

²

For an extensive discussion of this methodology see the Phase II evaluation report.

Once pre-trial screening has been adopted and after a suitable period of time for adjustment and procedural integration, the second type of evaluation and the one which received the primary attention of this study should be undertaken. This evaluation measures the congruence of the charging assistants' decisions with those of the chief prosecutor, the degree of uniformity in case evaluation among the charging assistants, and the impact of these decisions on the criminal justice system. Once a screening project has been instituted, it should be possible to evaluate it in terms of its case dispositions. It is this evaluation effort which is so often overlooked but which lends added significance to the importance of pre-trial screening and to the importance of a proper evaluation. The pre-trial screening unit must not be considered merely as an "add-on, box" of work in an office but as the initial, critical translation of prosecutor policy into action.

Controlling for Change

A potential danger during the course of any evaluation effort is change. If the change itself is the adoption of pre-trial screening, given our time-series methodology, it is obvious that there is a mandatory requirement for collecting data before the pre-trial screening project is installed in the office. One cannot accurately measure the effects of a particular project if change occurs in an uncontrolled environment. Change may take one of two forms, structural or policy. Structural or organizational change is usually identified well in advance of its occurrence giving the evaluator ample time to collect his data under rigorous conditions before and after the implementation of this type of change. An excellent example of such a change observed in the Phase I study is that presently occurring in Rhode Island. Here the entire criminal justice system is changing from a

practice of filing almost all cases through the grand jury to a procedure of filing by information.

A more subtle problem and one far more difficult to control from an outside evaluator's point of view, is that of policy change. This is particularly complex here since our evaluation attempts to assess the impact of policy on the system. It may be that even with the most extensive safeguards some policy change will occur unbeknownst to the evaluator. Thus for this evaluation task it is critical that safeguards be instituted and monitored carefully. Safeguards can be established in three different areas. The most important area is that of the prosecutor himself. Since he alone holds the key to policy change, ideally, none would occur without his authorization or knowledge. If the prosecutor is a whole-hearted supporter of the evaluation effort, and if he recognizes the problems engendered by an uncontrolled-for, policy change, then his cooperation with the evaluator with regard to the timing of change can immeasurably ease the burden of this problem. Practically, while the above may be true, other circumstances may very well intervene. Therefore more bureaucratic safeguards, in the form of reporting systems, must be installed to assist the evaluator. Monthly reports noting impending changes in prosecutorial policy as for example, they were discussed at staff meetings should be sent regularly to the evaluator. In addition, an exception-reporting system should be installed to permit the emergency notification of policy change if it occurs suddenly and without prior warning. Finally, the evaluation data itself should be subjected to statistical monitoring techniques, similar to those used in quality control procedures, so that as the dispositional data begin to fall outside of their expected distributions the evaluator would be alerted to

determine whether this is due to a change in policy or whether dispositions are at variance with policy. The monitoring safeguards are especially valuable if the data are collected and sent to the evaluator on an continuing basis. Substantial problems with this procedure may occur, however, if the evaluation data are based on selected samples for specified and discrete intervals of time.

Reporting Benefits to the Prosecutor

It is our belief that any information system used for evaluation should: (1) have an operational and management utility to the suppliers of the information, i.e. the prosecutor; (2) be on-going and continuous; (3) be capable of operating independent of a change in organizational structure, i.e. be process-oriented; and (4) be designed for manual processing but adaptable for automation, if facilities and necessary support are available. Too often evaluations have failed because they impose an added workload on the office personnel who are requested to supply data without any apparent benefits to the supplier. Therefore, we have designed this single project evaluation to meet the above conditions. We also believe that since the project evaluation system has incorporated the need for utility to the prosecutor and that since most prosecutors operate with inadequate reporting systems the acceptance of this proposed system will be maximized. In more instances than not, prosecutors rely on reporting systems that were designed by the police or the courts to satisfy their own needs. The data collection system proposed here provides disposition information in such detail that it can be used by the prosecutor for budget justification as well as planning, management and operational purposes. For prosecutors with existing reporting systems, the evaluation data requirements should not substantially affect

their workload. Furthermore, the evaluation reporting system may refine some of the existing data so that it can be interpreted in a more meaningful fashion.

