

Engel



CLEVELAND IMPACT CITIES PROGRAM  
ADJUDICATION OPERATING PROGRAM  
DIAGNOSTIC TREATMENT PROFILE  
COMPONENT

FINAL EVALUATION REPORT

April 1975

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**OFFICE OF THE MAYOR  
IMPACT CITIES  
ANTI-CRIME PROGRAM**

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SEP 7 1976

ACQUISITIONS

CLEVELAND IMPACT CITIES PROGRAM  
ADJUDICATION OPERATING PROGRAM  
DIAGNOSTIC TREATMENT PROFILE COMPONENT  
FINAL EVALUATION REPORT

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SECTION I  
INTRODUCTION

## SECTION I

### INTRODUCTION

#### 1.1 PROGRAM BACKGROUND

This is the final report on one component of the Adjudication Operating Program, one of five anti-crime programs of the Cleveland IMPACT Cities Program. The IMPACT Program is an intensive planning and action effort designed to reduce the incidence of stranger-to-stranger crimes (homicides, rapes, aggravated assaults, and robberies) and burglary in Cleveland by five percent in two years and 20 percent in five years. Based on this top-level goal, the IMPACT Program derived four sublevel goals:

- Minimize the need to commit crime;
- Minimize the desire to commit crime;
- Minimize the opportunity to commit crime; and
- Maximize risk for offenders.

To achieve these four goals, five specific Operating Programs were devised, as depicted in the program structure, Figure 1-1. The Operating Programs, in turn, consisted of some 35 individual project components.

This report concerns one of the projects in the Adjudication Operating Program, one of two programs designed to maximize the risk to offenders and to minimize their opportunities to commit crimes. The central hypothesis of this Operating Program is that the nature of the adjudication process -- specifically, swift and sure court processing of offenders -- can increase the risk to potential offenders; deter potential offenders who become aware of the high probabilities of apprehension, prosecution, and conviction; and deter processed offenders from recidivating by impressing on them the certainty of swift and sure adjudication.

ULTIMATE  
GOAL

REDUCE  
STRANGER-TO-STRANGER  
CRIME AND BURGLARY  
5% IN 2 YEARS  
20% IN 5 YEARS

UB-LEVEL  
PROGRAM  
GOALS

MINIMIZE NEED TO  
COMMIT CRIME

MINIMIZE DESIRE TO  
COMMIT CRIME

MINIMIZE  
OPPORTUNITY TO  
COMMIT CRIME

MAXIMIZE RISK  
FOR OFFENDERS

PERATING  
PROGRAMS

PREVENTION

ADDICTION  
TREATMENT

EMPLOYMENT

DIVERSION  
AND  
REHABILITATION

DETERRENCE,  
DETECTION  
AND APPREHENSION

ADJUDICATION

PROJECTS  
AND/OR  
ACTIVITIES

• CDAP\*

• CVEP\*\*  
• Summer  
Recreation

YOUTH PROJECTS

- Alternative Education (Street Academy)
- Youth Service Coordinators
- Youth Outreach
- Intervention and Developmental Centers
- Police Athletic League
- Cleveland Youth Assistance
- Juvenile Court Development
- Juvenile Delinquency Treatment\*\*\*

CORRECTIONAL PROJECTS

- Comprehensive Corrections Unit
- Group Homes
- Community-Based Probation
- Adult Parole Post-Release (Seven Step)
- Institutional Post-Release Aftercare
- Probationary Post-Release
- Community-Based Supplemental Services
- Boys' Club Post-Release
- Big Brothers/Project Friendship Post-Release Follow-Up
- Cleveland Pre-Trial Rehabilitation\*\*\*

- Concentrated Crime Patrol
- Upgrading of Narcotics Related & Felony Investigative Procedures
- Auxiliary Police Training and Equipment
- Expansion of Police Outreach Centers
- Public Information
- Cleveland IMPACT Neighborhood Patrol
- IMPACT Response Time Reduction
- IMPACT Security Patrol for the Elderly
- IMPACT Streetlighting
- IMPACT Awareness

- PRE-TRIAL DELAY:
  - Visiting Judges
  - Prosecutor's Office
  - Counsel for Indigents
- POST-ADJUDICATION DELAY:
  - Pre-Sentence Investigation
  - Diagnostic Treatment Profile
- Cleveland Offender Rehabilitation Project

FIGURE 1-1

CLEVELAND IMPACT CITIES  
PROGRAM STRUCTURE

\*Cleveland Drug Abuse Program  
\*\*Cleveland Vocational Educational Program  
\*\*\*Note: A grant application has been submitted and LEAA approval is pending.

