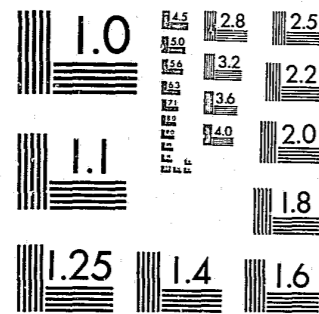


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10/24/83

NATIONAL INSTITUTE HOST PROGRAM

PHASE IV

FINAL REPORT

89201e

Public
Technology,
Inc.

NATIONAL INSTITUTE HOST PROGRAM, PHASE IV

FINAL REPORT

By

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Public Technology, Inc.

August 1981

J. A. Herzig, Program Director
NATIONAL INSTITUTE HOST PROGRAM
PUBLIC TECHNOLOGY, INC.

U.S. Department of Justice
National Institute of Justice

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ACQUISITIONS

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Executive Summary

The primary purpose of this report is to assess the technology transfer and related benefits which have occurred as a result of the Host site visits. To assess how well the Host Program has succeeded in promoting the sharing of advanced criminal justice practices, Phase I and initial Phase II visitors to 11 of the 15 Host sites were surveyed.* This report presents the results of that survey. The Host Program and its development are also described.

Forty-two visitors were surveyed; thirty-two of those who responded are included in this analysis.** They are:

- o 4 visitors to Seattle Community Crime Prevention Program
- o 4 visitors to New York City Police Department's Street Crime Unit
- o 2 visitors to Philadelphia Youth Services Program
- o 2 visitors to the Des Moines (IA) Rape Care Center
- o 4 visitors to the Montgomery County Pre-Release Center
- o 4 visitors to the Bronx (NY) Major Offense Bureau
- o 2 visitors to the Dallas Police Legal Liaison Unit
- o 6 visitors to the Witness Information Service in Peoria (IL)
- o 3 visitors to the Community Based Corrections in Polk County (Des Moines, IA)
- o 3 visitors to Rape Care Center Des Moines, IA
- o 3 visitors to the California Youth Authority's Ward Grievance Procedure
- o 2 visitors to the Major Violators Unit, San Diego, CA
- o 3 visitors to One Day/One Trial in Wayne County, Detroit (MI)

*The remaining four Host Sites had four or fewer visitors during the time period covered (October 1980 through March 1981).

**This includes three visitors from state agencies who shared information with agencies throughout their states -- two visitors to the Bronx Major Offense Bureau and one to the Montgomery County Pre-Release Center.

Based on the responses of forty-two visitors, thirty-one visitors (89%) adopted the Host project visited or adapted project components and techniques.

Findings include:

- o 10 visitors' agencies adopted the Host project or have the Host Project in planning stages.
- o 21 visitors' agencies adopted project components and techniques
- o 2 visitors reported that the Host Project visit assisted in getting the project continued funding and permanent acceptance.
- o 39 visitors reported related benefits from either their Host site visits or their continued contact with Public Technology, Inc. (PTI) staff*
- o 3 visitors reported potential benefits (their agencies may adopt the Host project in the future)
- o 2 visitors did not report any immediate direct benefits from the visit

Twenty-one of the 31 who adapted Host projects or techniques report beneficial results based on these adoptions, including improving program effectiveness, cost savings, and increased community acceptance. Host visits were especially important to those in initial implementing phases. Many cited the value of having a model after which to pattern their projects, explaining that through their training sessions problems were anticipated and therefore avoided and start-up costs were reduced.

Twenty-three visitors shared their Host site experience with other officials, in addition to those directly involved in their own operations, and eight informed others about the Host Program. In several instances, this resulted in another official visiting a Host site.

*These include exchanging ideas and experiences, developing relationships with outside agencies, and observing other aspects of the Host agency's operations. The Host Program workshops held for previous visitors and information disseminated to previous visitors by Jack Herzig have been especially beneficial in this regard.

INTRODUCTION

The National Institute Host Program Phase IV Report presents a summary of major activities for the Host Program and for the Criminal Justice Task Force of the Urban Consortium during August 1980 through August 1981. This is the time period for the fourth grant from the Office of Development, Testing, and Dissemination (ODT&D) of the National Institute of Justice (NIJ)

Public Technology, Inc. coordinated these programs for NIJ.

The Host Program was started in May of 1976 to promote the sharing of advanced and successful criminal justice practices. The Program enabled local and state criminal justice officials to visit selected successful and effective projects that have been designated as Exemplary by ODTD. Officials benefited from in-depth and carefully planned training sessions at Host sites. Their travel and per diem costs were paid by the NIJ grant.

The Criminal Justice Task Force of the Urban Consortium was activated through NIJ support in October 1979. It provided an additional link between NIJ and the major urban areas in the county. There are 37 jurisdictions that are members of the Urban Consortium. Criminal justice and local executive officials from 13 of these jurisdictions served on the Criminal Justice Task Force. The Task Force matched Urban Consortium priority needs and NIJ resources and suggested additional areas for research and development.

This Report, which summarizes developments in both programs, has two sections:

Part I: National Institute Host Program, Phase IV:

Major Activities and Achievements

Part II: Criminal Justice Task Force of the Urban Consortium

The authors would like to thank Fred Becker, who manages the Host Program for the Office of Development, Testing, and Dissemination of the National Institute of Justice, and Jack Herzig, Host Program Director at Public Technology, Inc., for their assistance in preparing this report.

Public Technology, Inc., is a non-profit public interest organization which provides for the development and application of technology and advanced management techniques to the problems and needs of state and local governments. Many of PTI's programs include technology transfer, advanced management techniques, and dissemination components.

PART I:

NATIONAL INSTITUTE HOST PROGRAM, PHASE IV

MAJOR ACTIVITIES AND ACHIEVEMENTS

During Phase IV of the National Institute Host Program (August 1980 - August 1981), about 65 criminal justice officials were given the opportunity to participate in the Host Program by observing at Host sites (see Attachment A for list of Host visitors, by site). Major activities during Phase IV are described below.

Host Site Selection

Host sites were selected from projects that have been designated as Exemplary by the National Institute of Justice (NIJ). To be designated Exemplary, projects must demonstrate effectiveness, transferability to other jurisdictions, and a willingness to share information.* During Phase IV, one new Host site was selected from NIJ's Exemplary projects although recommendations for two others were made to NIJ. The site selected was the the Major Violator Unit of the San Diego District Attorney's office.

There were seventeen Host sites in the areas of law enforcement, prosecution, courts, corrections, and juvenile justice, among others. These are listed in Attachment B. (Project Summaries were prepared for each Host site (See Attachment C.)

Host Visitor Selection

Visitors to the Host Program during Phase IV were selected according to the same criteria as during previous phases.

* Refer to NIJ's latest Exemplary Projects brochure for a description of the Exemplary projects and instructions on how to apply.

** The site selection process is described in National Institute Host Program Assessment Report Summary by E. J. Albright (June 1979). Photocopy available from Public Technology, Inc.

Senior criminal justice officials from local and state agencies were eligible to participate in the Host Program. Criteria for visitor selection included:

- o Officials from agencies considering adapting or replicating a Host Project;
- o Those who decided to implement a similar project and required further information and guidance;
- o Officials from agencies with on-going projects who required technical assistance to expand and ensure its success.

The visitor must have been:

- o At a supervisory or managerial level with authority to adapt elements of the Host operation to the local agency's needs;
- o Knowledgeable about the Host project, or about similar programs;
- o Willing to participate in a follow-up evaluation.
- o From a jurisdiction that serves a population of over 100,000.

Prospective visitors were asked to complete an application form (see Attachment D). These were reviewed by the Host Program Coordinator who made follow-up telephone calls to potential visitors. The Host Program Coordinator also reviewed prospective visitors with the Host sites. Selection of Host visitors was made by the Host Program Director with final approval authority resting with NIJ's Program Manager.

The state Criminal Justice Planning Agencies (SPAs) were informed of final decisions when visitors were chosen from their state.

Host Visitor Recruitment

Potential Host visitors were actively recruited through a variety of methods. One-page summaries on Host sites were prepared for distribution at conferences and training sessions by other professional organizations and meetings (see Attachment C). These were also used to respond to requests for information.

Staff continued to contact sources from whom recommendations for suitable visitors could be selected. These included former visitors, Host sites, members of the Criminal Justice Task Force, State Planning Agency directors, local criminal justice planning units and professional organizations. Among these were the National District Attorney's Association, the National Organization for Victim Assistance, the Legal Advisor's Committee of the International Association of Chiefs of Police and various units of the Urban Consortium and PTI subscribers.

Articles or notices about the Host program or related activities appeared in several PTI publications, the Crime Control Digest, the Corrections Digest, the National Association of Attorney's General newsletter and the National District Attorney's Association newsletter as well as some local publications.

In addition to the efforts outside the Host Program, former Host Visitors periodically recommended officials as visitors to the Host sites. The strong response received from former visitors was an indication of their enthusiasm for the Host Program and its benefits to state and local officials.

On-Site Training at Host Sites

Host Visitors observed the day-to-day operations of a project for periods of several days to a week. They learned about start-up problems, methods to reduce start-up costs, and techniques to ensure success. In-depth and carefully planned learning experiences were provided--ones which are not readily available through any other avenues.

Visitors' per diem and travel expenses were provided through the NIJ grant. Usually two visitors--from two different jurisdictions--visited a Host site. In special circumstances, two visitors from the same jurisdiction could be selected. For some agencies considering adopting a particular Host project, for example, One Day/One Trial both the senior judge and his court administrator would visit the site.

Host Site Participation

The Host Program Director kept in contact with the Host sites to ensure their continued cooperation and participation. During Phase IV, the Director visited the Economic Crime Unit of the San Diego (CA) District Attorney's Office as well as the Mayor Violators Unit of that office.

The Host Program Coordinator checked with the Host site coordinators or directors for each Host site when arranging for Host visits. For several sites, the Host site coordinator/director reviewed the candidates and assisted in the selection of Host visitors.

Visit of Host Site Director

During Host IV, an experiment in "reverse-exchange" was tried, that is in sending a Host site director to visit and advise the communities of officials who had previously visited the Host site.

Carole Meade, Director of the Polk County Rape/Sexual Assault Care Center, (Des Moines, Iowa) was selected as the Host site director to participate in this experiment. West Palm Beach and several locations in North Carolina selected as the communities to be visited.

West Palm Beach

Carole Meade had hosted the previous director (Ellen St. John) of the West Palm Beach Center and had participated with the present director (Harriet Altschuler) in a Host Program Workshop, so she had long-term knowledge of the project's development and progress. The West Palm Beach Center had adopted Polk County's method of gaining support through a Board of Directors representing various city and county agencies and community groups. Ellen St. John also reported adopting the group's "Speakers Bureau" concept from Polk County by using volunteer speakers to address various groups.

It is significant to note that the Polk County Center benefited from adopting West Palm Beach's Data system. Unfortunately, due to a personal problem, Carole's visit to West Palm Beach was cut short and the potential benefits for a continued exchange were not realized there.

North Carolina

Carole Meade had recently hosted Paula Richardson, Assistant Director, Commission on Status of Women for North Carolina, where Paula was serving as Sexual Assault Coordinator. When Carole visited North Carolina in September of 1980, North Carolina was in the midst of organizing a statewide network of sexual assault and other center coordinators and directors. In North Carolina, Carole joined a State Task Force on Sexual Assault meeting and visited several centers. At the Task Force meeting, she was able to impart some of her community organizational skills to the participants to their benefit. Apparently, the statewide network was having some difficulties getting programs moving due to lack of confidence. Carole also explained her operation in detail and was able to consult individually with several center directors. She sent materials to them after her return and recommended to one director that she apply for a Host visit.

Carole also met with the County Attorney and the Rape Center Director at Chapel Hill. She was able to explain her operations in detail and compare them to those of Chapel Hill. Both center Directors felt they benefitted from learning about alternative approaches to operating a successful center.

Host Visitor Follow-up Assessment

During Phase IV, the survey forms developed for the survey of the initial Host visitors were sent to officials who were Host visitors from January 1980 through December 1980 (the last half of Phase III and the first half of Phase IV. A time lapse of 6 to 8 month was allowed before assessing the results of Host visits, although reports on plans were given immediately after visits in the "Report by Visitor" form.

Selected quotes from Host visitors are given in Attachment E and selected Host visitor (Report-by-visitor and Followup Reports) are given in Attachment F. The responses show continued benefits to visitors and their agencies from the on-site training provided through the Host Program. Similar to earlier assessments, most visitors reported adapting Host site techniques for use within their own jurisdictions. As before, visitors starting projects reported the most benefits. They stated that start-up time and costs were reduced due to their on-site training. Also, start-up problems were either avoided or dealt with more effectively after learning how the Host site dealt with similar problems.

Several Host visitors reported specific program outcomes to project development or changes made after their Host site training. As in earlier assessments, outcomes such as improved program effectiveness, increased efficiency or greater community acceptance are difficult for many projects to assess in isolation as well as added difficulty in being able to attribute directly to the Host site experience.

Host visitors continue to value the contacts made--with both the Host site and the other Host visitor(s)--for future needs. The Host Program continued to act in a network capacity--putting criminal justice officials in contact with their peers across the nation.

Many Host visitors also reported sharing what they learned during their on-site training at the Host sites with other officials--in addition to those with whom they directly work. A number reported giving presentations about the Host program and what they learned at state or national conferences.

In summary, the Host Program continued to operate successfully in the transfer of advanced criminal justice practices to jurisdictions around the nation. All but four states have participated in the Program.

Plans of Recent Host Visitors

A review of the initial reactions of Host visitors during the second half of Phase IV (1981) shows that similar benefits from the on-site training can be expected. Although it is frequently difficult for Host visitors to accurately predict exactly what they will be able to accomplish based on the knowledge they gained at the Host site, their plans are similar to those given by visitors in the past.

Host visitor plans and their initial reactions to their on-site training were obtained on a form sent to them. Responses were used to supplement later information obtained. They were also used to track the effectiveness and operation of the Host site visits.

Most Host visitors completed the Report-By Visitor forms soon after their visits. They were usually extremely enthusiastic about what they saw and about what they plan to accomplish. Therefore, the follow-up forms, sent at least six to eight months after their visits, present a much more accurate picture of what they did accomplish. Constraints that may not have been expected were given as part of the follow-up. These frequently include fiscal constraints that were not anticipated. In some cases, federal grants that were expected were not received.

In sum, the information received by the follow-up presents a much more accurate picture of Host Program benefits than the reports completed immediately after the visits. The primary functions of the latter were to track the visits, and to highlight the key project components. Visitors were asked to describe the aspects of the Host Program especially important to program effectiveness.

Host IV visitors gained much technical assistance and insight to the everyday workings of Exemplary Projects. Two visitors, one to the Witness Information Service and one to the Community Crime Prevention Program, stated one comment about the value of a Host visit and it is applicable to all of them, "an additional benefit is confirmation that the manner in which a visiting program has been formulated is sound and effective."

The savings in time, money and personnel is great when a fledging criminal justice program realizes that in the face of the greatest odds, they do have the right idea and it can work.

PART II
CRIMINAL JUSTICE TASK FORCE
OF THE URBAN CONSORTIUM

As part of the National Institute of Justice (NIJ) grant for Phase IV of the Host Program, the Criminal Justice Task Force of the Urban Consortium was continued. The Task Force was formed during Phase III. (See Attachments A and B for members and advisory members). The Urban Consortium is briefly described and the major activities of the Criminal Justice Task Force during Phase IV are given below.

The Urban Consortium

The Urban Consortium (UC) is a formal organization of the nation's 28 largest cities and nine urban counties with populations over 500,000. Aided by its Secretariat, Public Technology, Inc., these jurisdictions have joined together to increase the practical return from national research and development programs to meet their priority needs. Started in 1974 through support of the National Science Foundation, the Consortium provides a unique forum wherein urban governments can work cooperatively toward solutions to local programs.