Data Requirements For Evaluation

The evaluation data requirements differ according to the purpose of the evaluation. When a prosecutor moves from a situation of no screening to the installation of a pre-trial screening unit, data on the economies of this move should be collected. Economies do not necessarily mean dollar savings. They could also be measured in terms of improved productivity and reduced workload. Productivity can be examined with regard to reductions in workload. The elimination of weak or legally insufficient cases early in the system or the referral of cases to other court systems or diversion programs should produce concomitant decreases in the amount of time police spend in court and possibly overtime costs, the number of witness appearances and the cost of witness fees, the workload of the public defender, the courts backlog, the number of dismissals for insufficient evidence, and a reduction in jail population. Each of these system impacts should be measured in this type of evaluation as well as others which may be unique to a particular jurisdiction.

The data requirements for the evaluation of the effect of pre-trial screening decisions is illustrated by Figure 1 which shows a model case reporting form that meets the evaluation needs of measuring the priority for prosecution against the actual disposition, provides the basis for monitoring changes in policy and results in a universe for sampling cases which are to be audited. The other data needed for the evaluation are contained in the standard set of cases which measures congruence with policy and uniformity in charging decisions.

**Figure 1
Model Form For Evaluation Of
An Individual Local Pre-Trial Screening Project**

COPY 1 - mail to evaluator as soon as possible COPY 2-3 - your files
COPY 4 - if case accepted, send to evaluator upon final disposition.

Pre-Trial Screening Evaluation		000-00-000		(Serial Number preprinted)	
(Office Name) _____		Evaluation Received Date _____			
(Address) _____		Coder _____			
(phone) _____		Verifier _____			
Name of Defendant _____		Sex _____	Race _____	Complaint Number _____	
		DOB _____		Defendant I.D. No. _____	
Address: _____		Date Offense _____	Date Arrest _____	Court Case Number _____	
Prosecutor Action:	Accepted _____	Refused _____	Other _____	Coding only	
Reason (if not accepted) _____					
Police Arrest Charge(s) _____					
Prosecutors Charge(s) _____					
Coding only					
Charging Assistant Name: _____ Date: _____					

A. NATURE OF CASE	check if applicable	pts.	B. NATURE OF DEFENDANT		
Victim			Felony Convictions		
one or more persons	<input type="checkbox"/>	2.0	one	<input type="checkbox"/>	9.7
Victim Injury			more than one	<input type="checkbox"/>	18.7
received minor injury	<input type="checkbox"/>	2.4	Misdemeanor Convictions		
treated and released	<input type="checkbox"/>	3.0	one	<input type="checkbox"/>	3.6
hospitalized	<input type="checkbox"/>	4.2	more than one	<input type="checkbox"/>	8.3
Intimidation			Prior Arrests—Same Charge		
one or more persons	<input type="checkbox"/>	1.3	one	<input type="checkbox"/>	4.5
Weapon			more than	<input type="checkbox"/>	7.2
defendant armed	<input type="checkbox"/>	7.4	Prior Arrests		
defendant fired shot or			one	<input type="checkbox"/>	2.2
carried gun, or			more than one	<input type="checkbox"/>	4.2
carried explosives	<input type="checkbox"/>	15.7	Prior Arrest—Weapons Top Charge		
Stolen Property			more than one	<input type="checkbox"/>	6.4
any value	<input type="checkbox"/>	7.5	Status When Arrested		
Prior Relationship			state parole	<input type="checkbox"/>	7.1
victim and defendant—same family	<input type="checkbox"/>	-2.8	wanted	<input type="checkbox"/>	4.2
Arrest			DISTRICT ATTORNEY'S EVALUATION _____		
at scene	<input type="checkbox"/>	4.6	TOTAL SCORE _____		
within 24 hours	<input type="checkbox"/>	2.9	RANKING CLERK _____		
Evidence					
admission or statement	<input type="checkbox"/>	1.4			
additional witnesses	<input type="checkbox"/>	3.1			
Identification					
line-up	<input type="checkbox"/>	3.3			