To improve the adjudication process consistent with this hypothesis, the Pre-Trial and Post-Adjudication Delay Reduction Project was created as part of the Adjudication Operating Program. The objectives of the project are twofold:

1. To reduce the time a defendant spends awaiting trial, consistent with (a) the speedy trial provisions of the Sixth Amendment and the Ohio Rules of Criminal Procedure, Crim. R. 4, 5, and 7, and (b) the due process provisions of the Fifth and Fourteenth Amendments and the Supreme Court's ruling in Argersinger v. Hamlin, 407 U.S. 25 (1972); and
2. To reduce the time a convicted defendant spends awaiting sentencing, consistent with the provisions of the Fifth, Sixth, and Fourteenth Amendments, and Crim. R. 4, 5, 32, 32.2, 34, and 46.

To achieve these objectives the project was divided into two activities -- Pre-Trial Delay Reduction (Activity 1) and Post-Adjudication Delay Reduction (Activity 2). As shown in Figure 1-2, Activity 1 consisted of three component projects and Activity 2 of two component projects.

Activity 1, Pre-Trial Delay Reduction, sought to speed the processing of felony defendants through the criminal courts. Component 1, Visiting Judges, provided funds in the Common Pleas Court (General Division) and the County Sheriff's Department for six visiting judges and associated support personnel for trying criminal cases. Component 2, County Prosecutor's Office, provided funds to the Prosecutor's Office for nine Assistant County Prosecutors and associated support personnel to try the cases before the visiting judges. Component 3, Counsel for Indigents, provided funds to the Legal Aid Society of Cleveland for eight attorneys and associated support personnel and facilities to represent those defendants who are indigent in Cleveland Municipal and Cuyahoga County Common Pleas Court. Activity 2, Post-Adjudication Delay Reduction, sought to accelerate the processing of convicted defendants in the Common Pleas Court. Component 1, Pre-Sentence Investigation, provided funds to the County Probation Department for five full-time and four part-time Probation Officers and associated