Members of the Consortium are represented in Task Forces which make recommendations and develop programs in specific areas of local priority. Among the Task Forces which are supported by federal agencies are Community and Economic Development, supported by the Department of Housing and Urban Development; Transportation, supported by the Department of Transportation; and Fire Safety and Disaster Preparedness, supported by the U.S. Fire Administration in the Federal Emergency Management Agency.

The Urban Consortium is designed to address problems that can be solved with existing techniques and advanced practices and to encourage additional research for development of solutions required by the needs of the participating jurisdictions. Its objectives are to:

- o Formalize the commitment of large urban governments to cooperative research and development efforts.
- o Mobilize member jurisdictions to build a common urban-oriented research and development agenda.
- o Develop consensus on research and development priorities based on the deliberations and demands of the member jurisdictions.
- o Develop solutions to priority problems through the organization of broadly representative User Design Committees charged with the responsibility of seeing that the product or service being produced meets the need.
- o Transfer existing solutions through well-designed dissemination programs.

Urban Consortium member jurisdictions are Atlanta, GA; Baltimore, MD; Boston, MA; Chicago, IL; Cleveland, OH; Columbus, OH; Dade County, FL; Dallas, TX; Denver, CO; Detroit, MI; Hennepin County, MN; Hillsborough County, FL; Houston, TX; Indianapolis, IN; Jacksonville, FL; Jefferson County, KY; Kansas City, MO; King County, WA; Los Angeles, CA; Maricopa County, AZ; Memphis, TN; Milwaukee, WI; Montgomery County, MD; New Orleans, LA; New York City, NY; Philadelphia, PA; Phoenix, AZ; Pittsburgh, PA; Prince George's County, MD; St. Louis, MO; San Antonio, TX; San Diego, CA; San Diego County, CA; San Francisco, CA; San Jose, CA; Seattle, WA; Washington, DC.

Funding of Criminal Justice Task Force by
The National Institute of Justice

During Phase III of the National Institute Host Program, a portion of the NIJ grant was devoted to form the Criminal Justice Task Force of the Urban Consortium. This was continued during Phase IV. (See Attachments A and B for Task Force Members and Advisory Members.)

Historically, the National Institute has worked with public interest groups and saw its partnership with the Urban Consortium as an expansion of these efforts. The Criminal Justice Task Force helped to create the kind of cooperative working relationships critical to understanding and responding to local criminal justice priorities. The Urban Consortium provides an important and established additional avenue for working with public officials in city and county governments.

It provided a valuable channel for learning about concerns of urban officials and enabled NIJ to convey information that mayors, city managers, county executives and their staffs used in overseeing the operations of their criminal justice agencies, scrutinizing budgets, and setting policy.

Major steps used to accomplish these purposes included a survey of the priority criminal justice needs of the Urban Consortium jurisdictions and dissemination of NIJ programs and reports that respond to these needs. (See Attachment C). A Consortium priority R & D agenda for the 1980's and a statement of purpose were also developed (see Attachments D and E).

CRIMINAL JUSTICE TASK FORCE, SUMMARY OF ACTIVITIES

August 1980--August 1981

The Criminal Justice Task Force met in October 1980. The Task Force reviewed the priorities established during Phase III, reviewed and formally adopted the statement of purpose and coordination statement developed by the working group the previous May, and prepared an action plan to respond to the Victim/Witness priority. (The Coordination Statement is given in Attachment F, Highlights of the Task Force meeting are given in Attachment G).

At the October 1980 meeting the Task Force, after hearing several presentations by NIJ and NIJ contractors on victim/witness programs, staff put together packages of materials that were sent to the Urban Consortium jurisdictions. It included a suggested memo for the UC representative to send to the mayor or the chief administrative officer, sample legislation and sources for additional information (see Attachment H).

As a result of the Task Force's interest in identifying successful programs and specific interest of some members in responding to bilingual needs, NIJ sent its policy brief on Career Criminal Programs and its pamphlet, "Public Information Materials for Language Minorities" to Task Force Members and to Criminal Justice Coordinator Council Directors in jurisdictions as well as to UC "reps" and criminal justice contacts, (see Attachment I).

At its October meeting, the Task Force also expressed concern over losing federal (LEAA) funding support locally and adjusting to reduced resources in the 1980's. As a response to this concern, Paul Cascerano, Assistant Director, NIJ, invited the Task Force to join a special workshop on "Managing the Pressures of Inflation." The Workshop was to be a one and one-half day consolidation of NIJ's previous 2 1/2 day series given by the University Research Corporation. The Workshop was to be simultaneously telecast from the Public Broadcasting Studio in Alexandria to several locations in Louisiana and Florida as well as taped for future use. Unfortunately, due to weather conditons the satelite broadcast was interrupted.

The Task Force did have the opportunity to sit in on Dr. Charles F. Levine's session on cutback management techniques and ask questions following that session. NIJ arranged for the law enforcement consultants, Robert Wasserman and Chief Jack D. Martin (see training team description, Attachment J), to give their presentations to the Task Force's meeting the following day (see Task Force agenda, Attachment K).

The Task Force felt that the concepts and materials presented at the workshop were extremely worthwhile and made several recommendations in response to the Workshops and the priorities previously identified by jurisdictions.

The Task Force made two major recommendations to criminal justice agencies related to the priorities previously identified:

First, criminal justice agencies can no longer afford the luxury of going their own separate ways. The current economic situation provides a real incentive as well as a challenge for agencies to share their

objectives, their needs, and their plans. Only through active cooperation can agencies adjust to reduced resources without having negative effects on each other's operations.

Second, cities and counties should provide increased services to crime victims and witnesses of crimes. These programs can be financed through offender fees, as is now done in California. Victims and witnesses have been the forgotten actors in the criminal justice system. It has not been adequately recognized that they require consideration since their cooperation is essential for successful case prosecution and conviction of offenders. Treating victims fairly and providing a means for compensating them for their losses is an important step toward making the criminal justice system more responsive to the public. It is an essential means of overcoming the general feeling that the rights of the criminal have become paramount over the rights of the victim and the public.

The Task Force also recommended that efforts be concentrated on implementing concepts from NIJ's Workshop series on "Managing the Pressures of Inflation" to assist its member cities and counties to cope with reduced resources at a time of rising crime rates. Task Force members suggested combining selected materials on the subject with selected videotapes of Workshop sessions with outside experts to assist local officials to function as facilitators to hold directed sessions with criminal justice agency heads and other local government officials. The purpose of these meetings would be to concentrate on the alternatives that will have to be faced, then to identify what these steps will mean to all facets of the public sector and to the community that they serve.

The NIJ program that had been developed described a rational process for making cutbacks in agency operations by asking these critical questions:

- o What things can you stop doing?
- o What things can you get others to do?
- o What things can you do more efficiently?
- o Where can you use low/cost or no/cost labor?
- o Where can you substitute capital for labor?

Workshop materials that had been developed included "Emerging Cutback Tactics" and descriptions of NIJ programs and products that may help agencies make these crucial decisions. The Workshop also covered the typical organizational responses to the prospect of reduced resources. One example is that of not recognizing that cutbacks actually will be necessary, a futile hope that "something" will prevent having to make tough decisions. Dr. Levine describes this as the "Tooth Fairy Syndrome," one of several paradoxes that occur when agencies face declining resources.

The Task Force noted a recent Rand study of the criminal justice system response to Proposition 13 in California. In several California cities and counties, agency capabilities needed the most were the first to be cut back.* Planning and research capabilities and management information systems, essential to respond effectively to cutbacks in resources, were decreased or eliminated. Recent innovative programs that offered potential improvements to the system

* The Impact of Proposition 13 on Local Criminal Justice Agencies: Emerging Patterns. Prepared for the National Institute of Justice, U.S. Department of Justice, by the Rand Corporation, June 1980, Santa Monica, California.

were also among initial cutbacks. Agencies concentrated on delivering mandated services and on providing minimal levels of service. A lack of new initiatives was also observed. There was a general shift in emphasis, the study concluded and the system became less humane. The Task Force hopes action will be taken to prevent this kind of response.

Task Force members identified several key issues that must be considered when adapting these materials and developing plans to assist Consortium cities and counties to cope with reduced resources (see Attachment L).

As a first step, the Task Force suggested a pilot test workshop in a Consortium jurisdiction. This would provide an opportunity to further examine some of the issues raised during the Task Force meeting. Based on this workshop, an action plan and supporting materials for assisting other Consortium jurisdictions to cope with reduced criminal justice resources could be prepared.

A summary of Criminal Justice Task Force actions related to the February 1981 meeting are given in Attachment M. The Press Release that was issued following the meeting is given in Attachment N.

Conclusions and Recommendations

The National Institute Host Program has proven to be an extremely effective and low cost method of achieving several objectives. These include the stated objective of transferring proven, successful criminal justice practices and techniques. Another objective met by the Program includes assisting agencies to meet their current needs and better address particular problems that they face. Still another objective is to help build networks of peers who can call on each other to address future needs.

Thus, the success of the Host Program far exceeds its original stated objective. Another spinoff that frequently occurred was the dissemination of information and expertise beyond the immediate Host visitors and their programs and agencies. Many Host visitors enthusiastically returned to their communities and states armed with knowledge they felt should be widely shared. They put on special workshops, gave presentations at statewide and local meetings and contacted their peers locally.

It was difficult to document the full extent of Host Program benefits by using survey forms and phone calls. If site visits were made, it seems certain that the Host Program benefits would be even greater than those documented in this report and those for Phases II and III.

Other general observations related to the Host Program operation include:

- o Host visitors from different sized jurisdictions benefit from their Host visits. The amount of actual transfer may be greater for visitors from

similar jurisdictions, but proven techniques and approaches can be adopted to work in different contexts.

- o If Host visitors are from similar situations with similar interests, and have similar degrees of knowledge and expertise, the benefits from the visit are greater than if one is much more "advanced" than the other. In the latter situation, the less advanced visitor will greatly benefit, while the "more advanced" will have fewer benefits.
- o Host visitors starting projects benefit the most from their on-site training by avoiding costly mistakes and eliminating or decreasing start-up problems.
- o Host visitors benefit from the time spent with the "co-visitor" both during the observation and training sessions and during evenings when the day can be "rehashed" and their operations can be compared.

The reasons for the Host Program success include these key factors:

- o The Host sites were carefully selected from among NIJ Exemplary projects which are thoroughly screened and documented;
- o The Host visitors were carefully screened to determine both their interest and capability to apply what they learn; and were given information on the project prior to their visits;
- o The observation and training sessions were carefully planned and structured to include key aspects of the project's operations and context; and
- o Host visitors had the opportunity to learn both what works as well as what was tried but did not work and the reasons for this.

In conclusion, the Host Program is an exceptionally cost effective means of assisting local and state governments. Other federal agencies should consider similar efforts.

Criminal Justice Task Force

The Criminal Justice Task Force of the Urban Consortium provided a valuable link and avenue between NIJ and the major urban areas of the county. Information on priority needs was conveyed to NIJ and NIJ responded to these needs. A series of special mailings of NIJ documents and related materials were sent to UC jurisdictions. Also, the Task Force's keen interest in the "Managing the Pressures of Inflation Workshop" helped influence NIJ to present this series again. This will be done during 1981 and 1982. Several UC jurisdictions have already been contacted.

The benefits of the Task Force as a link to the major urban areas probably would have been much greater had the Task Force been able to be fully active during the two grant periods. Due to start-up problems related to clearance of the initial survey of local needs and others which no project can avoid, the Task Force was only in operation for the relatively short time period of one year from its first meeting in March 1980 to its final meeting in January 1981. Had the Task Force had more time to develop a mutual understanding with each other and NIJ staff, an action plan that would have better met both NIJ and UC goals would have been developed.

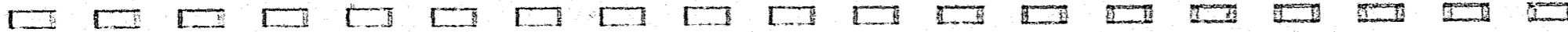
There appears to be great value in convening local officials from similar size jurisdictions to identify critical needs and help shape federal responses to those needs. NIJ may want to consider a similar experiment sometime in the future - one which would target small - and medium- as well as large-sized jurisdictions.

ATTACHMENT A:
Host Program Visitors
in Phase IV, by Host Site

HOST PROGRAM IV

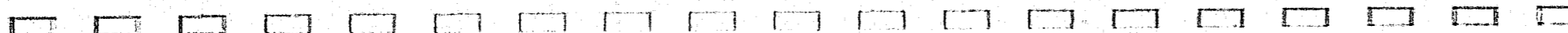
ATTACHMENT A

Street Crime Unit New York City Police Dept.	Major Offense Bureau Bronx, New York	Youth Service Program	Rape Care Center Des Moines, Iowa
Lt. Bruce Tucker Raleigh Police Department Raleigh, North Carolina October 1980	James E. Doyle, Jr., D. A. Dane County Madison, WI December 1980	Peter J. Durkin, Director Youth Services Program Harris County Child Welfare Houston, TX December 1980	Diane D. Clark, Director of Education, Rape Crisis Network Spokane, WA - February 1981
Major Watson W. Holley, Jr. Special Operations Section Atlanta Bureau Police Serv. Atlanta, GA October 1980	Michael Miller, P.A. Franklin County Columbus, OH December 1980	M. D. "Doc" Bass Blue Hills Home Kansas City, MO December 1980	Linda Audy Baltimore Center for Victims of Sexual Assault Baltimore, MD February 1981
Jerrel D. Britton Head, Special Operations Albuquerque Police Dept. Albuquerque, NM March 1981			Shirley Alemeada Assistant Director Victim/Witness Assistance Prog. Fullerton, CA April 1981
Alexander Augusta Head, Operations Division Inglewood Police Dept. Inglewood, CA - March 1981			Nancy Sager, Director Wichita Area Rape Center Wichita, KS June 1981
Sgt. John Hickey First District Metropolitan Police Dept. Washington, D. C. May 1981			Connie Kirkland Program Coordinator Rape/Family Abuse Program Little Rock, AR June 1981
Sgt. William Iler Tampa Police Department Tampa, FL May 1981			Diane Estrin Assistant Director Self Help Center, Inc. Casper, WY June 1981
Deputy Chief Ken O'Brien San Diego Police Dept. San Diego, CA - June 1981			
Lt. Ray Tarasovic 7th District MPDC Washington, D. C. June 1981			