FOR EACH CHARGE; RECORD: (1) Disposition, (2) Reason, (3) Process Step, (4) Date _____

Requirements for Evaluation

In this section, the basic requirements for the single project evaluation effort will be briefly discussed. These requirements expose the areas that an evaluator of a single project should consider and integrate into his work plan. It is assumed that the reader has had evaluation experience so that these areas are presented more as a check list for consideration than a procedural manual. The structure of an individual office characterizes how these tasks will be performed, by whom, and in what order. However, regardless of the actual evaluation procedure, it is recommended that even if no activity is planned in some of the following areas that they be recognized and carefully considered for inclusion in the effort.

Office questionnaire.--There are certain basic items of descriptive information that an evaluator should collect to provide foundation for his work. This information would include primary data about the characteristics of the office, the prosecution processing system and the criminal justice environment. As a first step in any evaluation effort a comprehensive description of the phenomenon under scrutiny is needed. This provides an understanding of the milieu in which change is occurring. Figure 2, above, shows examples of the type of information to be collected for this activity. Briefly it notes some of the more important features of the office and the significant external factors which affect it. The evaluator should be prepared to modify or expand this list to meet the particular needs of his project.

Decision flow chart.--Since the evaluation of pre-trial screening projects centers on the decision-making process in the office, it is essential that these decision points be identified. The evaluator should make a personal on-site visit to the office to develop a comprehensive decision flow chart.

FIGURE 2

EXAMPLE OF SELECTED CHARACTERISTICS
FOR DESCRIPTION OF A PROSECUTION SYSTEM

1. Name of county or jurisdiction:
2. Present population of jurisdiction:
3. Is there a public defender agency?
4. How many defendants are defended by:
 - a. court appointed attorneys
 - b. retained counsel
 - c. public defender
 - d. other
5. Are there separate courts for felony, misdemeanor and traffic?
6. Is there a trial de novo from a misdemeanor conviction?
7. Does the defendant have automatic right to preliminary hearing in felony cases?
8. Does the court operate with speedy trial rules?
9. What percent of criminal court cases are not heard on scheduled date?
10. Does the jurisdiction have:
 - a. single supervisory or presiding judge
 - b. courts controlled locally
 - c. other
11. Title of office:
12. Is the Office of the Chief Prosecutor elective partisan ballot, elective non-partisan ballot, or appointive?
13. Length of the Chief Prosecutor's term of office:
14. Is the Chief Prosecutor position full-time or part-time?
15. Can the Chief Prosecutor have an outside private practice?
16. How long has the Chief Prosecutor been in office?
17. Number of branch offices permanently staffed that perform same functions as central office?

FIGURE 2 (Continued)

18. Number of assistant prosecutors:
19. Number of personnel employed:
20. Are charges reviewed by the prosecutor before filed with the court?
21. When is the official notification of persons arrested?
22. Who notifies the office of arrest?
23. Number of law enforcement agencies reporting to the office:
24. Is the same arrest report form used for more than one law enforcement agency?
25. Are arrest reports from law enforcement agencies requested or are they automatically sent?
26. What is the length of time from arrest of the defendant to receipt of the arrest report?
27. Is grand jury a regular part of the criminal justice system?
28. Are felonies processed through a grand jury?
29. Does the prosecutor make recommendations at sentencing?
30. Is there a plea negotiating system?
31. How many cases were disposed of by plea negotiation in 1973?
32. Are screening decisions reviewed and evaluated internally?
33. Is there access to diversion programs?
34. Does the prosecutor have responsibility for
 - a. non-support and/or URESA (Uniform Reciprocal Enforcement)
 - b. Juvenile matters
 - c. Civil and legal work of local agencies, boards and commissions
 - d. Consumer protection matters
 - e. Traffic prosecution
 - f. Other