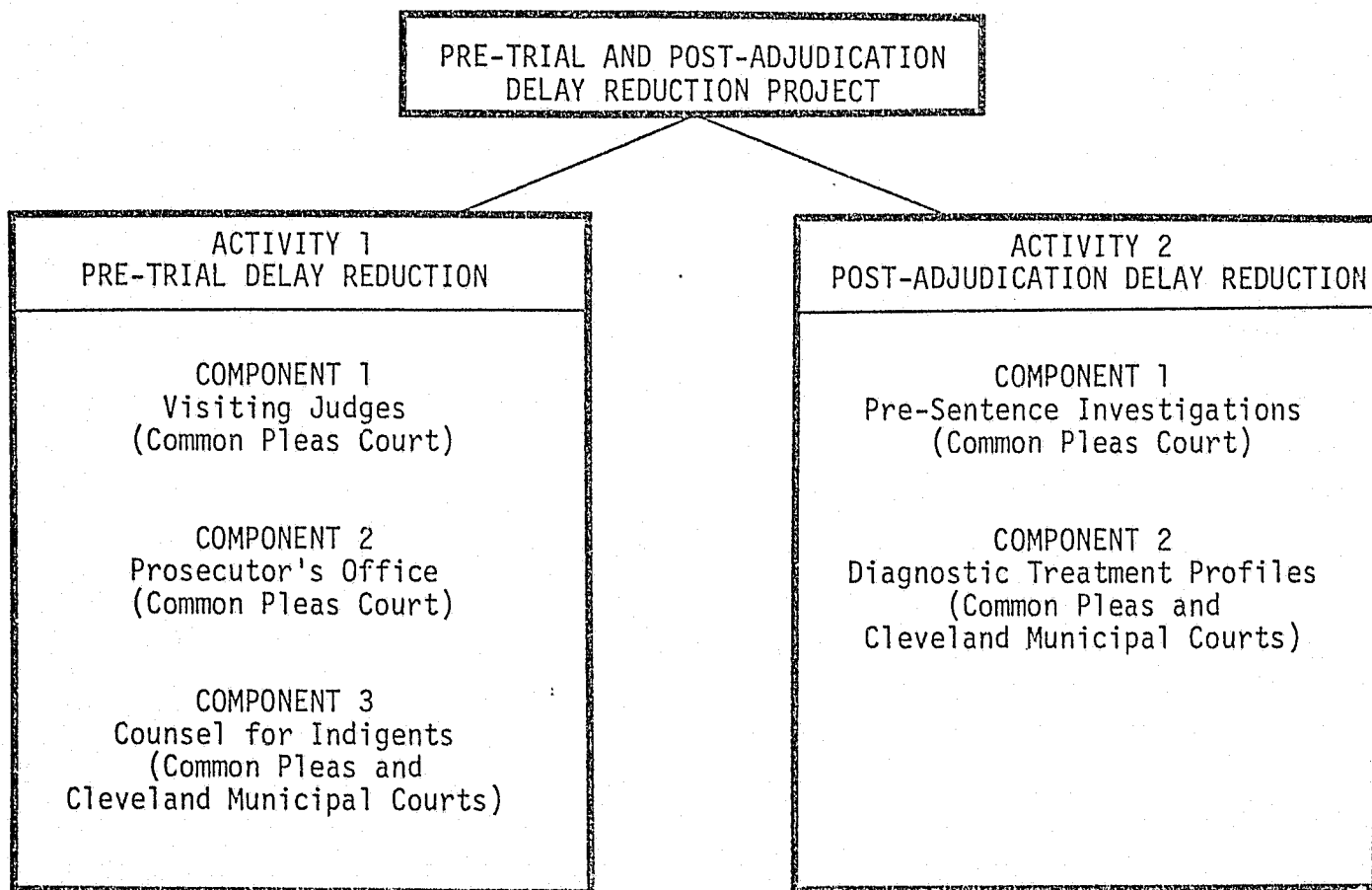


FIGURE 1-2

COMPONENT RELATIONSHIPS

PRE-TRIAL AND POST-ADJUDICATION DELAY REDUCTION PROJECT

support personnel to prepare pre-sentence investigation reports on convicted IMPACT defendants for the Common Pleas Court. Component 2, Diagnostic Treatment Profiles, provided funds to the Psychiatric Clinic serving the Common Pleas and Municipal Courts for additional personnel to develop defendant need-assessment profiles and to supplement the pre-sentence case history investigation of the County Probation Department. The goals, objectives, and methods of each of the five components of the Delay Reduction Project are summarized in Table 1-1.

The entire Delay Reduction Project was funded from an LEAA Discretionary Grant. As noted above, the project operated in the Court of Common Pleas in Cuyahoga County, serving a target population of felony defendants in criminal cases. Although the target population was intended to be offenders arrested for IMPACT crimes committed in Cleveland, it was not possible to limit the target population in this manner. First of all, the Court of Common Pleas is a countywide court of general jurisdiction; hence, defendants processed by the court need not (1) reside in Cleveland, (2) have allegedly committed a crime in Cleveland, (3) have been arrested in Cleveland, (4) have been arrested by the Cleveland Police Department, or (5) have had initial contact with the Cleveland Municipal Court. Nonetheless, a majority of common pleas defendants were arrested in Cleveland by the Cleveland Police Department. Secondly, although IMPACT crimes constitute a large fraction of the Common Pleas caseload, it was not possible to limit the services of the project's pre-trial components (the visiting judges and associated prosecutorial and defender personnel) to IMPACT defendants. Hence, the effect of the Delay Reduction Project was felt "across the board" for all felony cases. Thus, the pre-trial portion of the project affected the entire Common Pleas Court criminal case backlog and delay.