Community Based Corrections Des Moines, Iowa	Seattle Community Crime Prevention Program	Montgomery Couty Pre-Release Center	Dallas Police Legal Liaison
Brenda Greene, Director Post-Release Service Washington, D. C. October 1980	George Baker, III, Director UNICORN, Inc. Louisville, KY - October 1980	Irvin Lieborwitz Work Rehabilitation Ft. Lauderdale, FL September 1980	David Kinnaman Police Legal Advisor Portland Police Department Portland, OR October 1980
Melvena J. Lowry Executive Director Community Release Agency, Inc. Pittsburgh, PA October 1980	Joseph Keglovitz Bethlehem Police Department Bethlehem, PA - October 1980	Joanne Sterling, Director Bernalillo County Mental/ Health Dept. Albuquerque, NM - February 1981	William Parker, Esquire Legal Advisor Nashville Police Department Nashville, TN October 1980
Sharon Newman, Director Oklahoma Dept of Probation and Parole Oklahoma City, OK October 1980	Elwood Cronk, Director Lower Bucks Community Center Fallington, PA - October 1980	David F. Walker, Executive Director, Northern Illinois Law Enforcement Commission Rockford, IL - February 1981	Michael P. Cielinski Legal Advisor Columbus Police Department Columbus, GA May 1981
Michael C. Elsner Assistant Director, Pima Co. Correctional Center Tucson, AZ May 1981	Lucia L. Erikson, Exec. Dir. Missouri Attorney General Council on Crime Prevention Jefferson City, MO - Oct. 1980	Arthur J. Schulte, Superintend Division of Correction St. Louis, MO - Feburary 1981	Douglas C. Ragan Legal Advisor Louisville Police Department Louisville, KY - August 1981
	Janice Caesar Arizona State Dept. of Correction Tucson, AZ - March 1981	Deke Olmstead, Director Washington Co. Department of Community Corrections Hillsboro, OR - May 1981	Clyde Keenan Chief Legal Officer Memphis Police Department Memphis, TN - August 1981
	Thomas Hampton Mayor's Council on Crim. Justice Baltimore, MD - March 1981	Jim Hughson Kansas City Honor Center Kansas City, MO - May 1981	Alfred L. Deutchman Legal Advisor Miami Police Department Miami, FL - August 1981
	James Harris Little Rock Police Department Little Rock, AR - March 1981		
	Thomas Skaife, Director Community Services Division Montgomery Co. Police Dept. Rockville, MD - March 1981		
	Robin Itzler, Director Hyde Park Crime Prevention Prog. Hyde Park, MA August 1981		

Continued on Page 4



Witness Information Service	One Day/One Trial	California Youth Authority	Major Violator Unit
Peter Dunan, Director Victim/Witness Assistance San Luis Obispo Co. D.A. Office San Luis Obispo, CA October 1980	Bonnie Gargoura, Chief Jury Clerk Albuquerque, NM October 1980	Ray Armstrong, Coordinator Washington State Penitentiary Walla Walla, WA February 1981	Tom Heffelfinger Assistant County Attorney Hennepin County Minneapolis, MN November 1980
Leslie Kissinger, Director Witness Information Center Cleveland D. A. Office Norman, OK October 1980	John S. Langford, Judge Fulton County Atlanta, GA December 1980	Philomene Van Der Mondele, Director, NYC Dept. of Correc. Inmate Grievance Resolution New York, NY February 1981	John Burr, Assistant D. A. Dane County Madison, WI March 1981
Sharon Camarata Victim Assistance Program Rochester, NY November 1980	Jack E. Thompson Court Administrator, Fulton Co. Atlanta, GA December 1980	Marshaleigh Orr Louisiana Dept. of Corrections Office of Juvenile Services Baton Rouge, LA 70804 February 1981	Lawrence Turoff Bureau Chief, Maricopa Co. Attorney Phoenix, AZ March 1981
Terri Hasselman Victim/Witness Coordinator Mason City, IA November 1980			
Susan Silverman, Senior Asst. State Court Administrator Tallahassee, FL February 1981			
Sarah Jane Whaley Victim/Witness Coordinator Attorney General's Office Sevierville, TN February 1981			
Gerri Christensen, Director Victim/Witness Program District Attorney's Office Salem, OR - August 1981			

Continued on Page 4



Administrative Adjudi-
cations Bureau

Project New Pride
Denver, Colorado

Connecticut
ECU

San Diego Fraud Unit

Seattle Fraud Unit

William Dowling
Asst. Attorney General
Department of Law - State
of New York
August 1981

Bruce Spizler
Assistant to the Chief
Criminal Investigations
Attorney General's Office
Baltimore, MD
August 1981

Seattle Community Crime Prevention Program
(Continued from page 2)

Terry Hart, Chief of Police
National City Police Department
National City, CA
August 1981

Lonnie R. Lawrence, Commander
Metro-Dade Police Department
Miami, FL
August 1981

Richard Carmareari, Project Monitor
Newark Coalition for Crime Prevention
Newark, NJ
August 1981

Witness Information Service
(Continued from page 3)

Barbara Philips, Assistant Coordinator
CITRIC Victim/Witness Assistance Program
Superior Court
Santa Anna, CA
August 1981

Tom Rogers, Project Director
Victory Victim/Witness Assistant Program
Cincinnati, OH
August 1981

ATTACHMENT B:

The National Institute Host Program:
Summary Description and Host Sites in Phase IV

(Used to publicize Host Program to identify potential Host Visitors;
sent in response to inquiries about Host Program.)

This program provides a means to transfer information about Criminal Justice projects of proven success to jurisdictions seeking to establish or improve similar programs to meet their own needs.

Through on-site technology transfer, senior Criminal Justice practitioners and officials are able to receive on-the-job training and orientation for periods ranging from a few days to several weeks, and return to their home areas to apply the knowledge and procedures they have acquired.

Site attendance is arranged for, with per diem and travel expenses for the visitors provided through a grant from the National Institute of Law Enforcement and Criminal Justice of the Law Enforcement Assistance Administration.

Current Host sites are:

- . Street Crime Unit, New York City Police Department;
- . Police Legal Liaison Unit, Dallas Police Department;
- . Major Offense Bureau, Bronx, New York District Attorney;
- . Economic Crime Unit, King County (Seattle), Washington District Attorney;
- . Economic Crime Unit, San Diego District Attorney, California;
- . Community-Based Corrections, Des Moines, Iowa;
- . Ward Grievance Procedure, California Youth Authority, Sacramento, California;
- . Youth Service Program, Philadelphia, Pennsylvania;
- . Community Crime Prevention Program, Seattle, Washington;
- . Rape Crisis Center, Des Moines, Iowa;
- . Administrative Adjudications Bureau, New York State Department of Motor Vehicles;
- . Project New Pride, Denver, Colorado;
- . Economic Crime Unit, State of Connecticut;
- . Pre-Release Center, Montgomery County, Department of Corrections, Maryland;
- . One Day/One Trial, Wayne County District Court, Detroit, Michigan;
- . Witness Information Service, Peoria, Illinois;
- . Major Violators Unit, San Diego, California.

Benefits are the transfer of technology management techniques and other methods of operation for Criminal Justice, juvenile justice, and law enforcement, or jurisdictions seeking to improve criminal justice system operations, thereby reducing start-up or exploration costs, eliminating "reinvention-of-the-wheel" and allowing for adoption of already proven concepts to local needs.

The program which will continue through August, 1981, will enable up to 100 selected criminal justice officials to participate. Since 1976, over 270 visitors have benefited from participation in the Host Program. For further details, contact Jack Herzig, Program Director, or Maureen Booth, Program Coordinator at the National Institute Host Program, Room 700, 1301 Pennsylvania Avenue, N. W., Washington, D. C. 20004.

PROJECT SUMMARY

ADMINISTRATIVE ADJUDICATION BUREAU (AAB)

DATE BEGUN: July 1970
BUDGET: FY'78-'79 - \$4,743,600
REVENUES: FY'78-'79 - \$14,746,962

New York State Department of Motor Vehicles
Albany, New York
Sidney Berke, Director - Division of Hearing
& Adjudication
Sal Amato, Host Site Coordinator

JURISDICTION: New York City, Suffolk County - western portion, Buffalo, Rochester.
The AAB is responsible for a majority of moving violations: speeding, improper turns, tailgating, improper lane changes, etc. Traffic offenses deemed criminal--vehicular homicide, reckless or intoxicated driving--remain in criminal court. Non-moving infractions are handled by Parking Violations Bureau.

PROCEDURE:

- o Issuance of complaint by police officer, summons issued.
- o Three pleading options: "guilty" or "not guilty" (may be mailed to central office or made in person at the local AAB), and "guilty with an explanation" (must be made in person, hearing held promptly). Persistent or dangerous violators required to appear in person.
- o Hearings held before hearing officers - lawyers with special training. Less rigidly structured than trials, police officers are required to appear at contested hearings, not required at "guilty with explanation" hearings.
- o Civil sanctions imposed with consideration to violation and past driving record -- fines, mandatory training, license suspension or revocation.
- o Appeals of decisions and sanctions made to 3 member administrative appeals board. Judicial review available after appeals board determination (under 1% of cases).

FEATURES:

- o Merger of traffic offense adjudication and driver licensing functions into a single system. Sanctioning process improved by providing for immediate access to and update of driver records.
- o Computer capabilities facilitate clerical processing while providing accurate and current information to hearing officers and other personnel.
- o Criminal court congestion reduced, hearing procedures simplified, plea bargaining eliminated.

AAB efficiency results in cost savings: use of hearing officers, reduction in number of scofflaws (result of expeditious hearings - 45 to 60 days vs. up to a year or more before AAB), amount of time police officers in court reduced, increase in number of motorists adjudicated, prompt administrative appeal process.

For more information about visiting this or other Host Projects, contact:
Jack Herzig, Host Program Director, or
Maureen Booth, Program Coordinator, at
Public Technology, Inc.

ATTACHMENT C:

Project Summaries for Each Host Site

PROJECT SUMMARY

COMMUNITY-BASED CORRECTIONS PROGRAM

BEGAN: January 1971, as the Fifth Judicial District's
Department of Correctional Services

Des Moines, Iowa
Dale Dewey, Deputy Director,
Host Site Coordinator

FUNDING: State, with supplemental BUDGET: \$2,000,000 - total
Federal grants

TARGET POPULATION: Defendants and convicted offenders in a 16 county area. The project's Administrative County is Polk County, in which Des Moines is located.

COMPONENTS: Four basic components organized into a single administrative agency, the Department of Correctional Services --

- o Pre-trial Release (Release-on-own recognizance - ROR)
- o Supervised Release
- o Probation Supervision/Pre-sentence Investigation
- o Community Correctional Facilities

All defendants booked into the city jail are interviewed by the pre-trial release staff after processing. Those defendants scoring a sufficient number of "points" qualify for ROR. Some of the others enter supervised release - a form of "pre-trial probation" featuring structured supervision, counseling, and treatment. Probation supervision is often a continuation of supervised release. Community-based corrections is a small women's facility (25 bed, half-way house in nature) and Fort Des Moines facility for men (50 bed, non-secure) - work and educational release; ratio of one staff person to two clients.

Similar services are now available in all eight Judicial Districts in the State.

PROGRAM STRATEGIES:

- o Single administrative focal point uniting correctional components - with the capacity for adding other units (e.g., Community Services Sentencing and Restitution Program, Alcohol Safety Action Program).
- o Functional coordination by information sharing techniques, physical proximity of components results in a continuum of service and enables program to serve a wide range of accused and convicted offenders.

For more information about visiting this or other Host Projects, contact:

Jack Herzig, Host Program Director, or
Maureen Booth, Program Coordinator, at
Public Technology, Inc.

PROJECT SUMMARY

COMMUNITY CRIME PREVENTION PROGRAM (CCPP)

DATE BEGUN: 1973

BUDGET: \$431,000 - 1979
398,000 - 1980, proposed

FUNDING: City of Seattle--full funding since August 1977, initial LEAA grant.

STAFF: Project Director, 1 field supervisor, 9 community organizers, 1 data coordinator, 1 clerk/secretary, 1 half-time research assistant.

COMPONENTS: CCPP staff focuses on areas with residential crime problems. A 40% involvement of residents is aimed for in targeted neighborhoods. To date, 40 to 120 Seattle census tracts have been reached by CCPP.

- o Neighborhood burglary prevention groups organized--Block Watches. Block Watch captains are the community organizers' link with the neighborhood.
- o Assistance and equipment provided at Block Watch meetings for marking personal property. Citizens educated on residential security measures.
- o Contact made by CCPP staff with Block Watch participants individually 3-4 weeks after meeting--questions answered, advice and operation identification decals given.
- o Materials about burglary and its prevention provided continually, including bi-monthly newsletter.
- o Maintenance services provided 12-18 months after meetings as a specialized extension of initial neighborhood anti-burglary campaign--rejuvenation of existing block watches, replacement of block captains, meetings captains in adjacent areas, continuous media promotion of Block Watch, large meetings of residents in neighborhoods with particularly high burglary rates in conjunction with Seattle Police Department's Silent Alarm Project.

FEATURES: Through a deliberate block-by-block approach, a team of CCPP community organizers work to unite citizens against burglary in their neighborhoods.

Support of the Seattle Police Department was a vital factor in CCPP's success for the six years it operated outside of the Seattle Police Department. Public receptivity to their efforts is highly dependent on active police endorsement.

CCPP is adaptable to other jurisdictions--no significant legal, political, or organizational obstacle to program establishment; not expensive; high staff commitment; simple techniques; can operate virtually autonomously. Works best in urban, low-moderate income areas with predominantly single family and duplex dwellings.

For more information about visiting this or other Host Projects, contact:
Jack Herzig, Host Program Director, or Maureen Booth, Program Coordinator,
at Public Technology, Inc.

PROJECT SUMMARY

THE CONNECTICUT ECONOMIC CRIME UNIT

DATE BEGUN: October 1975
 COST: \$378,885 - Federal grant
 (10/75 to 9/78) \$ 47,446 - State match Total: \$426,331
 RETURN: \$718,957 - restitution
 (same period) \$ 20,832 - State fines Total: \$739,789

TARGETS: As part of the Chief State's Attorney's Office, ECU has statewide criminal jurisdiction over economic crime. Majority of cases referred to ECU through other agencies -- police, F.B.I., 28 State's Attorney's and Prosecutor's Offices, U. S. Attorney's Office, Real Estate Commission, Department of Consumer Protection, U. S. Postal Inspectors; also private sources--Better Business Bureaus, media action lines, private citizens and attorneys. Primary focus on major impact cases. ECU strives for felony prosecution wherever possible, and incarceration whenever warranted.

STAFF, OPERATIONS:

- o Two Assistant State's Attorneys, one of whom is the Unit Chief; 5 investigators with full police powers, a clerical assistant.
- o Economic Crime Council--developed and maintained by ECU, composed of representatives from nearly every regulatory, enforcement and prosecutorial agency in Connecticut (State and Federal). Provides a mechanism for marshalling all of the State's regulatory and investigatory capabilities and sharing information.
- o Training and prevention activities-- training programs conducted by ECU staff at State and municipal police academies, other agencies, Economic Crime Council meetings, schools, business and professional organizations; monitoring the State's major newspapers for suspicious ads; Consumer Alerts through all media describing specific schemes; "Citizen's Handbook on Economic Crime".

RESULTS:

- o 32,315 inquiries during first 3 years of operation, 786 of which generated investigations by ECU. 86 prosecutions.
- o Convictions in 94% of cases (includes a majority of guilty pleas), pleas of no contest or determination of "accelerated rehabilitation" in 3% of cases.
- o During first 3 years of operation, ECU returned 1/3 more than it cost to operate the unit.
- o Legislation sponsored by ECU enacted in 1977 allowing issuance of search warrants for "mere evidence" rather than "fruits and instrumentalities" of the crime.

For more information about visiting this or other Host Projects, contact:
 Jack Herzig, Host Program Director, or Maureen Booth, Program Coordinator,
 at Public Technology, Inc.

PROJECT SUMMARY

DALLAS POLICE LEGAL LIAISON DIVISION

Dallas, Texas
 Captain McClain, Commander,
 Host Site Coordinator

GOAL: To prevent and correct police legal error, reducing the number of cases rejected or dismissed by the courts.

FUNDING: Precursor established in 1970 with LEAA funds, 1973 - Division expanded and reorganized, 1975 - fully supported by the city.

STAFF: Division Commander is a police captain who reports to an Assistant Chief of Police, four Assistant Dallas City Attorneys on temporary assignment to the Police Department - one of whom is the coordinating attorney - three secretaries. Each attorney takes primary responsibility for providing legal services to specified divisions of the Department. The Director is also responsible for the District Attorney Liaison Unit--one police sergeant and ten police investigators; and the Magistrates Unit--one sergeant and four police officers.