The development and use of this decision flow chart is examined in great detail in the *Pre-Trial Screening: A Perspective* as well as in the Summary attached to this report (see Summary, Figure 1, page 23). Briefly, it describes the locus of decisions throughout the prosecution system, identifies the decision-makers and the participants in the decision, describes the sets of information upon which the decision is made at each point, identifies the choices available to the decision-maker and provides the basis for establishing frequency of the selection of each disposition. Finally, also noted are other workloads in the office, not necessarily as a part of the specific evaluation task but as a perspective for the analysis of the use of strategies and resource allocation patterns. The decision flow chart is probably the evaluator's most important tool. It provides a visual image of the entire screening and disposition process in the office, highlighting the critical junctures in the process while avoiding unnecessary details. Yet it can be produced quickly and, once developed, provides the conceptual framework against which the actual data on case dispositions can be interpreted.

Case evaluation systems.--Case evaluation systems permit the quantification of the prosecutor's priorities and policies and as such may become the base for measuring the congruence of policy between the prosecutor and the assistants, the amount of uniformity between assistants and the degree of preferred dispositions obtained by the prosecution. These systems have been described in detail in the report "*Pre-Trial Screening: A Perspective*" and more briefly in the Summary. At the local level, the standard set of cases made available to the evaluator would be ranked in order of urgency for prosecution and preferred disposition by the chief prosecutor or the assistant to whom he has delegated the charging authority. A statistical model of this set will already have

been prepared and programmed so that after the ranking, weights for the elements of cases can be computed swiftly and easily. The standard set will also be ranked by all other charging assistants to measure the congruence of their charging policy with that of the chief prosecutor as well as to measure the degree of uniformity among them. Where substantial differences occur, the evaluator should immediately inform the prosecutor. Ranking should be repeated at a later stage in the evaluation (probably after at least 6 months of project operation) to determine the degree of constancy in charging priorities over time.

In addition to the standard set, at the least, a sample of actual cases must be selected by the evaluator to measure the impact of the charging decision policy on dispositions. The use of an interrupted time series methodology requires that data on a run of actual cases be acquired before as well as after a new screening program is adopted or a major change introduced. The dispositions of the "before" cases are then compared to the "after" cases to provide a measure of the impact.

The type of information which should be collected for the evaluation of the impact of screening on dispositions is exemplified in Figure 1. This form is presented as a model to show the simplicity of the data collection requirements for the evaluation. The point scores shown in the figure are the weights for case elements computed for the Bronx District Attorneys Office and are not necessarily reflective of the priorities of any other prosecutor's office. Each office submitting to evaluation will receive its own point score reflecting its own priorities. The form is printed on four-part carbonless paper. In use, the first part would be sent to the evaluator when the case enters the prosecutor's office and an initial decision has been made. If the case is selected for prosecution, the fourth part will be forwarded to the evaluator upon final disposition of the case. The other two copies will remain with the

prosecutor for his statistical or operational uses. In some offices, it is hoped that the case ranking will become an operating function of the office. Where this becomes the case, the task of the evaluator is simplified since the sampling requirements may be reduced.

Full-time statistical clerk.--If any evaluation is to be successful, it is essential that support personnel be available in the prosecutor's office to control the statistical reporting requirements of the evaluation. We strongly recommend that the evaluation component of a pre-trial screening project include funds for a full-time statistical clerk (approximately \$8-10,00 per annum) if no other equivalent personnel are readily available for assignment from the prosecutor's staff. In all likelihood, this will not be the case. Most prosecutors' offices are understaffed and traditionally rely on part-time law students to perform routine administrative tasks. For this evaluation activity, the information and data collection techniques require the services of a trained statistical clerk.