TABLE 1-1

DELAY REDUCATION PROJECT GOALS, OBJECTIVES, AND METHODS  
(Source: Project Discretionary Grant Applications)

DISCRETIONARY GRANT APPLICATION	PROGRAM COMPONENT	GOAL/OBJECTIVE	METHOD OF ACCOMPLISHMENT
"Pre-Trial Delay" (Activity 1)		Reduce time between arrest and disposition	Visiting Judges, additional Prosecutors, Counsel for Indigents
	Component 1, Visiting Judges	Reduce delay in adjudication of IMPACT defendants, reduce Common Pleas Court criminal case backlog, dispose of 150 to 200 cases per month	<ul style="list-style-type: none"> <li>• Six Visiting Judge positions, Judges supplied by Ohio Supreme Court, reimbursed by IMPACT</li> <li>• Visiting Judge support personnel, hired locally</li> <li>• Double-shift use of courtrooms</li> </ul>
	Component 2, County Prosecutors	Reduce delay in prosecution of IMPACT cases before Visiting Judges, assist Visiting Judges in disposition of 150 to 200 cases per month	<ul style="list-style-type: none"> <li>• Hire nine Assistant County Prosecutors (ACP) and support personnel</li> <li>• Assign ACP to each Visiting Judge courtroom</li> <li>• Prepare cases for prosecution before Visiting Judges and Grand Jury</li> </ul>
	Component 3, Counsel for the Indigent	Provide representation for 1,302 indigent IMPACT defendants	<ul style="list-style-type: none"> <li>• Hire eight attorneys and support personnel</li> <li>• Screen cases, represent IMPACT defendants in Cleveland Municipal Court</li> <li>• Represent IMPACT defendants in Common Pleas Court</li> </ul>

TABLE 1-1 (Continued)

DISCRETIONARY GRANT APPLICATION	PROGRAM COMPONENT	GOAL/OBJECTIVE	METHOD OF ACCOMPLISHMENT
"Post-Adjudication Delay" (Activity 2)		Reduce time between conviction and sentencing, place convicted offenders into proper corrective programs	Probation Officers, Psychiatric/ Psychological testing and evaluation
	Component 1, Pre-Sentence Investigations	Eliminate delay in preparing Pre-Sentence Investigations on convicted Visiting Judge case defendants	<ul style="list-style-type: none"> <li>• Hire five County Probation Officers and support personnel</li> <li>• Utilize "short-form" pre-sentence investigation reports</li> <li>• Complete pre-sentence reports on Visiting Judge cases prior to pleadings</li> <li>• Complete 17 pre-sentence investigations per Officer per month</li> <li>• Utilize existing Officers to complete an additional 85 to 150 per-sentence investigations per month</li> </ul>
	Component 2, Diagnostic Treatment Profiles	Recommend placement of offenders into correctional and/or treatment programs, assist the Probation Officers in preparing Pre-Sentence Investigations on convicted Visiting Judge case defendants, prepare professional assessments of needs/treatment modalities on 50 defendants per month	<ul style="list-style-type: none"> <li>• Hire psychological and psychiatric professionals</li> <li>• Interview and test defendants</li> <li>• Prepare diagnostic profiles</li> <li>• Recommend treatment modalities</li> </ul>

## 1.2 PROJECT COMPONENTS

### 1.2.1 PRE-TRIAL DELAY REDUCTION COMPONENTS

The core of the pre-trial delay reduction effort was the addition of six visiting judges to the bench of the Cuyahoga County Court of Common Pleas. The visiting judges were assigned by the Ohio Supreme Court from other counties in the state where caseloads are lower than those in Cuyahoga County. The addition of the visiting judges was specifically intended to supplement the services of the sitting judges of the Common Pleas Court, not to relieve them from hearing their normal complement of criminal cases. Initially, the visiting judges operated in a double-shift mode, using courtrooms in the afternoon while the sitting judges used them in the morning. But in June 1973 the County added seven new courtrooms in the Mott Building, making double shifts unnecessary.