SERVICES:

- . 24-hour-a-day case consulting by telephone or on the scene. One attorney or more is always on call for questions from officers on duty. As more general questions arise, police statements and memorandum for distribution within the Department are prepared.
 - . Legal review of every case prepared for prosecution. All prosecution reports are reviewed by Division before submission to the District Attorney's Office. Lawyers consult with patrol supervisors and investigators on developing and ongoing cases. All felony and misdemeanor cases which fail to produce convictions are also reviewed for future avoidable police error.
 - . Any assistance needed by officers for warrant or affidavit preparation.
 - . Training in all relevant aspects of the law, for new recruits, auxiliary police and veterans in service. Several attorneys teach legal subjects at nearby regional academy for officers in neighboring jurisdictions.
 - . Timely advice regarding changes in statutes and court interpretations.
 - . Legal support to police administrators and the Department as a whole.
- Serving as in-house Counsel to the Department, the Division assists in developing legislative reform proposals, reviewing claims against the Department, assisting in representation of the Department in court, and dealing with other criminal justice agencies on special projects.

For more information about visiting this or other Host Projects, contact:
 Jack Herzig, Director, or Maureen Booth, Program Coordinator, at
 Public Technology, Inc.

PROJECT SUMMARY

KING COUNTY FRAUD DIVISION

DATE BEGUN: 1972
 BUDGET: 1978--\$150,000
 FUNDING: King County (initially supplemented by LEAA funds).
 TARGETS: Major goals--successful prosecution and prevention of economic crime, redress of grievances for victims, enhancement of public respect for the criminal justice system. Fraudulent activities brought to attention by other agencies--e.g., Federal Securities and Exchange Commission, Washington State Securities Division, State Attorney General's Consumer Protection Division, businesses, local bar association. Individual complaints not solicited but are referred to other agencies unless clear indication of fraud exists. Types of cases handled (mostly criminal):

- . frauds in the product marketplace--odometer rollbacks, false advertising, unnecessary auto repairs,
- . frauds committed in the guise of legitimate business transactions-- securities fraud, real estate and land sale schemes,
- . frauds against business--embezzlement, insurance frauds,
- . frauds against government--bribery, obstruction of justice, embezzlement.

STAFF, OPERATIONS: Fraud Division is physically and operationally separate from the rest of the District Attorney's Office. Staff: 7 attorneys (including the Chief), 1 in-house investigator, 2 interns, 3 support. Heavy reliance on other law enforcement and regulatory agencies to conduct investigations. One investigator and one attorney assigned to a case for duration of processing. Early and complete discovery offered to defendants to encourage a high rate of guilty pleas. Cases selected with high impact criteria: significant economic loss, high probability of successful outcome, likely deterrent effect. Use of publicity to prevent economic crime and to build public support.

RESULTS: (for 1978)

- . 84 new cases filed, which involved economic loss of \$1,052,667.
- . Cases won economically and quickly--ratio of guilty pleas to trials is 1:1.5.
- . \$196,810--to victims through restitution ordered.
- . \$31,445--in fines ordered.
- . Highly successful prosecution rate for trial cases.

For more information about visiting this or other Host Projects, contact:
 Jack Herzig, Host Program Director, or
 Maureen Booth, Program Coordinator, at
 Public Technology, Inc.

PROJECT SUMMARY

MAJOR OFFENSE BUREAU (MOB)

DATE BEGUN: 1973
 BUDGET: Funded from District Attorney's budget, initially LEAA grant with State and local match.
 TARGETS: Improved prosecution of habitual and violent offenders. Deterrence of crime by increasing swiftness of prosecution, probability of conviction, and certainty of punishment. MOB isolates priority cases according to seriousness of crime, offender's criminal history, strength of evidence.
 STAFF, OPERATIONS: MOB headed by a Bureau Chief, assisted by a Deputy Bureau Chief, with 8 Assistant District Attorneys, an administrative clerk, and a legal secretary. 2 ranking clerks and 2 trial preparation assistants (law students) aid the prosecutors. Several investigators and process servers are shared with other D.A.'s Office bureaus.

Bronx County District
 Attorney's Office
 Bronx, New York
 Sheri Roman, Chief,
 Host Site Coordinator

Objective case weighting screening procedure used by trained clerks (16 hours/day, 7 days a week) to screen arrests. On-duty prosecutor is notified and processes case. With defendants' permission, interview is videotaped. Within three days, Grand Jury hears case, arraignment held, pleas offer made, trial date set. Trial can be expected to begin within 30 to 90 days.

STRATEGIES:

- o Separate bureau with full-time attorneys assigned to continuous prosecution of "career criminals".
- o Selective prosecution through objective screening.
- o Policy of full disclosure to defense.
- o Clearly defined, limited plea bargaining policy.
- o Separate trial sessions provide access to the court for MOB case.

The MOB has a median time of 3 months from arrest to case disposition (8 months for other D.A.'s Office bureaus) and an overall conviction rate of 97% (87% rate at trial). 96% of MOB convictions result in sentences of incarceration with an average of 5.4 years minimum and 12.9 years maximum. The statistics are for the first half of 1979.

The major efficiency of the MOB is the project's ability to process major felony cases quickly, with fewer delays, and with less frequent involvement of the police, courts, and judges in the process.

For more information about visiting this or other Host Projects, contact:
 Jack Herzig, Host Program Director, or
 Maureen Booth, Program Coordinator, at
 Public Technology, Inc.

PROJECT SUMMARY

MONTGOMERY COUNTY PRE-RELEASE CENTER

DATE BEGUN: 1968, as Work Release Dorm
1972, as Pre-Release Center

Rockville, Maryland
Kent Mason, Director
Claire Gardner, Host Site
Coordinator

FUNDING: County, with offsetting revenues:
State, Federal, resident income

FY80 COSTS: \$921,000
REVENUES: -400,000
NET COST: \$521,000 (\$6,000/bed)
Net cost per resident - \$1,600
(\$300/year)

TARGET POPULATION: Inmates of Montgomery County Detention Center (85%), local residents from Federal and State correctional institutions - all within 6 months of release: some pretrial defendants, Federal probationers, and State and Federal parolees. 60% felons, 40% misdemeanants. 88% male residents. 300 offenders participated in 1978 - 75-day average stay.

STAFF, FACILITIES: Resident to staff ratio of 2.4 : 1. Staff members: Director, applicant screener, parole/probation agent (State), support (38), consulting psychologists and medical personnel (part-time); per each 36 bed unit - unit supervisor, correctional counselor (2), work release coordinator, community release coordinator, resident supervisors (5), social awareness instructor, intern. 3 operationally independent correctional units - a 16 bed co-ed unit and two 36 bed male units, with a central administrative area.

COMPONENTS: Pre-Release Center residents spend days in work release or in academic or vocational training. Resident evening activities: Life Skills Seminars, individual/group/family counseling, college and other academic classes, drug/alcohol programs. Other services: intensive employment placement, interview skill training, personal financial guidance, employer and community sponsor (typically a family member) involvement in program, housing referral, leisure time planning program.

PROGRAM STRATEGIES: Behavioral contracting prior to acceptance/transfer, team service delivery, phased release/reinforcement system, post-release follow-up through parole/probation services. Participants pay room and board (20% of their gross income up to \$300 per month).

For more information about visiting this or other Host Projects, contact:
Jack Herzig, Host Program Director, or
Maureen Booth, Program Coordinator, at
Public Technology, Inc.

PROJECT SUMMARY

NEW YORK CITY POLICE DEPARTMENT STREET CRIME UNIT (SCU)

DATE BEGUN: 1971

Randall's Island, New York, NY
Commander -

BUDGET: Part of Special Operations Division

Deputy Inspector Edward Capello
Sgt. Frank Gisondi, Host Site Coordinator

TARGETS: Utilizing plainclothes surveillance and decoy tactics -- deployed on a monthly basis to high crime precincts in New York City -- SCU attempts to apprehend suspects in the act of committing a crime. Primary objective to effect quality arrests (arrests which lead to convictions) with no increased danger to police or citizens.

STAFF: SCU is under general control of Special Operations Division (SOD) which also administers the Auto-Crime, and Tactical Patrol Units. SCU is headed by a commanding officer who monitors 11 squads -- total of 285 officers and 16-18 support personnel to include crime analysis function.

OPERATIONS:

- o Decoy officer (volunteers, rigorously selected for uniform high calibre) disguised as a potential crime victim, placed in area where she/he is likely to be victimized.
- o Back-up team, dressed to blend into the area stationed nearby, ready to aid "victim" and effect arrest.
- o Decoy tactics used creatively in response to particular crime/victim patterns, blending techniques used regularly to allow officer to move freely on the street.
- o Thorough record keeping procedures instituted for periodic evaluations and supplying crime analysis unit with basic data.
- o Deployment assignment by SCU commanding officer based on crime analysis rankings, criminal activity detailed in targeted precincts.
- o Supervisory officers rely on participative management and team concept to accomplish unit's mission.
- o Orientation and continued training instituted.
- o Policy of SCU that members will not use tactics that could be construed as bordering on entrapment, or that leave the officer vulnerable -- such as assuming prone position.
- o System (of colored headbands) devised to quickly identify civilian-garbed police officer at scene of radio runs or police situations.
- o SCU vehicular fleet includes brightly colored sedans, taxi cabs and vans. Bicycles and motorcycles also available.

RESULTS: Arrests: 2,107 for 1979, Total: over 33,000 arrests

Convictions: 90%

Safety: Decoy operation accident rate is significantly lower than that of normal patrol.

For more information about visiting this or other Host Projects, contact: Jack Herzig, Host Program Director, or Maureen Booth, Program Coordinator, at Public Technology, Inc.

PROJECT SUMMARY

ONE-DAY/ONE-TRIAL JURY SYSTEM

Wayne County Courts
 Detroit, Michigan
 L. M. Jacobs IV, Court Administrator,
 Host Site Coordinator

DATE BEGUN: 1975

BUDGET: Wayne County funding, initially funded as a pilot project by LEAA.

OBJECTIVE: Overall objective is to increase caseflow efficiency and reduce costs. More limited jury service is implemented to increase citizen participation, to diversify the cross-section of jurors, and to improve juror performance and attitudes.

FORMAT: Potential jurors not assigned to a case by the end of their service day are dismissed, those jurors assigned to hear a case serve only for the duration of that one trial -- average length of trials in Wayne County is 3-4 days. Both have fulfilled their jury duty for the year.

OPERATIONS: One-Day/One-Trial is utilized in the Wayne County Circuit, Probate, Juvenile and Common Pleas Courts, and in some district courts.

- o Entire jury selection process is computerized--jury pool drawings, mailings, preparation and maintenance of comprehensive daily records.
- o Juror Qualification Interview eliminated. Personal History Questionnaires mailed to jurors. First postponements accommodated, jurors rescheduled.
- o "Stand-by" Juror Pool summoned, who call a recording the evening before their scheduled date to find out if they are to serve.
- o Juror Orientation Slide Program--quick uniform overview of fundamental issues which eliminates the need for a judge to address jurors at this point in their service.
- o Jurors are recycled. Jurors who are challenged during "voir dire" return to jury assembly area where they are reassigned to another jury panel that day.

RESULTS:

- ... a ten-fold increase in citizens serving as jurors.
- ... of those summoned, 75% actually served as compared to 45% previously.
- ... total juror yield of 31.4% considered exceptional according to national statistics.
- ... total annualized effective savings of \$288,000.
- ... citizens requesting excuse from jury duty reached a low of 1.3%.
- ... jurors respond that One-Day/One-Trial eliminates the most burdensome feature of jury duty -- long and unproductive waiting periods.

For more information about visiting this or other Host Projects, contact:
 Jack Herzig, Director, or
 Maureen Booth, Program Coordinator, at
 Public Technology, Inc.

PROJECT SUMMARY

PROJECT NEW PRIDE

DATE BEGUN: July 1973
 Denver, Colorado
 New Pride, Inc.
 Tom James, President
 Peggy Lore, Host Site Coordinator

BUDGET: FY'78 - \$161,736

FUNDING: Colorado Division of Youth Services, Learning Disabilities Center funded by LEAA through Denver Anti-Crime Council. Initial support from Denver chapter-American Red Cross and LEAA through Denver Anti-Crime Council

TARGET POPULATION: Youths residing in Denver County, 14 to 17 years of age, recently arrested or convicted of burglary, robbery, or assault related to robbery, with 2 prior convictions. Referred through Denver's Juvenile Court Probation Placement Division. 60 youths served each year.

SERVICES: During the first 3 months, clients receive intensive services. In the 9-month follow-up period there is daily to weekly contact which continues treatment.

- o Education - assignment to New Pride Alternative School or Learning Disabilities Center based on test results.
- o Employment - 1st month, job skills workshop. Individual counseling by job placement specialist. 2nd and 3rd months, on-the-job training.
- o Counseling - careful matching of youth and counselor, goal of enhancing self-image and coping with environment. Counselors work with family, teachers, social workers and others close to youth.
- o Cultural Education - exposure to wide range of experiences and activities in Denver area, e.g., Outward Bound weekend, visit to television station - preparation of news hour, restaurant dinners, ski trips.

STAFF: Most of New Pride staff have master's degrees in special education, guidance, or psychology, or are working toward advanced degrees. Well-organized program for volunteers from community organizations, local colleges and universities.

PROGRAM STRATEGIES: Integration of intensive services to substantially reduce recidivism rates of adjudicated juveniles through comprehensive treatment. Keys to success:

- o Cooperative relationship with local court and probation officials.
- o Support from community, business organizations, and individuals.
- o Multi-disciplinary treatment services approach, individualized assessments and plans.

For more information about visiting this or other Host Projects, contact:
 Jack Herzig, Host Program Director, or
 Maureen Booth, Program Coordinator, at
 Public Technology, Inc.

PROJECT SUMMARY

POLK COUNTY
RAPE/SEXUAL ASSAULT CARE CENTER (R/SACC)

Des Moines, Iowa
Carole Meade, Director
Host Site Coordinator

DATE BEGUN: 1974

BUDGET: \$71,370.00 --FY starting 7/1/79

FUNDING: R/SACC is fully funded by Polk County; initial two years supported by LEAA grant through Central Iowa Crime Commission and Polk County.

STAFF: Director and 2 contact workers share victim contact work on a 24-hour basis--10/77 to 10/78, 253 clients. Director responsible for coordinating activities with special prosecutors (in Major Offense and Criminal Bureaus of County Attorney's Office) and the Board of Directors and its committees. Victim contact workers responsible for crisis intervention, victim advocacy and counseling, training of Speaker's Bureau, conducting in-service professional training; 1 support staff person. Volunteers provide almost all other services.

PROGRAM: R/SACC provides victims with counseling support, advocates to reform State statutes, coordinates with prosecution, trains and assists police and medical personnel, educates the public.

Victim calls the widely advertised 24-hour phone and contact service. If victim goes directly to hospital or reports to police, R/SACC is notified immediately. Contact worker accompanies victim to hospital and prepares victim for prosecution process. R/SACC's education programs ensure appropriate care for victims and proper handling of physical evidence.

Combination of special prosecutors and contact worker creates good working relationship resulting in increased quality of rape prosecutions. Victim faces and educated jury--through public education efforts of a Speaker's Bureau and written and audio-visual material.

FEATURES: Keys to success of the Rape/Sexual Assault Care Center:

- o One-to-One Approach -- same contact worker stays with the victim, providing 24-hour link between victim's needs and the medical, counseling, and legal services available; one attorney responsible for all aspects of a rape prosecution.
- o Community Participation -- the Board of Directors (78 officials representing different agencies and organizations), through its committee functions, provide the Center with an extraordinarily expert and influential cadre of volunteers.

RESULTS: Rate of reporting has increased every year since the R/SACC opened. From 10/77 to 10/78, there was law enforcement contact with 108 R/SACC cases. In 71% of these cases, the offender was identified. In offender-identified cases, 59% of victims filed formal charges. High conviction rate.