The clerk's responsibility will be to collect the information necessary for the evaluation, insure that it is accurate and complete, report to the evaluator on a regular and timely basis, be the principle contact between the evaluator and the prosecutor's office and assist in the interpretation of the data. Additionally, the statistical clerk would be responsible for maintaining the audit functions of the system in conjunction with the evaluator. This close cooperation is essential to a successful evaluation.

On-site verification and implementation of reporting systems.--The implementation of a reporting system should be done on-site by the evaluator both to ensure its validity and also permit flexibility if it has to be modified at a later date. The evaluator should visit the office, verify the information

which he has obtained about the office, develop the decision flow charts, identify the data collection points within the process and work with the statistical clerk in the implementation of reporting systems. While the collected data from each office will be essentially the same, the location of the collection points will vary according to the judicial systems and the organizational structure of the prosecutor's office.

Once the reporting systems are installed, collection procedures established and the staff trained, the evaluator should set up controls to monitor them so that breakdowns will be reported. Careful monitoring of the reporting systems will minimize the problems associated with incomplete data. This monitoring will in all probability be based on statistical techniques which, to be interpreted, requires that the evaluator have personal familiarity with the operations of the office.

Planning for the interrupted time series methodology. As proposed, the methodology for this evaluation is an interrupted time series which requires that information be collected before the institution of change and after. Since a data base of sufficient size for statistical analysis must be collected before a pre-trial screening project is implemented, the collection stage may well cover a period of three months or more depending on the case-load in the office. For example, if an office is receiving only 100 cases a month, it will take 3 months before the data base will be large enough for statistical analysis.

Under these conditions, it is recommended that when an office applies for LEAA pre-trial screening funds, during the grant application processing stage, the evaluator work with the local prosecutor to flag the cases which will be used as the "before" data in the subsequent analysis. This is important since

most prosecutors' offices today are not capable of producing the information needed for the evaluation from their existing case files. As a result, the base data for the evaluation must be assembled either prior to the award of the grant or after a planned delay in implementation.

Where the change introduced by a pre-trial screening project is structural, either based on a drastic reorganization of the office or an imposition of a new program or procedures, then the evaluator should wait for a period up to 90 days before resuming the evaluation. This is necessary since the institution of change disturbs the normal operating process and may distort the data. If the change to be introduced in an existing pre-trial screening project is one of policy, then the time delay need not be as long. These considerations apply particularly to those offices whose evaluation will be conducted on a case sample basis. Where the evaluation data are collected as part of an on-going, operating system, it may be possible to examine the effect of change as it takes place.

Control-audit systems.--In addition to the data collection and reporting system which provides information to the evaluator, additional reporting systems are necessary to control and audit the evaluation. Reporting systems should be instituted which would provide for this capability. Specifically, a method for an audit trail must be devised to keep track of individual case additions, deletions or modifications. We suggest that as a first step the use of pre-printed serial numbers on the case reporting form be considered to establish the trail. That the accuracy of the data also be confirmed by using sampling techniques to select certain cases for re-ranking, re-coding and verification of the procedures used by the prosecutor's staff involved in this activity. Additionally, the evaluation system should be placed under controls which assure its proper operations. These controls should include both

regular report requirements citing the volume, progress and anticipated changes as well as exception reporting systems for unexpected or unanticipated changes. Finally, the evaluation data collection system should be constantly monitored for significant changes in expected disposition patterns. Where these occur, special notice should be made to the evaluator for his prompt attention.