The Visiting Judges component also included funds for courtroom support personnel. These personnel included nine Deputy Sheriffs responsible for courtroom protection and prisoner transfer, six court bailiffs responsible for assisting the judges in the trial process and making record entries as directed, two clerks in the Common Pleas Central Scheduling Office responsible for managing the case flow, two secretaries to conduct the judges' correspondence, one law clerk to check points of law in the County Law Library on request of the visiting judges, six court reporters to transcribe courtroom proceedings, and two jury bailiffs to serve the needs of the impaneled jurors.

Phase I of the Visiting Judges component covered April 1973 through March 1974 and was funded by an LEAA grant of \$411,213. Based on the favorable evaluation of Phase I, a second-year effort was funded for an additional

\$308,403. The grant funds, supplemented by local funds, provided for the salaries and fringe benefits of the personnel listed above, jury fees for the additional juries required by the project, office supplies, telephone expenses, and rental of additional courtroom space. As a result of the project's success in reducing both backlogs and delays, it is being institutionalized as an on-going part of the County court system at the conclusion of the Phase II grant period.

Supporting the Visiting Judges component are the associated prosecutorial and defender components. These are both designed to provide adequate personnel to ensure that cases assigned to the six visiting judges could be handled expeditiously on the part of both prosecution and defense. Nine additional prosecutors were added to the staff of the Cuyahoga County Prosecutor. These prosecutors became part of a pool from which the Prosecutor chose personnel to try cases in the Common Pleas Court. In this way, the Prosecutor could choose either a newly-hired attorney or one more experienced in criminal prosecution to prosecute each visiting judge case. Adding nine Assistant Prosecutors to the attorney pool permitted the Prosecutor's Office to cover all six visiting judges' courtrooms and also to keep other cases in preparation for trial before those judges. In addition, a clerk-coordinator was added to the Prosecutor's staff to keep the case flow uninterrupted. Phase I of the Prosecutor's Office component paralleled Phase I of the Visiting Judges component, and was funded by an LEAA grant in the amount of \$116,240. Phase II covered the eight months from April through December 1974, after which the project was continued with local funds, to continue to support the Visiting Judges component.

The Counsel for Indigents component was funded by a Phase I grant of \$182,484. This provided funds for the Legal Aid Society to hire eight attorneys to be assigned to defendants who could not afford private defense counsel and requested appointed counsel. The attorney was assigned to the defendant at the preliminary hearing in Municipal Court, and would see the case through Common Pleas Court.\* The budget also provided funds for Legal Aid to hire four law students, two investigators, two clerks, and a social worker to assist in preparing defense cases. The budget also provided funds for additional court reporter service, travel expenses for staff attorneys and investigators, office rental, and office supplies and equipment. Like the Prosecutor's Office component, Counsel for Indigents was refunded for Phase II through December 1974 and has been continued since then with local funds to support the continuation of the Visiting Judges component.

#### 1.2.2 POST-ADJUDICATION DELAY REDUCTION COMPONENTS

The goal of these two components is to reduce the time between conviction of IMPACT defendants and their placement in appropriate correctional programs. The thrust of these activities is to provide the information required for sentencing in as short a time period as possible. The implementation of this objective involved increasing the staff of both the Probation Department and the County Psychiatric Clinic.

The Pre-Sentence Investigation component was the Probation Department's contribution to reducing the delay by reducing or eliminating the usual delay in preparation of pre-sentence investigation reports. This was to be accomplished by hiring additional Probation Officers, devising a "short-form" pre-sentence

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\*As a practical matter, an attorney assigned to the initial stages of a case did not always remain assigned to the case if the individual defendant expressed another preference.

investigation form, and completing the pre-sentence reports prior to pleadings (later changed to a goal of "within five days of their assignment"). This component was supported by a \$58,314 LEAA grant, which provided funds for hiring five additional Probation Officers and a clerk-typist. The Department itself contributed a portion of the time of four other Probation Officers and the Chief Probation Officer. The new "short-form" was developed early in the project and revised twice to refine it for maximum workability. At the conclusion of the grant period in August 1974 the project was continued with local funding, to support the ongoing Visiting Judges component.