For more information about visiting this or other Host Projects, contact:

Jack Herzig, Host Program Director, or
Maureen Booth, Program Coordinator, at
Public Technology, Inc.

PROJECT SUMMARY

SAN DIEGO FRAUD DIVISION

DATE BEGUN: 1971

BUDGET: FY'78--\$800,000

FUNDING: San Diego County (initially supplemented by LEAA funds)

TARGETS: Major goals--successful prosecution and prevention of economic crime, redress of grievances for victims. Cases come to the attention of the Fraud Division through--direct citizen complaints (25,208 in 1978), agencies (Department of Corporations, County Sheriff's Office, Police Department, Department of Real Estate), District Attorney's Office. Major cases--real estate, securities, insurance and other frauds, embezzlement, corruption, false advertising, bribery, unfair business practices, anti-trust and restraint of trade.

STAFF, OPERATIONS: Fraud Division is organizationally and physically separate from other divisions of District Attorney's Office, with investigators administratively responsible to Chief Investigator (Bureau of Investigations). Staff: Chief Deputy Attorney, 8 attorneys, 10 investigators, 5 investigative assistants, 8 student interns/externs, 7 clerical, 2 accountants. Computer-based analyses of complaints often lead to prosecution of major impact cases and coordinated investigation with other agencies. Criteria to select cases for filing: potential for deterrence, amount of money involved, number of victims, possibility of successful prosecution. Criminal and high impact of civil cases handled. One attorney and one investigator for each major case for its duration. Early and complete discovery offered defendants to encourage high rate of guilty pleas. Publicity efforts--press releases, television presentations, written material provide information about Division's services, increase public awareness of consumer fraud, deter would-be defrauders.

RESULTS: (for 1978)

- High volume operation: 24,000 consumer complaints processed (phone, walk-in, written), investigative assistants resolved 95% of these before cases opened.
- 1,184 cases opened.
- Trial cases: 35 criminal
8 civil
- \$157,000 to victims of fraud without filing cases.
- \$401,573 to victims through restitution ordered.
- \$ 25,273 in fines/civil penalties.

For more information about visiting this or other Host Projects, contact:

Jack Herzig, Host Program Director, or
Maureen Booth, Program Coordinator, at
Public Technology, Inc.

PROJECT SUMMARY

SAN DIEGO MAJOR VIOLATORS UNIT (MVU)

DATE BEGUN: 1975
 BUDGET: FY'80 \$307,925
 FUNDING: San Diego County and State Support (initially LEAA funds)

District Attorney's Office
 San Diego, California
 Richard Neeley, Director
 Doug Quakenbush, Host Site Coordinator

TARGETS:

- . to effectively identify all defendants who meet the career criminal selection criteria.
- . to increase assistance and cooperation in all investigative matters with law enforcement agencies in the apprehension of career criminals.
- . to prepare and process all targeted cases within the average time needed to process similar felony offenses through the District Attorney's Office.
- . to receive top felony dispositions in all cases prosecuted.
- . to prepare and handle all probation revocation proceedings incident to the prosecution of targeted cases.
- . to deter, through successful prosecution and conviction, those who would seek to emulate the lifestyle of the career criminal.
- . to prosecute all cases by means of team "vertical prosecution."

STAFF, OPERATIONS: Six Senior Deputy District Attorneys, one Research Analyst, one Senior Clerk, one Stenographer, one investigator from the prosecutors staff. Attorneys are more experienced than the average with over 10 years of experience in the District Attorneys office.

Initially established to focus on robbery cases, the unit now also handles burglary and robbery related homicide. Selection criteria used by local law enforcement and prosecution officials to determine referral to the MVU includes 1) suspects under arrest for three or more robbery offenses, or 2) suspect arrested for robbery and in the last 10 years (exclusive of prison time) was convicted once of 8 serious crimes or convicted twice of 8 other less serious crimes. Prosecutorial discretion allows handling 1) if great bodily harm was inflicted, 2) the suspect has served a prior prison term, 3) the suspect has two prior felony convictions. The burglary selection criteria is similar. Techniques used are: 1) Vertical case processing 2) Reduced staff case loads 3) Reduced use of Plea Bargaining 4) Recommendation of Strict Sentences 5) Highly Experienced Attorneys 6) Close police liaison.

RESULTS: . Increased Bail Settings - \$20-25,000 vs \$5-10,000
 . High Conviction Rate - 96%
 . High Incarceration Rate - 94%
 . Increased Incarceration Terms - average 6.8 years

For more information about visiting this or other Host Projects, contact: Jack Herzig, Host Program Director, or Maureen Booth, Program Coordinator at Public Technology, Inc.

PROJECT SUMMARY

WARD GRIEVANCE PROCEDURE

California Youth Authority
 Sacramento, California
 Morris Jennings, Administrator
 John Holland, Host Site Coordinator

DATE BEGUN: 9/73, at Karl Houlton School mid-1975, system-wide
 COSTS: '79 - \$11,300 - independent review
 \$10,000 - system-wide training
 Start-up - \$108,709 (7/73 to 6/75)

FUNDING: State
 Foundation grant for start-up

TARGET POPULATION: Youths (wards) in all CYA correctional facilities - 10 institutions, 5 forestry camps, 1 community residence. Current institutional population of 4,799 wards, age range 12 to 25 - average age 18.5 years, high percentage of felony offenses.

PROCEDURE: 9,222 grievances filed in 12-month period ending 2/79 by 11% of wards.

- o Ward files complaint - assisted by Grievance Clerk, an elected ward. 37.2% of grievances resolved informally at this level.
- o Hearing before Ward-Staff Committee - 2 wards, 2 line staff, a non-voting chairperson/mediator from middle management. 17.7% of grievance resolved.
- o Review by Superintendent or CYA Director (in case of departmental policy grievance). 32% of grievances resolved at this level.
- o Outside arbitration - by American Arbitration Association or volunteers from the Los Angeles Bar Association, may sit as panel of one or with a person appointed by the grievant and one by Superintendent or Director. 74 cases were handled at this level in 1978, 0.6% of the total number filed.

ESSENTIAL ELEMENTS: Active participation by wards and staff in procedure design, development, and operation; full hearing; minimum levels of review with right to appeal; representation of grievant selected by ward; time limit on all responses and mandated actions; right to independent outside review; guarantees against reprisals; constant monitoring and evaluation; use of procedure to determine whether complaints fall within procedure; capacity to handle emergencies; procedure administered by one full-time staff person at state-wide level with efficient reallocation of staff time at unit level; 52% of grievances are individual complaints and 21% regard staff action.

For more information about visiting this or other Host Projects, contact:

Jack Herzig, Host Program Director, or
 Maureen Booth, Program Coordinator, at
 Public Technology, Inc.

PROJECT SUMMARY

WITNESS INFORMATION SERVICE

Peoria County Courthouse
Peoria, Illinois
Beth Johnson, Director,
Host Site Coordinator

DATE BEGUN: 1975

BUDGET: \$32,194.00 - FY80, County funds project initiated with LEAA grant.

OBJECTIVE: To serve as an informational, support and problem-solving resource for witnesses in misdemeanor and felony cases.

STAFF: Director, volunteer services coordinator, secretary, volunteers.

OPERATIONS: A series of outreach efforts coordinated closely with the State's Attorney's Office to insure that all witnesses receive at least one contact and access to assistance:

- o Victim filing complaint in State's Attorney's Office provided with brochure describing court process and role of witness.
- o Witnesses filing complaints provided with letter and form by WIS for obtaining restitution. Letter and form sent to victims if police file charges.
- o Notification of witnesses coordinated with prosecutor's office. WIS attempts to place calls to witnesses 2 days before scheduled appearance.
- o Volunteer witness aide available on court date.
- o WIS provides notification if witness' appearance not required. Witnesses receive information on the outcome of their cases -- which often result in inquiries about restitution or property return which WIS assists in.

OTHER SERVICES:

- o WIS contacts local employers to support policy of reimbursing employees who appear as witnesses. Nearly one-half of the area's work force is now covered by such an agreement.
- o Referral of victim/witnesses to the Illinois Attorney General's Office for Crime Victims Compensation. Outreach contacts to victims of violent crimes.

SUCSESSES: WIS is a highly cost-efficient model. With a small staff, and relying on volunteer support, WIS contacted 1,560 witnesses in 1978. \$62,356 in victim compensation has been awarded through the efforts of WIS since 1977. WIS services result in reduction of witness non-appearance rates and fewer dismissals for lack of witness. Better screening of complainants is achieved. Victim's expenses reduced through better access to compensation and restitution. Many witnesses enabled to appear without loss of earnings. Improved utilization of attorney time results from WIS handling many problems and concerns.

The Peoria community realizes that a crime victim who cooperates with the criminal justice system is not alone.

For more information about visiting this or other Host Projects, contact: Jack Herzig, Program Director, or Maureen Booth, Program Coordinator, at Public Technology, Inc.

PROJECT SUMMARY

YOUTH SERVICE PROGRAM

The Crime Prevention Association
Arthur Gewirtz, Executive Director
Philadelphia, Pennsylvania
Gerald Romeo, Host Site Coordinator
Director, South Philadelphia
Community Center

BEGUN: Spring 1971

BUDGET: 1980 - \$600,000

FUNDING: Presently, State Law--Act 148, State money channeled through Philadelphia Department of Welfare; Initially, HEW/OYD through Model Cities, then State Title XX and LEAA.

TARGET POPULATION: Delinquent and predelinquent youth 10 through 17 years of age in inner city area. Over 300 received basic services in 1979, additional 600 were referred or received short-term help. Referrals from schools, police, courts, walk-ins, families, informal contacts with staff.

FACILITIES, STAFF: A Youth Service Program exists in 3 multi-service community centers which serve preschoolers, adults, and senior citizens (R.W. Brown, South, and West Philadelphia). At each center - 1 Youth Services Coordinator, 1 professional social worker, 4 Youth Services Workers. One School and Court Liaison serves all centers.

COMPONENTS:

- o Immediate need intervention, youth on active caseload for 6 to 18 years old.
- o Counseling (individual and group) and life skills education.
- o Central coordination of all community services for youth.
- o Cooperative agreement with over 100 agencies, monitoring and follow-up of referrals.

The Youth Service Program is a component of the Youth Services Centers which focus of an integrated array of essential services to youths and families within community centers. Services also include: 6 Boys' and Girls' Clubs, 3 Teen Programs (READ), 7 school-age Day Care Programs, 1 Youth Employment Program (Francisville Community Learning Center).

PROGRAM STRATEGIES:

- o Services are primarily preventive, while having ability to respond to urgent problems.
- o Services to youth are most effective if delivered within neighborhood where youth lives.
- o Program effectiveness increases with the degree that services and funding sources are mixed and matched.

For more information about visiting this or other Host Projects, contact:

Jack Herzig, Host Program Director, or
Maureen Booth, Program Coordinator, at
Public Technology, Inc.

VISITOR APPLICATION

Date: _____

Name: _____

Title: _____

Organization: _____

Address: _____

(zip code)

Phone: _____

1. Host Site to be observed: _____

2. Position description: duties _____

length of time in position _____

previous relevant background _____

3. Population of jurisdiction (city, county, state): _____

4. Uniform Crime Report Index (number of crimes per 100,000 population): _____

5. Description of criminal justice problem in jurisdiction (i.e., lack of services, jail overcrowding)

6. Status of program (planning, implementing, expanding):

7. Program description:

date started _____

target population _____

ATTACHMENT D:

Host Visitor Application Form

staff _____

program components/services _____

funding source _____

8. Reasons for visit: _____

Specific items of interest (refer to Host site summary) _____

Anticipated benefits _____

9. Similarities between Host Site and your program (refer to Host site summary)

10. Special consideration for selection:

11. Executive level commitment:

Additional Comments:

Please send the above information to Mr. J. A. Herzig, Program Director, National Institute Host Program, Public Technology, Inc., 1301 Pennsylvania Avenue, N. W., Washington, D. C. 20004 (202/626-2400).

ALSO SEND A COPY TO YOUR STATE PLANNING COUNCIL AND ASK THEM TO FORWARD COMMENTS TO THE HOST PROGRAM OFFICE.

If you have any questions, please write or call Ms. Maureen Booth, Program Coordinator, at (202) 626-2488.

ATTACHMENT E:
Quotes From Host Visitors:
Phases III and IV



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Criminal Justice Task Force
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COMMUNITY BASED CORRECTIONS
Des Moines, Iowa

Brenda A. Greene
Director
Post Release Services
D. C. Pre-Trial Services
Washington, D. C.

Brenda Greene expected to learn more of the procedures monitoring people placed on supervised release, and more alternatives to pre-trial detention.

Ms. Greene found, after visiting the Community-Based Corrections program, that while goals and operations of such programs are similar, philosophies concerning release may differ greatly. This difference led to lively discussion by the Host staff and the other visitors. Brenda Greene and the Host Site Coordinator, Dale Dewey both commented that the discussion was very interesting and thought provoking. Mr. Dewey, reported that his staff believed the visitors made the site visit as much a learning experience for them as it is for the visitors and have planned staff meetings to further discuss the points raised. Brenda reported that the "Host Program provides a unique opportunity for criminal justice agencies to exchange ideas and techniques of operation. This is a great asset!"

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COMMUNITY CRIME PREVENTION PROGRAM
Seattle, Washington

George E. Baker, III
Administrator
UNICORN, Inc.
Louisville, KY

George Baker was looking for methods to enhance his block watch operations and to reach more people.

His plans are to incorporate methodologies used by the Host site. Mr. Baker's assessment of the Host Visit was that "This is one of the most rewarding expenditures of time I have experienced. The value of on-site observation is so much greater than written materials." An additional comment of the value of Mr. Baker's visit was that "(I) feel that our program will be enhanced because of this exposure and Louisville and Jefferson County, Kentucky will profit as a result."

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STREET CRIME UNIT
New York City

Sgt. William B. Iler, Jr.
Tampa Police Department
Tampa, FL

Sgt. William B. Iler, Jr. of the Tampa Police Department visited the New York City Street Crime Unit in preparation for organizing a similar unit for Tampa. He expected to learn all he could about setting up a program similar to New York's.

Sgt. Iler says the training and advice he received was "outstanding." His training covered the decoy set up to selection and training of people for his unit.

Sgt. Iler plans to adopt the management, administration, and operational procedures used by the Host site. The Tampa Street Crime Unit will also duplicate the New York City's recruitment program and its forty hour training program for officers in new street crime unit.

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NEIGHBORHOOD YOUTH RESOURCES CENTER
Philadelphia, Pennsylvania

Millus (Doc) Bass
Director, Youth Development Center
Blue Hills Corporation
Kansas City, MO

Mr. Bass' program was expanding its operations to provide increased services to the Kansas City community by developing a Youth Center. He stressed a need to learn non-traditional programs that would attract youths who don't respond to current agency services, and would also help these youths to "develop their street-wise experiences into survival skills that would make them more employable, literate and functional in this society."

Doc Bass reported that the visit was more "eye-opening" than he had anticipated. "I realized that I would have to stop trying to be a line person and an administrator. Both are important, but the administrative duties have to be taken care of", he reported. Therefore, "Doc" Bass will alter his center's organizational structure by developing a board which is sensitive to youth issues, and which can effect greater influence in stabilizing support for more creative programming. To increase his time for working with this board and for actively seeking funding, Mr. Bass intends to 'create more staff positions and delegate more responsibility."

The Youth Development Center in Kansas City will also follow NYRC's example in record keeping and will "tighten procedures; establish closer communication with the staff." And to better serve the youth of Kansas City, the Center will work to build "greater rapport with agencies, and stabilize a network of service linkages."