Evaluation For Consistency Of Strategies And Resource Allocation

Even though the major measurements to be used for this evaluation are quantifiable and can be expressed in terms of case dispositions relative to prosecutors' goals, this does not preclude other qualitative types of evaluations. Since the policy of the prosecutor is the primary determinant in disposing cases, how the prosecutor achieves his goals and what resources he uses can assist or hinder his effort. To achieve certain goals, varying uses of plea bargaining, discovery and sentence recommendation will be made. The evaluator should examine the degrees to which use of these strategies support the prosecutor's policy. At the same time, examination of resource allocation patterns should also be made, since allocation of resources may also effect the degree to which goals are attained as well as lend insight into the goals of the office. For example, an office operating under a trial sufficiency policy should not staff the pre-trial screening unit with third-year law students or inexperienced assistants.

The careful examination of both the strategy and resource allocation usage patterns by the evaluator identifies the extent to which the pre-trial screening project has been integrated into the prosecutive function and placed under control. The pre-trial screening unit should not be just an appendage washing out poor cases. The decisions emanating from this unit must reflect and temper the policy of the entire office.

Work Steps: A Summary

The evaluation process for local pre-trial screening projects is composed of the following series of tasks which are not necessarily sequential.

1. The chief prosecutor, first assistant and screening assistants (or any combination of the preceding) rank the standard set of cases.
2. The results are compared using regression and/or analysis of variance techniques to determine degree of agreement. This stage is essential to identify the dominant policy operating in the office.
3. Having reached a general agreement on policy, a number of cases just entering the system will be flagged. The dispositional weights abstracted from the standard set will be extracted to a data collection form (see Figure 1). The forms containing the information of the flagged cases will be sent to the evaluator.
4. The reporting systems will be implemented, flow charts and descriptive data obtained and the formal screening program started. This system should be used for at least 90 days before a second step in the interrupted time series is taken.
5. After the break-in period, a new set of cases entering the system will be flagged. The data forms for this sample of cases will be forwarded to the evaluator. If the case is rejected, that will also be recorded and forwarded. Dispositions will be tracked and reported for this sample of flagged cases.
6. After a reasonable number of dispositions are available (probably 80-90% of both sets of flagged cases), the analysis or evaluation can begin. This task will involve looking at cases which were rejected under the screening program and determining if they would have entered the system in the absence of a formal program. Also an estimation of the likely outcome of those cases

which would have entered the system in the absence of the program can be obtained. This would provide a first rough approximation of the reduction in workload.

7. For analysis, the data from the initial input document will be sent to the evaluator where it will be edited and processed to the computer file. The disposition forms will be in narrative form when received by the evaluators. This will require the development of empirical coding and classification systems.

8. Computerized systems will match disposition records and report at regular intervals cases for which dispositions have not been received. Other management control and monitoring systems will be developed. Packaged computer programs will be used for most of the statistical analysis although some modifications may be required. Extensive output programming is anticipated.

Timing And Costs

Since the evaluation is primarily in terms of dispositions, there is an inherent time delay which must be considered. In a heavily backlogged court, it may well be a year before the last cases selected for evaluation are disposed of. During this time, the tracking mechanism established may continue to operate even though the funding cycle may be concluded for the project. If this occurs the evaluation activity may extend past the grant period. Recognizing this eventuality, it is recommended that under some circumstances the evaluation should be funded independent of the grant cycle and grant award period. Under more optimal conditions, the evaluation activity should run concurrent with the grant period.

The estimated cost of evaluation for a single project is difficult to estimate unless it can be considered by the evaluator as one project among many. This is primarily because the developmental costs of establishing the evaluation methodology, including the evaluator's time and expenses, should be allocated among many projects. If the evaluation activity is supported in terms of the core expenses of the evaluators, and if a standard set of cases has been developed, then it is estimated that the travel, installation monitoring and evaluation expenses for each project would be approximately \$6,000-8,000 per project.

Additionally, since it is essential that each project be supported internally by a statistical clerk (\$8,000-10,000 p/a) and the indirect expenses attached to that salary, the local prosecutor should expect funding for this position at a level of approximately \$15,000. Total evaluation costs excluding the basic support of the evaluator should be estimated at approximately \$20,000-25,000 per project.

END