The final project component was the Diagnostic Treatment Profiles. Its objective was to assist the Probation Department in making sentencing recommendations which would place offenders into appropriate correctional and/or treatment programs, by making professional assessments of the needs and treatment modalities of convicted IMPACT offenders. This would be done by means of interviews with and testing of the referred offenders and preparation of diagnostic profiles and recommended treatment modalities. The LEAA grant of \$39,020 was to provide for the hiring of a psychologist, a test administrator, and a clerk-typist, plus partially supporting a psychological assistant and providing office supplies. However, staffing problems and a small number of referrals resulted in a decision not to continue this component beyond its first 12 months. An unexpended sum of \$30,000 was subsequently reprogrammed to further support the successful Visiting Judges component.

The remainder of this section describes in more detail the Diagnostic Treatment Profiles component. Section II reviews the performance and management of this project component and Section III draws conclusions and makes recommendations.

### 1.3 DIAGNOSTIC TREATMENT PROFILES (COMPONENT 2 OF ACTIVITY 2)

Diagnostic screening of convicted defendants prior to sentencing rests on the premise that psychological testing and interviews can obtain insight into the defendant's character and behavior that will lead to the selection of a more effective correctional disposition. It holds the promise of reducing time delay not so much in the adjudication phase as in the corrections phase, since, ideally, early identification of the defendant's problems will obviate the need for trial- and-error correctional programming. Although critics of the "medical model" of crime and delinquency\* question whether such an approach is appropriate or effective, it has gained considerable acceptance over the past decade; indeed, the Psychiatric Clinic serving the Common Pleas and Municipal Courts was not created for this program, but has been in existence for a number of years.

As stated in the grant application, the goal of this component of the Delay Reduction Project was to provide a diagnostic workup on every person referred to the Pre-Sentence Investigation Unit of the Probation Department (Component 1 of Activity 2). This was to be accomplished by extending the capacity of the Psychiatric Clinic by means of additional staff, and setting up a coordinating mechanism with the Probation Department to ensure timely processing of the referred defendants. Each defendant was to be interviewed and undergo a battery of psychological tests, on the basis of which the Clinic would develop an interpretive profile for use by the Court and Probation. This profile would identify and assess the defendant's needs as they related to possible rehabilitative efforts.

\*See Thomas Szasz, Psychiatric Justice (Macmillan 1965) and Law, Liberty and Psychiatry (Macmillan 1963) as well as Nicholas Kittrie, The Right to be Different: Deviance and Enforced Therapy (Johns Hopkins Press 1971) for examples of intelligent criticism of the medical model as applied to criminal justice.

As described and justified in the grant application, the inclusion of Diagnostic Treatment Profiles in this project was not intended to reduce the time involved between conviction and sentencing (although by coordinating with the Pre-Sentence Investigation Unit, it was supposed to avoid increasing this time delay); rather, its primary justification was to "improve the rehabilitative success potential for community-based efforts," by means of better matching of offenders with programs, and earlier identification of the offender's need for such programs.

To accomplish this, the Psychiatric Clinic proposed to hire additional psychologically trained personnel and to work closely with the Pre-Sentence Investigation Unit, in the areas of case scheduling and record-keeping. The two units were also to "collaborate to develop an acceptable working model [report] for the probation case worker." The grant application also pointed out that the Psychiatric Clinic is housed in the Criminal Courts Building, the same facility in which the Probation Department is housed, thereby making the logistics of collaboration unlikely to be a problem.