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ONE DAY/ONE TRIAL
Wayne County, Detroit, Michigan

Bonnie Gargoura
Chief Jury Clerk
2nd Judicial District Court
Albuquerque, New Mexico

Ms. Gargoura will ultimately move her court's jury duty time from one month to one day. Presently, she is striving to reach a goal of one week for jury duty.

The visit to the Host site was invaluable for her. Her duties were closely related to those of the site and this helped immensely with plans for duplicating parts of the One Day/One Trial program. Ms. Gargoura expected to learn how such a large number of people are handled on a daily basis and how these people are screened at the qualification stage.

While at the Host Site, Bonnie spend much of her time with the Jury Commission Supervisor, Virginia Parzych, learning administrative techniques and procedures. She also was given examples of summons styles, a manual for jury systems, and names of contacts in the computer and court management field.

Upon her return to Albuquerque, Ms. Gargoura revised forms and summons. The District Court is contemplating legislative changes in pay schedules for jurors, terms of service.

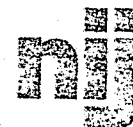
Ms. Gargoura has also increased liaison activities with the District Attorney's Office, and is working on a one step qualification system. The District Court is also contemplating legislation to change methods of paying jurors and terms of service. The Court will also begin to collect and evaluate data on the Court's operation.

Ms. Gargoura found her visit to be very impressive and is eager to report back with changes during the months to come.

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MAJOR OFFENSE BUREAU
BRONX, NEW YORK

Michael Miller, Esquire
Prosecuting Attorney
Franklin County Hall of Justice
Columbus, Ohio

Michael Miller visited the Bronx Major Offense Bureau to observe many things including administrative procedures and especially the Major Offense Bureau's plan of video taping confessions and/or statements.

Though Mr. Miller did not report any immediate changes in the administrative workings of his program, a video taping program similar to M.O.B.'s was being implemented by the Prosecuting Attorney's Office in Columbus and aspects of what the Host site had developed were reviewed for inclusion.

James E. Doyle, Esquire
District Attorney
Dane County District Attorney's
Office
Madison, Wisconsin

Mr. Doyle was looking for screening methods to identify habitual offenders, use of video tapes for case development and means to develop closer liaison with the police department and court.

Since Mr. Doyle made his visit at the same time as Mr. Miller, who was also interested in video taping procedures, they were both able to study the video taping program and discuss its merits and shortcomings.

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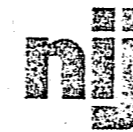


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(more)

Jim Doyle plans to implement a video-taping program for line ups. He believes this will help the entire prosecution process. He also learned ways of coordinating his office's procedures with those of the police, helping to put a more solid case before the courts.

Mr. Doyle believed the Host visit was very beneficial. He felt comfortable with the Host staff and felt "the one-to-one conversation was very informative. Jim had this to say about his visit "I learned a great deal not only from Host site staff, but from other D.A. who was also visiting."



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WITNESS INFORMATION SERVICE
Peoria, Illinois

Leslie Ann Ellis-Kissinger, Director
Witness Information Center
Cleveland County District Attorney
105 E. Comanche
Norman, OK 73069

Leslie Ann Ellis-Kissinger of Norman, Oklahoma, states that the visit was invaluable for it allowed her to see her program in comparison to an Exemplary Program. The visit resulted in giving priority to the goals of the Norman Witness Center "so that we weren't trying to bite off more than we could handle and would not be duplicating the excellent crisis intervention service that was already available here." The Witness Center now concentrates on court visitor services and notification.

Leslie Ann reported that she used the written materials received from the Host site to give a workshop in creating a cost-effective Witness Center at the State-wide meeting of Oklahoma's District Attorneys. The workshop was well attended and two new Centers will be starting up in one month as a direct result of that meeting. Ms. Ellis-Kissinger reported that the materials she received from the Peoria Host site are the best and sometimes the only materials available on actual administrative procedures of witness information center. Also as a result of her visit, "we have developed a strong working relationship with the host director in Peoria and often call for advice."

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**POLICE LEGAL LIAISON UNIT
Dallas, Texas**

Daniel F. Kock, Esquire
Police Department Legal Advisor
Sioux Falls Police Department
Sioux Falls, South Dakota

Daniel Kock visited the Host Site to observe their structure and operations. His legal advisor program had been developed without form or pattern and, while it is effective, he believed the visit to the Dallas legal unit pointed out additional areas and tasks in which a legal advisor could become involved. Contrasting the two programs also provided insight to the proper organization and operation for the Sioux Falls jurisdiction.

He believed an important feature of the Dallas program was the immediate legal advice give to line officers due to the lawyers being on twenty-four hour on call basis, and would "re-emphasize to the legal advisor that he remember to take his (pocket) pager with him more often".

Upon his return to Sioux Falls, Mr. Kock intensified review of cases prior to filing and the review of cases that did not produce convictions. A review of cases that were not prosecuted was instituted after the Host visit.

Merlyn W. Sorensen, Chief of Police of the Sioux Falls Police Department reported that, as a result of Mr. Kock's visit to the Dallas Host site the legal advisor has established closer ties with the prosecutors and has increased case review and disposition monitoring procedures. The increased case review has led to better quality cases being presented to the Prosecutors and has helped identify problem areas that they have been able to remedy. The end result is that the Sioux Falls Police are getting prosecutions in areas where they were having problems before. There has been an increase of overall effectiveness.

(more)

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Mr. William L. Parker, Jr., Esquire
Legal Advisor
Metropolitan Police Department
Nashville, Tennessee

William Parker was interested in the case preparation unit, the techniques used to collect statistics and to evaluate the program, and the in-the-field services of the Dallas Unit.

Mr. Parker was able to find answers to his questions at the Police Legal Liaison Unit. He was impressed with the overall program, stating that the unit "would be workable anywhere." Mr. Parker felt the availability of lawyers to police for direction of police operations were done with skill and enthusiasm. He did report a bit of tension between police and lawyers at a supervisory level, but believed that this was due to the program not being defined as a legal or police operation.

Mr. Parker will increase the scrutiny of cases prepared for the Grand Jury and will give evaluators greater authority to "kick back" cases for work and to do this smoothly, will involve the Police Case Preparation Section commander more in case evaluation. Mr. Parker will also improve coordination with the District Attorney's Office. His final summation was "The idea is great!"

ATTACHMENT F:

Selected Impact Visitor Reports:

Phases III and IV

ATTACHMENT F
 NATIONAL INSTITUTE HOST PROGRAM
 Visitor Follow-Up Report
 Part I

JAN 26 1981
 Ward Culewale
 Procedure
 CYA

Name: Clarence H. Patrick Date: Jan. 20, 1980

If your position has changed since the time of your visit to the Host Project, please indicate your new position (agency): _____

1. Please give status of your operation compared to that of Host Project (please check):

Our operation was established in 1974.

Status	At time of visit	Present
Considering similar project		
Planning project		
Establishing project		
Project active (or operation similar)		
Implementing certain project components		
Other		

If other, please explain: Established by the N. C. Legislature, It involves an internal (prison) procedure with appeal to independent Commission and staff.

If active, when did project begin? 1974

What are funding sources? (If grant, please give dates and amount.) The State of North Carolina

2. How did you learn about the opportunity to visit the Host Project? (Please check all that apply.)

- Host Brochure
- State Planning Agency
- Jack Herzig, Public Technology, Inc. (PTI) (Member of his staff phoned me.)
- Your Agency
- Other: _____

3. Have you shared your experience at the Host Site with persons other than those directly involved in your operation? Prison Dept.

Yes, within agency Yes, in other agencies No

If yes, please give person's position (agency) and project aspects shared: _____

~~Importance of inmate involvement in advisory capacity, a monitoring system, yearly evaluation.~~

4. Have you informed others of the opportunity to visit a Host Project?

Yes, within agency Yes, in other agencies No

If yes, please give person's position (agency): _____

5. Have changes occurred as a result of your Host Project visit?

Changes in:	Yes	No	Not applicable
Organizational structure			
Administration/management procedures.....			
Budget and fiscal administration.....			
Personnel selection, evaluation training.....			
Operational procedures.....			
Relationships with other agencies.....			

Please describe: We have been involved in an extensive study and evaluation of our system (involving the Department of Corrections) for several months. Hopefully a number of improvements will occur, including the following: all of the above and much more: greater inmate and employee involvement (advisory), monitoring, periodic evaluation, etc.

I found the Host visit (to California) extremely valuable, stimulating, and suggestive. Because of our self-study which was in process both before and after the visit it will be difficult to determine the direct results.

6. Were legislative changes contemplated or enacted to effect changes in organization or operation? A broad base was provided by the 1974 N. C. Legislature.

7. If any changes were unsuccessfully attempted, please describe and give reasons why they were not implemented (include legislative, fiscal, or administrative constraints):

8. Did benefits result from Host Project visit in:

Benefits in:	Yes	No	Not applicable
Planning and program development			
Program implementation.....			
Internal support for project.....			
Forms design, data collection ...			
Project monitoring, evaluation ..			

Please describe: This is difficult to answer because before the host visit we had a good and viable system in operation (since 1974).

As noted above we are now in the process of a self-evaluation and I am sure that a number of the suggestions for improvement will result from the host visit.

9. Can improved program effectiveness, cost savings, or greater community acceptance be attributed to changes made based on Host site visit?

Yes No X Uncertain

Please explain:

10. What impact data are collected to assess project results?
Question not appropriate at present.

11. What is the likelihood of project continuation? (Please check one.)

- Will continue
- Will probably continue
- Will continue if additional funding support is obtained
- Will continue, but be substantially changed
- Unlikely to continue.
- Will not continue

Please explain (include political, financial, and community pressures):
We face no serious problems, as I see it.

12. Did Host Project visit assist project in gaining continuation funding or achieving permanent acceptance?

- Yes No Not applicable

Please explain:

13. Any additional benefits from Host Project visit or your contact with PTI? (Include workshop.)

14. Do you have any suggestions for increasing the value to your operation of the Host site visit?

North Carolina through its Inmate Grievance Commission might be considered as site for a Host visit in the future. I think such could be of mutual benefit. I would like to have one or more persons from the California Youth Authority Ward System as visitors.

Please give us your perspective to add another dimension on changes resulting from the Host Project visit.

Thank you.

Patric

NATIONAL INSTITUTE HOST PROGRAM

Visitor Follow-Up Report

Supervisor Supplement

Name: FRED G. MORRISON, JR. Date: 1-20-81
 Position: EXECUTIVE DIRECTOR
 Agency (if applicable): N.C. INMATE GRIEVANCE COMMISSION
 How long in above position? SIX (6) YEARS

1. What changes have occurred within your agency that can be attributed to the Host Project visit (organizational structure, administrative/management procedures, budget and fiscal administration, personnel practices, training, operational procedures)?

- ① COMPLETE EVALUATION OF OUR PROGRAM
- ② MORE INVOLVEMENT OF INMATES
- ③ MORE CO-OPERATION / CO-ORDINATION WITH PRISON OFFICIALS
- ④ POLICY ADOPTED AS TO YEARLY EVALUATION OF OUR SYSTEM INVOLVING INMATES AND STAFF
- ⑤ MONITORING SYSTEM RECOMMENDED
- ⑥ MORE TRAINING IN GRIEVANCE PROCEDURES FOR STAFF

2. Please describe the effects of these changes on the overall operations of your agency (response to problems, coordination with other agencies, operational efficiency, morale):

WE EXPECT IMPROVEMENTS IN THE OPERATION AND EFFICIENCY OF THE N.C. INMATE GRIEVANCE PROCEDURES

3. Please describe the results of these changes in terms of outcomes (program effectiveness, cost savings resulting from changes, community acceptance):

SINCE WE'RE CURRENTLY IN THE PROCESS OF AN EXHAUSTIVE SELF-EVALUATION IT IS TOO SOON TO DETERMINE FULL RESULTS THOUGH WE DO HOPE TO IMPROVE THE SERVICES WE PERFORM.

Patrick

WARD GRIEVANCE PROCEDURE

National Institute Host Program
Visitor Follow-Up Report: Part II

4. Have you observed any related benefits as a result of the Host Project visit?
① MORE CONCERN TOWARD INPUT BY/ FROM INMATES
② MORE CONTACT WITH PRISON OFFICIALS
CONCERNING GRIEVANCE PROCEDURES

5. Any other comments (for example, suggestions for increasing the value to your agency of the Host Project visit)?
CONSIDER THE POSSIBILITY OF
USING N.C. AS A HOST SITE BECAUSE
WE THINK IT WOULD BE ADVANTAGEOUS
TO N.C. AND THE VISITORS

If not included in Part I, please describe any changes or additions made to your operation by adapting the following program components:
As stated in part I, we are in the process of an extensive self-study and evaluation. We think ours is a strong and viable system. Other than what has Administrative Grievance Procedures:
been mentioned in part one we do not contemplate any drastic changes. I might add that as a result of our study, the host visit, and talking to some of our prisoners we question the advisability and workability of a ward grievance committee's being involved in the hearing and resolution of grievances in our day to day operation. Just ~~#####~~ yesterday at Central Prison in Raleigh a Appeal Procedures:
long-term and not a first-term prisoner told me that he thought that such an inmate committee would eventually be controlled by inmate bosses or leaders and thus frustrate the procedures, especially in prisons for adults.

Informal Review: Efforts will be made to obtain more of this in an appropriate manner to satisfactorily resolve many complaints immediately.

Ward Grievance Committee Review: See above.

Superintendent's Review:

Independent Outside Review: This is the function of our independent (of the Prison Department) Inmate Grievance Commission, comprised of five members, investigation and hearing officers, secretaries, etc.

WARD GRIEVANCE PROCEDURE

Types of Grievances Received: Too numerous to mention. The total is twelve to fourteen hundred a month in a prison population of over sixteen thousand.

Procedures for Emergency Grievances: These are given priority and do not have to wait with respect to time periods.

Composition of Review Panels: Two lawyers (one Black one White), two criminologists from nearby universities (one woman and one man), and one clergyman (a prominent Black civil rights leader).

Participation by Wards (Developing and Using Procedures):
See above and Part I. From the beginning (1974) we have had at least one ex-inmate on our staff as a hearing officer/examiner. We think this is one or investigator very strong phase of our operation.
Arbitration or Mediation Techniques: Recommendation of the Commission on grievances appealed to it to the Secretary of Corrections if hearing officers have not been able to effect a satisfactory resolution.

Employee Disciplinary Procedure: The Department of Corrections would take appropriate steps where called for.

Please give us your perspective to add another dimension on changes resulting from the Host Project visit.

Thank you.

Neighborhood Youth
Resource Center
APR 27 1981
(NYRC)
RLC

NATIONAL INSTITUTE HOST PROGRAM

Visitor Follow-Up Report
Supervisor Supplement

Name: John R. George Date: 4-15-81
Position: Regional Administrator
Agency (if applicable): Division of Juvenile Rehabilitation
How long in above position? 3 years

1. What changes have occurred within your agency that can be attributed to the Host Project visit (organizational structure, administrative/management procedures, budget and fiscal administration, personnel practices, training, operational procedures)?
Enhancement of Learning Center operations:
--services better defined and measurable
--screening and intake processes improved
--orientation/training for staff, students, parents improved
--program better integrated with host correctional agency
--program support improved through stronger Youth Development Fund
--perspective of manager broadened which has improved management
Youth Development Fund board restructured to establish much stronger fiscal base
2. Please describe the effects of these changes on the overall operations of your agency (response to problems, coordination with other agencies, operational efficiency, morale):
Coordination with other agencies was good already, but has been strengthened.
Certain programs have been funded which otherwise could not have been.
Working relationships between staff in Learning Center and parole unit have never been better, and morale is good between programs.
Program is more efficiently managed because of clearer definitions.
3. Please describe the results of these changes in terms of outcomes (program effectiveness, cost savings resulting from changes, community acceptance):
Cost savings through improved Youth Development Fund, better utilization of program staff.
Effectiveness improved through redefinition of agency goals, services.

4. Have you observed any related benefits as a result of the Host Project visit? _____

Karen McBeth has shared information from her site visit with a variety of staff and key managers in the juvenile justice and law enforcement community. A number of these people have reported to me that the information was helpful and that they were actually able to make practical application of it in their work.

5. Any other comments (for example, suggestions for increasing the value to your agency of the Host Project visit)? _____

NATIONAL INSTITUTE HOST PROGRAM

Visitor Follow-Up Report

Part I

Name: Karen McBeth Date: 2/20/81

If your position has changed since the time of your visit to the Host Project, please indicate your new position (agency): _____

1. Please give status of your operation compared to that of Host Project (please check):

Status	At time of visit	Present
Considering similar project		
Planning project		
Establishing project		
Project active (or operation similar)	X	X
Implementing certain project components	X	X
Other		

If other, please explain: _____

If active, when did project begin? The Learning Center began in 1971.

What are funding sources? (If grant, please give dates and amount.) Division of Juvenile Rehabilitation, Seattle Public Schools, Institutional Education Superintendent of Public Instruction

2. How did you learn about the opportunity to visit the Host Project? (Please check all that apply.)

- Host Brochure
- State Planning Agency
- Jack Herzig, Public Technology, Inc. (PTI)
- Your Agency
- Other: _____

3. Have you shared your experience at the Host Site with persons other than those directly involved in your operation?

Yes, within agency Yes, in other agencies No

If yes, please give person's position (agency) and project aspects shared: Division of Juvenile Rehabilitation: John George-regional administrator; John Cleveland-Diagnostic Supervisor; Rich Wharf-Woodinville Group Home Supervisor; Lea Bair-Resource Specialist; Seattle Public Schools, (over)

4. Have you informed others of the opportunity to visit a Host Project?

Yes, within agency Yes, in other agencies No

If yes, please give person's position (agency): Bruce Eklund, Juvenile Court, Everett; Bob Vanderway-Officer, Seattle Police; Keith Andersen-Head Teacher, Northwest Youth Service Bureau. (I gave them an overview of program and shared aspects of CPA that were relevant to areas in their programs.)

5. Have changes occurred as a result of your Host Project visit?

Changes in:	Yes	No	Not applicable
Organizational structure		X	Our program is already coadministered.
Administration/management procedures.....	X		
Budget and fiscal administration.....		X	
Personnel selection, evaluation training.....		X	
Operational procedures.....	X		
Relationships with other agencies.....		X	

Please describe: CPA works closely with a large board of directors. Upon returning I decided that our Youth Development Fund Board could be expanded to give us a broader base in the community and to add financial support to Learning Center programs. The board increased its budget from a \$400.00/year fund to \$2,500 giving sponsorship to the Learning Center summer program.

Information I gained from CPA enabled me to more clearly carry out and articulate our treatment program. Our goal setting, and follow through processes have improved.

I gave input to the Division of Juvenile Rehabilitation paper work Task Force, showing them methods devised by CPA for defining and quantifying a unit of service.

6. Were legislative changes contemplated or enacted to effect changes in organization or operation? NO.

7. If any changes were unsuccessfully attempted, please describe and give reasons why they were not implemented (include legislative, fiscal, or administrative constraints):

8. Did benefits result from Host Project visit in:

Benefits in:	Yes	No	Not applicable
Planning and program development.....	X		
Program implementation.....	X		
Internal support for project.....			
Forms design, data collection ...		X	
Project monitoring, evaluation ..		X	

Please describe: Management at CPA talked about their style of management in responding to the community's needs. Their approach was to respond to the need first and worry about funding afterwards. This approach is not always advisable or feasible, but in certain cases it allows maximum utilization of funds and facilities in the shortest amount of time and offers a way of operating within a bureaucracy. I have shared the merits of this approach with others in our agency.

Their concept of multiple usage of facilities and equipment was also very important.

9. Can improved program effectiveness, cost savings, or greater community acceptance be attributed to changes made based on Host site visit?

Yes No Uncertain

Please explain: Through the increased financial support of the Youth Development Fund the Learning Center was able to expand their summer program with no additional cost to DSR or Seattle Public Schools.

10. What impact data are collected to assess project results?

We collect enrollment data on each youth attending the Learning Center, but we do not have any control group studies to assess the impact of the Learning Center on Juvenile Delinquency.

11. What is the likelihood of project continuation? (Please check one.)

- Will continue
- Will probably continue
- Will continue if additional funding support is obtained
- Will continue, but be substantially changed
- Unlikely to continue
- Will not continue

Please explain (include political, financial, and community pressures):
Learning Centers have again been funded for the next biennium through Division of Juvenile Rehabilitation, Superintendent of Public Instruction, Institutional Education, and Seattle Public Schools.

12. Did Host Project visit assist project in gaining continuation funding or achieving permanent acceptance?

- Yes No Not applicable

Please explain: _____

13. Any additional benefits from Host Project visit or your contact with PTI? (Include workshop.)

14. Do you have any suggestions for increasing the value to your operation of the Host site visit?

NEIGHBORHOOD YOUTH RESOURCES CENTER

National Institute Host Program
Visitor Follow-up Report: Part II

If not included in Part I, please describe changes or additions made to your operation by adapting the following program components.

Part of Community Center, Target Area: _____

Support of Private Agency or Board of Directors: We have expanded the Youth Development Fund from a small non-working board, to a Board of nine active members and eight advisory members.

Intake and Screening Procedures (Screening Criteria, Initial Assessment Report):
Screening and Intake forms have been shared with the Division of Juvenile Rehabilitation paperwork Task Force and Region IV management team.

Counseling for Youth and Family (Emphasis on including Family):
The Learning Center has hired a M.A. psychology candidate as an Intern to do family and individual counseling with the youth. The role of the Learning Center Juvenile Parole Counselor was expanded to focus on family counseling.

Youth Advocacy with Courts (Seek Diversion); Schools; and Social Service Agencies (Increased services for Client): Advocacy roles have been discussed, but no funds are currently available to hire a person. We continue to seek better ways to work with other agencies that the youth are involved with and to increase coordination.

Case Management and Service Planning (Team Approach, Staffing Plan, Purchase-Of-Services Agreements): _____

NEIGHBORHOOD YOUTH RESOURCES CENTER

Network of Referral Services and Community Resources, Client follow-up and monitoring after referral: _____

Court Liaison Officer: _____

Legal Services (Contract with Public Defender): _____

Tutoring, Educational Program: _____

Employment Counseling and Job Placement: _____

Cultural and Recreational Program: We have discussed multiple use of the building for evening recreation, but our facility is the limiting factor)currently we use a park dept gym for P.E.). We have gotten the Youth Development Fund to buy yearly Boys Club passes for each youth that attends Learning Center II.

NATIONAL INSTITUTE HOST PROGRAM

Visitor Follow-Up Report

Part I

One Day/One Trial

Wayne Co, MI

Name: Suzanne Alliegro Date: 1/14/81

If your position has changed since the time of your visit to the Host Project, please indicate your new position (agency): St. Paul, MN

1. Please give status of your operation compared to that of Host Project (please check):

Status	At time of visit	Present
Considering similar project	X	
Planning project		
Establishing project		
Project active (or operation similar)		
Implementing certain project components		X
Other		

If other, please explain: _____

If active, when did project begin? _____

What are funding sources? (If grant, please give dates and amount.) _____

2. How did you learn about the opportunity to visit the Host Project? (Please check all that apply.)

- Host Brochure
- State Planning Agency
- Jack Herzig, Public Technology, Inc. (PTI)
- Your Agency
- Other: National Center for State Courts

3. Have you shared your experience at the Host Site with persons other than those directly involved in your operation?

Yes, within agency Yes, in other agencies No

If yes, please give person's position (agency) and project aspects shared: _____

4. Have you informed others of the opportunity to visit a Host Project?

Yes, within agency Yes, in other agencies No

If yes, please give person's position (agency): Municipal Court Administration

CONTINUED

1 OF 3

5. Have changes occurred as a result of your Host Project visit?

Changes in:	Yes	No	Not applicable
Organizational structure		X	
Administration/management procedures.....	X		
Budget and fiscal administration.....		X	
Personnel selection, evaluation training.....		X	
Operational procedures.....	X		
Relationships with other agencies.....		X	

Please describe: Presently, we are planning for the transfer of the Jury office from under the control of the District Court to that of the Judicial Administrator's office who is the overall coordinator of all courts. Such a transfer would allow for substantial changes in the jury system including the implementation of a 1 DAY / 1 Trial System.

In the meantime, we have implemented other changes in the jury system including a limited call-in system, use of juror fees & the remodeling of the jury assembly room.

Additionally, we are studying the feasibility of changing the jury fees.

6. Were legislative changes contemplated or enacted to effect changes in organization or operation? We are submitting a bill this legislative session to exempt jury meals from payment of state sales tax.

7. If any changes were unsuccessfully attempted, please describe and give reasons why they were not implemented (include legislative, fiscal, or administrative constraints): changes that attempted are still in operation.

8. Did benefits result from Host Project visit in:

Benefits in:	Yes	No	Not applicable
Planning and program development.....	X		
Program implementation.....		X	
Internal support for project:....	X		
Forms design, data collection ...	X		
Project monitoring, evaluation ..		X	

Please describe: Although project is not presently in the planning or implementation stage, information obtained from site visit was invaluable & will be used extensively when actual planning begins. Forms used & different data collection methods also will be considered in the planning process.

9. Can improved program effectiveness, cost savings, or greater community acceptance be attributed to changes made based on Host site visit?
 Yes No Uncertain

Please explain: CALL-IN system appears to have a great public relations benefit as this eliminates the biggest complaint of juror - that of waiting. Additionally, as jurors are not paid unless called in, there is cost savings to the Court.

10. What impact data are collected to assess project results?
 NONE.

National Institute Host Program
Visitor Follow-Up Report: Part II

If not included in Part I, please describe any changes or additions made to your operation by adapting the following program components:

One Service Day Procedure/Reassignment to Another Jury Panel: still
in the planning stage - dependent on
administrative reorganization

Computerization of Selection Process: Before the site visit,
we were computerized in the selection process.
We are presently studying computerization
of the payment process.

Master Jury List: We are using a combined drivers
license and voter registration list. We are
attempting to build in some type of an
automatic update.

Notification Procedure: We are studying the possibility
of developing a one-step summoning
and qualification procedure.

Categorization/Processing of Returned Questionnaires: No change

11. What is the likelihood of project continuation? (Please check one.)
- Will continue to plan for project implementation
 - Will probably continue
 - Will continue if additional funding support is obtained
 - Will continue, but be substantially changed
 - Unlikely to continue
 - Will not continue

Please explain (include political, financial, and community pressures):
As explained in #5, implementation of
project is dependent on administrative
reorganization which is being planned
for.

12. Did Host Project visit assist project in gaining continuation funding or achieving permanent acceptance?
- Yes No Not applicable

Please explain:

13. Any additional benefits from Host Project visit or your contact with PTI? (Include workshop.) In visiting the Detroit Court system,
I was able to gain information about
other court operations - i.e. assignment, etc
that proved useful.
Contact with PTI provided useful
data on other programs - Victim/Witness
that the Ramsey Court system is
considering.

14. Do you have any suggestions for increasing the value to your operation of the Host site visit? No - felt it was very important
to have information about the project
before the site visit

ONE DAY/ONE TRIAL
JURY SYSTEM

Projection of Number Jurors Needed/Daily Juror List: No change

Stand-by List (Projection for Additional Jurors; Call-in procedure): On a limited basis, we have provided for stand-by jurors utilizing a call-in system. Future plans call for an expansion of the system.

First Postponements Accommodated/Exemption Criteria (Expansion of population to include police, lawyers, etc.): Population presently includes police - only exemption is lawyer. Any change would require legislation and is not being contemplated.

Jury Orientation Slide Program: Our orientation takes approximately 1 hr + 45 minutes. The program needs to be cut down similar to Detroit's. No plans have been made, however, for such a change even though citizen pressure continues.

Juror Usage Form for Caseflow Information: No change

Publicity Campaign: We have developed a JUROR HANDBOOK.

Please give us your perspective to add another dimension on changes resulting from the Host Project visit.
Thank you.

Align

NATIONAL INSTITUTE HOST PROGRAM

Visitor Follow-Up Report
Supervisor Supplement

Name: Gordon M. Griller Date: 1-14-81
Position: Judicial Administrator
Agency (if applicable): _____
How long in above position? 3 years

1. What changes have occurred within your agency that can be attributed to the Host Project visit (organizational structure, administrative/management procedures, budget and fiscal administration, personnel practices, training, operational procedures)? Any major change of the jury system including 1 day/trial is dependent on jury system under my office. Presently, the District Court has control of the jury system even though the jury system serves both the District and Municipal courts. Our office will begin implementation of planned changes once the administrative reorganization is complete. Some changes have already been implemented including stand-by jurors and the publication of a jury handbook.
2. Please describe the effects of these changes on the overall operations of your agency (response to problems, coordination with other agencies, operational efficiency, morale): The use of stand-bys which eliminates unnecessary waiting by jurors has produced positive results from a public relations and cost savings standpoint. There were some initial problems explaining the system to jurors and much telephone time was spent by staff on the system. Future plans call for expanded use of the system.
3. Please describe the results of these changes in terms of outcomes (program effectiveness, cost savings resulting from changes, community acceptance): Cost savings have resulted in that stand-by jurors are not paid. Additionally, such a system provides more effective utilization of juror's time and results in their having a more positive attitude toward the court.

4. Have you observed any related benefits as a result of the Host Project visit? The
benefits of my assistant's visit resulted in our having the
necessary data and other information needed to implement the
program. Also we have obtained the benefit of another system's
problems in the planning and implementation.

5. Any other comments (for example, suggestions for increasing the value to your agency of
the Host Project visit)? I feel the Host Program provides a useful
and invaluable experiences to participants of the criminal
justice.

TO: J. A. Herzig
Public Technology, Inc.
1140 Connecticut Avenue, N. W.
Washington, D. C. 20036

REPORT BY VISITOR

NAME: JIM D. HARRIS DATE: 4-6-81

UNIT/AGENCY:* LITTLE ROCK POLICE DEPT

ADDRESS: 700 W. MARKHAM ST. L.R. 72201

POSITION: LIEUTENANT TRAINING CRIME PREVENTION (zip)

PHONE NO.: 371-4710

EXEMPLARY PROJECT VISITED: SEATTLE CRIME PREVENTION PROGRAM

DATES OF SESSION: 3-22-81 - 3-28-81

PURPOSE OF VISIT

1. How closely is your current work assignment related to the type of operations conducted by the Exemplary Project? Please describe: OUR PROGRAM
IS CLOSELY RELATED TO THE SEATTLE BLACK
WATCH IN THE USE OF VOLUNTEER WORKERS
IN THE COMMUNITY.
2. Please describe any changes undertaken or planned in your jurisdiction prior to your visit (please indicate the source of funding if appropriate): THE
SOURCE OF FUNDING IS UNITED WAY.
NO CHANGES, AS THE PROGRAM IS JUST
GETTING UNDERWAY.
3. What did you expect to learn as a result of your visit? WAYS TO
MOTIVATE VOLUNTEER WORKERS IN
THE COMMUNITY AND WAYS TO KEEP
THEM INTERESTED IN THE PROJECT.

*If you are no longer with this unit/agency, please provide details at bottom or reverse of this page.