As noted earlier, however, the Diagnostic Treatment Profiles component did not accomplish its objective. It was never able to hire a licensed psychologist, as provided for in the grant application. Its initial test administrator resigned after two months and a replacement was never obtained. Only the clerk-typist position was filled, although an interviewing "trainee" was hired for the last three and one-half months of the project. As a result, during the 12-month grant period only \$9,020 of the \$39,020 in grant funds was expended, and the remaining money was able to be reprogrammed to the Visiting Judges component, upon the close-out of Diagnostic Treatment as an IMPACT project component. The performance and management aspects of this component are discussed further in Section II.

SECTION II

MANAGEMENT AND PERFORMANCE

## SECTION II

### MANAGEMENT AND PERFORMANCE

This performance assessment of the Diagnostic Treatment Profile component of the Delay Reduction Project is based on data obtained from the component's three Quarterly Reports (dated August 6 and October 5, 1973, and January 11, 1974) and its Final Narrative Report (dated May 8, 1974). In addition, because so little data were available from these reports, data have been obtained from the Pre-Sentence Investigation component's monthly Performance Status Reports (PSRs) and its monthly and quarterly reports. No PSRs were available from the Diagnostic Treatment Profile component itself.

The only statistical data on the activities of the Diagnostic Treatment component are the figures on the number of referrals during each of the 12 months that the project was operational. According to the grant application, diagnostic treatment profiles were to be prepared on all defendants referred for pre-sentence investigation (PSI), in parallel with the conduct of the investigation, up to a maximum of 50 cases per month. Yet comparison of monthly figures from the Pre-Sentence Investigation Unit with those from the Psychiatric Clinic reveals that the profiles were only prepared on 54.4 percent of the defendants for whom PSI's were done (See Table 2-1), during the year that the Diagnostic Treatment component was operational. Month-by-month figures ranged from a low of 28.5 percent during the first month, to a high of 82.5 percent the second month, with most of the remaining months fluctuating between 50 and 60 percent.

TABLE 2-1  
POST-ADJUDICATION DELAY REDUCTION  
DEFENDANTS PROCESSED

MONTH	DEFENDANTS RE- FERRED FOR PSI	DIAGNOSTIC TREATMENT PROFILES PREPARED	PERCENTAGE OF PSI DEFENDANTS
APRIL 1973	7	2	28.5
MAY 1973	17	14	82.5
JUNE 1973	8	5	62.5
JULY 1973	19	13	68.4
AUGUST 1973	19	10	52.6
SEPTEMBER 1973	21	11	52.4
OCTOBER 1973	23	9	39.1
NOVEMBER 1973	36	19	52.8
DECEMBER 1973	15	10	66.7
JANUARY 1974	21	7	33.3
FEBRUARY 1974	18	13	72.2
MARCH 1974	13*	5*	38.5
TOTAL	217	118	54.4

\*The Diagnostic Treatment Unit only operated during the first 14 days of the month of March 1974; hence, for comparison purposes, only half of the PSI defendant total for March has been used.

The Diagnostic Treatment component's progress reports do not explain the failure of the Unit to achieve its goal of producing profiles on all defendants referred for PSIs. The explanation must be sought from the PSI Unit, which interfaced closely with the Psychiatric Clinic during the entire year. During the first few months of the project, it became apparent to both the PSI Unit and the Clinic that without the authorized level of professional staffing, the Clinic could not possibly produce Treatment Profiles on all PSI defendants, without causing intolerable delays in processing, thereby defeating the principal objective of the Delay Reduction Project. Hence, a decision was reached between the PSI Unit and the Psychiatric Clinic that only defendants requiring (a) emergency service or (b) extensive psychiatric examination would be sent to the Clinic for diagnostic screening. Given the limited manpower of the Clinic throughout the project period, and the overriding importance of reducing delays, this decision was a reasonable one, even though it amounted to the abandonment of the Diagnostic Treatment component's goal of providing a Treatment Profile on every PSI defendant. That a workable modus vivendi was achieved is indicated by the comment in the October 1973 monthly report of the PSI component that "Little, if any, problems exist in these areas (delivery of Prosecutor's files and psychiatric screening reports) at present." Further, the November PSI report states that "close cooperation exists between the Probation Office and the Psychiatric Clinic." There was one problem noted by the PSI Unit, however, which probably was another reflection of the lack of adequate Clinic staffing: the quality of those Treatment Profiles that were produced was not always adequate. This is noted particularly in the PSI quarterly report for October-December 1973, which states that "the

Psychiatric facilities must reevaluate its content and aim towards a more in-depth report." Further on, this report lists as a problem area the conclusion "that a more in-depth psychiatric screening by the Psychiatric Clinic should be done." Since no additional Clinic personnel were hired, and the component itself was phased out 2-1/2 months later, it is doubtful that this problem was ever adequately addressed.

From a management standpoint, the Diagnostic Treatment Profile component must be given poor marks. The IMPACT Evaluation Plan called for the preparation of monthly Performance Status Reports (PSRs) by each project component. No such reports were completed by Diagnostic Treatment. In addition, LEAA required quarterly Discretionary Grant Progress Reports and a Final Report. The total documentation produced by this project component is listed in Table 2-2. As can be seen, the practice of filing (even cursory, one-page) monthly reports was sporadic, and was abandoned altogether after the first five months of the project. A final quarterly report was not prepared, although the data for the final quarter were incorporated into the final report.

TABLE 2-2

DIAGNOSTIC TREATMENT PROFILES DOCUMENTATION

<u>REPORT</u>	<u>DATE</u>	<u>NUMBER OF PAGES</u>
LEAA Monthly Report #1	(Date unavailable)*	1
LEAA Monthly Report #2	(Date unavailable)*	1
LEAA Monthly Report #3	September 5, 1973	1
LEAA Quarterly Report #1	August 6, 1973	1
LEAA Quarterly Report #2	October 5, 1973	1
LEAA Quarterly Report #3	January 11, 1974	1
LEAA Final Report	May 8, 1974	2

\*No copies of Monthly Reports #1 and #2 were available to the evaluator; they are presumed to have existed, since a Report #3 did exist.

SECTION III

CONCLUSIONS AND RECOMMENDATIONS

### SECTION III

#### CONCLUSIONS AND RECOMMENDATIONS

As discussed in Sections I and II, the Diagnostic Treatment Profile component of the Delay Reduction Project failed in several significant respects:

- It failed organizationally, in being unable to hire qualified staff to fill the planned positions;
- It failed to achieve its goal of processing all IMPACT defendants for whom Pre-Sentence Investigations were performed, actually processing only 54% of these defendants.
- It failed to produce Treatment Profiles of sufficient depth and usefulness, as judged by Probation personnel in the Pre-Sentence Investigation Unit.
- It failed to keep adequate records of its activities and to produce the expected numbers and types of management reports.

Given this rather complete failure, which was evident after the initial 12 months of the project, it was logical to consider dropping this component of the project, especially given that only \$9,020 of the \$39,020 in grant funds had been spent during the 12 months.

As of the end of the initial 12 months, the initial \$9,020 expenditure was properly considered a "sunk cost." The question to be addressed at that point was: What was the best use that could be made of the remaining funds at that point in time, to further the overall goals of the Delay Reduction Project? Continuation of the Diagnostic Treatment Profile component, even if the failures of the first year could have been corrected, would not have contributed to the Project's primary goal of reducing adjudicatory delay in processing IMPACT

defendants. At best, it would have provided some improvement in the quality of the sentencing recommendation, and thereby potentially speeding the rehabilitation process. Against this rather peripheral objective, reprogramming the remaining funds to one of the other (successful) Project components could increase the extent to which the primary goal of adjudicatory delay reduction was achieved. Thus, a decision was made early in 1974 to reprogram the remaining Diagnostic Treatment Profile funds to the Visiting Judges component. The Visiting Judges component is the central focus of the entire Delay Reduction Project, and has achieved considerable success in reducing both processing delays and case backlogs. Since local funding commitments had already been obtained for the supporting prosecution and defense components, the decision to reprogram the funds for Visiting Judges provided for a continuation of the entire Pre-Trial Delay activity with minimum additional fiscal burden to the County.