OFFICIALS AND AGENCIES VISITED

<u>Names of officials with whom you had contact</u>	<u>Position and Agency, if not Host staff</u>	<u>Number Hours (Approx.)</u>

ON-SITE TRAINING

1. Host Visit:

Were you greeted by a supervisor or a designated visit coordinator and informed what to expect at the Host site? yes no

If yes, by whom? Mark Howard, Director, CCP

Was one person designated as your primary contact? yes no

If yes, who? Mark Howard

Did you receive briefings of the project? yes no

If yes, by whom and at what stages? Mark Howard, prior to visit, first day, (2 hour session)

2. Attendance at Meetings:

Did you attend any staff meetings? - yes no none held

Did you attend any training sessions? yes no none held

If yes, please describe: Session in setting up a block watch program (on-site)

Did you attend any other meetings, for example, within another unit or section or another agency, while at the Host site? yes no

Met. Baker with services, citizens watch, victim witness, several other organizations, all well prepared

3. Future Contacts:

Were any arrangements made for subsequent contacts or a procedure to reply to your further questions? yes no

If yes, please describe: Mark Howard

EXPERIENCE ASSESSMENT

1. Please rate your experience at the Host site as compared to other training or similar sessions?
 excellent above average average below average poor

Please explain: well organized, informative,

2. What aspects of the Host program do you think are especially important to program effectiveness?

Organizational Structure: well organized, each doing their job,

Administration and Management Procedures: I liked the police concept with the Major in overall command.

Operations: IT WAS AMAZING TO WATCH THIS STAFF WORK AND PUT EVERY THING TOGETHER

Personnel Selection and Training:

3. What changes do you plan for your operation as a result of your Host site visit?

Organizational structure: _____

Administration/Management procedures: _____

Budget and fiscal administration: _____

Personnel recruitment, orientation and training, selection, evaluation and performance: _____

Operational procedures: with the new ideas from Black Watch & can better organize community involvement

Relationships with other agencies: _____

Are Legislative changes contemplated to effect changes in organization or operation? yes _____ no not applicable _____

4. Please assess the entire Host program as a method of learning about advanced criminal justice practices (not only your Host site visit): ALL OF

THE SITES VISITED HAD GOOD INFORMATION AND WE ARE WELL PREPARED FOR OUR VISITS. ALL HAD GOOD HAND OUT MATERIAL FOR US TO REVIEW WHEN RETURNED HOME

5. Would a Workshop for you and other officials who had previously visited the Host site be beneficial? yes no

Any comments: WOULD GIVE US AN OPPORTUNITY TO DISCUSS NEW IDEAS, AND ALSO TO LOOK BACK AT MISTAKES MADE IN THE PAST YEAR.

6. Do you have any recommendations to increase the value of the Host site visit for future visitors? I COULD NOT POSSIBLY MAKE

ANY RECOMMENDATIONS THAT WOULD IMPROVE THIS PROGRAM, IT'S AN EXCELLENT PROGRAM.

7. Any additional comments: THE HOST PROGRAM IS

AN EXCELLENT PROGRAM, WELL ORGANIZED, WELL STAFFED, & AM WORKING HARD AT THIS TIME TO ATTEMPT TO SET UP A CRIME-WATCH PROGRAM IN LITTLE ROCK AREA WITH OUR BUSINESS'S, & AM SURE I WILL BE CONTACTING MY FRIENDS IN SEATTLE.

0: J. A. Herzig
Public Technology, Inc.
1140 Connecticut Avenue, N. W.
Washington, D. C. 20036

00/01

REPORT BY VISITOR

NAME: John S. Langford DATE: December 17, 1980
UNIT/AGENCY:* Superior Court of Fulton County
ADDRESS: 957 Fulton County Courthouse, Atlanta, Georgia 30333
POSITION: Trial Judge (zip)
PHONE NO.: (404) 351-2633
EXEMPLARY
PROJECT VISITED: One Day/One Trial - Wayne County, Mich.
DATES OF SESSION: December 8-9, 1980

PURPOSE OF VISIT

1. How closely is your current work assignment related to the type of operations conducted by the Exemplary Project? Please describe: Very closely.
I serve as a Trial Judge in a General Jurisdiction Court in a Metropolitan County with characteristics and problems similar to those in Wayne County.
2. Please describe any changes undertaken or planned in your jurisdiction prior to your visit (please indicate the source of funding if appropriate): None specified.
The judges in Fulton County have become increasingly aware of the need to more effectively and more efficiently utilize time and services of citizen-jurors.
3. What did you expect to learn as a result of your visit? The process by which a large urban trial court changed attitudes, mechanisms.

*If you are no longer with this unit/agency, please provide details at bottom or reverse of this page.

3. What changes do you plan for your operation as a result of your Host site visit?

Organizational structure: _____

Administration/Management procedures: Obtain written estimates
from each Judge as to his intended juror usage on the following
day. Arrange for Courts to use staggered schedule of start-
ups for jury trials.

Budget and fiscal administration: _____

Personnel recruitment, orientation and training, selection, evaluation and performance: _____

Operational procedures: Utilize standby jurors awaiting instructions
via telephone. Try to arrange for a jury commissioner to be
present on each juror covering day to deal with individual juror
problems. Slide show juror orientation.

Relationships with other agencies: _____

Are Legislative changes contemplated to effect changes in organization or operation? yes X no _____ not applicable _____

Would like to see Georgia use smaller jury pools. This state
permits too many challenges to jurors and too many exemptions
from jury service.

4. Please assess the entire Host program as a method of learning about advanced criminal justice practices (not only your Host site visit): On site visits
are especially helpful. Judges are, by their very nature,
skeptical. They must be shown and have a chance to ask probing-
testing questions. This is an excellent way to share good ideas
and programs.

5. Would a Workshop for you and other officials who had previously visited the Host site be beneficial? yes _____ no X
Any comments: I doubt that it would be worth the expense,
though it would be interesting.

6. Do you have any recommendations to increase the value of the Host site visit for future visitors? NO

7. Any additional comments: _____

JUN 2 1981

TO: J. A. Herzig
Public Technology, Inc.
1140 Connecticut Avenue, N. W.
Washington, D. C. 20036

REPORT BY VISITOR

NAME: MICHAEL P. CIELINSKI DATE: May 25, 1981
UNIT/AGENCY:* COLUMBUS POLICE DEPARTMENT
ADDRESS: P.O. Box 1866, Columbus, Georgia 31902
POSITION: Legal Advisor (zip)
PHONE NO.: 404-324-0211, Extension 261

EXEMPLARY
PROJECT VISITED: Legal Unit-Dallas Police Department, Dallas, Texas
DATES OF SESSION: May 17 thru 19, 1981

PURPOSE OF VISIT

1. How closely is your current work assignment related to the type of operations conducted by the Exemplary Project? Please describe: The current assignment is exactly the same as the site visited, as the present job assignment is legal advisor to the Columbus Police Department. The work is nearly duplicate as the advisor offers opinions, bulletins, and field work.
2. Please describe any changes undertaken or planned in your jurisdiction prior to your visit (please indicate the source of funding if appropriate): It is my hope that certain changes in staffing can be brought about to strengthen the unit. Included would be a coordination function with the District Attorney.
3. What did you expect to learn as a result of your visit? Format of the Dallas Unit, especially operational characteristics.

*If you are no longer with this unit/agency, please provide details at bottom or reverse of this page.

OFFICIALS AND AGENCIES VISITED

<u>Names of officials with whom you had contact</u>	<u>Position and Agency, if not Host staff</u>	<u>Number Hours (Approx.)</u>
W. T. McCLAIN	Captain, Dallas Police Department Dallas, Texas	16 (Available at all times)
W. J. PHILLIPS	Sgt., Dallas Police Department	2
W. W. COMMACH	Lawyer, Dallas Legal Unit	2
RAE A. FICHTNER	Lawyer	2
MARK K. O'BRIANT	Lawyer	3
RICHARD F. SUBERT	Lawyer	2
L. L. HUCKABY	Investigator, Dallas Police Department, Assigned to D.A.'s Officer	4

ON-SITE TRAINING

1. Host Visit:

Were you greeted by a supervisor or a designated visit coordinator and informed what to expect at the Host site? yes X no _____

If yes, by whom? Captain W.T. McClain

Was one person designated as your primary contact? yes X no _____

If yes, who? Captain W.T. McClain

Did you receive briefings of the project? yes X no _____

If yes, by whom and at what stages? At all stages

2. Attendance at Meetings:

Did you attend any staff meetings? yes _____ no _____ none held X

Did you attend any training sessions? yes _____ no _____ none held X

If yes, please describe: _____

Did you attend any other meetings, for example, within another unit or section or another agency, while at the Host site? yes X no _____

Meeting with one of legal advisors at City Attorneys office,

and attended meeting at District Attorneys office.

3. Future Contacts:

Were any arrangements made for subsequent contacts or a procedure to reply to your further questions? yes X no _____

If yes, please describe: through mail, or telephone with members

of the legal Liaison Unit.

EXPERIENCE ASSESSMENT

1. Please rate your experience at the Host site as compared to other training or similar sessions?
X excellent above average average below average poor

Please explain: Freedom of activity was given to seek out what one was interest in, which allowed me to seek out those matters of particular interest.

2. What aspects of the Host program do you think are especially important to program effectiveness?

Organizational Structure: excellent because a police supervisor is available to assist in coordination

Administration and Management Procedures: excellent because of the available police supervisor, and the position of each attorney as a city attorney.

Operations: Unit seems to function well under present system and is a change from the past pattern

Personnel Selection and Training: Not applicable

3. What changes do you plan for your operation as a result of your Host site visit?

Organizational structure: to redevelop the organizational structure, in the future, to provide greater coordination with the District Attorney

Administration/Management procedures: to change the system to create a stronger authority line for the legal advisor.

Budget and fiscal administration: to provide greater flexibility and less use of personal equipment (example: car)

Personnel recruitment, orientation and training, selection, evaluation and performance: not applicable

Operational procedures: to require notification of the legal unit, in certain designated crimes

Relationships with other agencies: a strengthing of relationships with the D.A. through more review and coordination

Are Legislative changes contemplated to effect changes in organization or operation? yes no not applicable X

4. Please assess the entire Host program as a method of learning about advanced criminal justice practices (not only your Host site visit): The idea is vivable to borrow from the Host site concepts, and administrative policies and management policies. It allows for shared information. The freedom I was allowed helped greatly.

5. Would a Workshop for you and other officials who had previously visited the Host site be beneficial? yes X no _____
Any comments: Would involve each person, and a greater degree of understanding of common goals and problems.

6. Do you have any recommendations to increase the value of the Host site visit for future visitors? Only that freedom of activity be allowed to seek out the areas of greatest increase and need

7. Any additional comments: _____

TO: J. A. Herzig
Public Technology, Inc.
1140 Connecticut Avenue, N. W.
Washington, D. C. 20036

APR 22 1981

REPORT BY VISITOR

NAME: John R. Burr DATE: April 9, 1981
UNIT/AGENCY:* Dane County Repeat Offender Unit
ADDRESS: Room 305, City-County Building, Madison, WI 53709
POSITION: Director (zip)
PHONE NO.: (608) 266-4211

EXEMPLARY
PROJECT VISITED: San Diego Major Violator Unit
DATES OF SESSION: March 30, 31 and April 1

PURPOSE OF VISIT

1. How closely is your current work assignment related to the type of operations conducted by the Exemplary Project? Please describe: Exemplary Project covers a county with a population of 2 million, approximately 6 times greater than Dane County. Other than this, larger scale intent and purpose of the two projects are nearly identical.
2. Please describe any changes undertaken or planned in your jurisdiction prior to your visit (please indicate the source of funding if appropriate): Better screening procedure, closer contact with law enforcement agencies and planned implementation of a computer (PROMIS) system in Dane County.
3. What did you expect to learn as a result of your visit? Methods of identification and intake of repeat offenders, liaison with courts and the operation of the computer systems in San Diego.

*If you are no longer with this unit/agency, please provide details at bottom or reverse of this page.

OFFICIALS AND AGENCIES VISITED

<u>Names of officials with whom you had contact</u>	<u>Position and Agency, if not Host staff</u>	<u>Number Hours (Approx.)</u>
Frank R. Costa	Deputy District Attorney, Chief, Systems/Training Division	3
Daniel Fox	Deputy District Attorney, Major Violator Unit	9
Lyn M. Angene'	Research Analyst, Major Violator Unit	8
Members of Major Violator Unit	Deputy District Attorneys	2

ON-SITE TRAINING

1. Host Visit:

Were you greeted by a supervisor or a designated visit coordinator and informed what to expect at the Host site? yes X no _____

If yes, by whom? Lyn Angene'

Was one person designated as your primary contact? yes X no _____

If yes, who? Lyn Angene'

Did you receive briefings of the project? yes X no _____

If yes, by whom and at what stages? All individuals named at all stages.

2. Attendance at Meetings:

Did you attend any staff meetings? yes _____ no _____ none held X

Did you attend any training sessions? yes X no _____ none held _____

If yes, please describe: Frank Costa - Systems/Training

Did you attend any other meetings, for example, within another unit or section or another agency, while at the Host site? yes _____ no X

3. Future Contacts:

Were any arrangements made for subsequent contacts or a procedure to reply to your further questions? yes X no _____

If yes, please describe: Arrangements for further possible contact with Frank Costa concerning implementation of computer system.

EXPERIENCE ASSESSMENT

1. Please rate your experience at the Host site as compared to other training or similar sessions?
X excellent above average average below average poor

Please explain: Very good personalized contacts with excellent explanation of computer systems and operational aspects of San Diego Project.

2. What aspects of the Host program do you think are especially important to program effectiveness?

Organizational Structure: Intake and identification of major violator.

Administration and Management Procedures: Coordination with courts and law enforcement agencies.

Operations: Computer Systems.

Personnel Selection and Training: Systems/Training with respect to computer systems.

3. What changes do you plan for your operation as a result of your Host site visit?

Organizational structure: More rapid identification of repeat offender.

Administration/Management procedures: Implementation of Dane County's computer system (PROMIS).

Budget and fiscal administration: ---

Personnel recruitment, orientation and training, selection, evaluation and performance: ---

Operational procedures: ---

Relationships with other agencies: Increased cooperation and coordination with courts and law enforcement.

Are Legislative changes contemplated to effect changes in organization or operation? yes no X not applicable

4. Please assess the entire Host program as a method of learning about advanced criminal justice practices (not only your Host site visit): Extremely

beneficial--personalized nature of visit on one-to-one level

far more valuable than large conference.

5. Would a Workshop for you and other officials who had previously visited the Host site be beneficial? yes X no _____

Any comments: _____

6. Do you have any recommendations to increase the value of the Host site visit for future visitors? Suggest that a minimum of two visitors be sent to Host site at same time. This saves repetition on part of Host site and creates a more favorable atmosphere for increased education by visitors.

7. Any additional comments: Would also suggest that once an individual has been chosen for a visit and the Host site determined, that arrangements for the visit be left to Host site in regards to hotel accommodations, etc. They are obviously more familiar with distances, etc.

APR 21 1981

TO: J. A. Herzig
Public Technology, Inc.
1140 Connecticut Avenue, N. W.
Washington, D. C. 20036

REPORT BY VISITOR

NAME: Janice Caesar DATE: 4/13/81

UNIT/AGENCY:* Ariz. State Department of Corrections

ADDRESS: 80 South Stone Avenue, Tucson, Arizona 85715

POSITION: Delinquency Prevention Specialist (zip)

PHONE NO.: 602-822-5750

EXEMPLARY

PROJECT VISITED: Seattle Neighborhood Watch

DATES OF SESSION: 3/22 through 3/25, 1981

PURPOSE OF VISIT

1. How closely is your current work assignment related to the type of operations conducted by the Exemplary Project? Please describe: _____

Both units are prevention related; ours has been "primary prevention," and Seattle is "target-hardening."

2. Please describe any changes undertaken or planned in your jurisdiction prior to your visit (please indicate the source of funding if appropriate): We

considered generating the Neighborhood Watch Program statewide, and then using those groups to do primary, neighborhood-centered prevention.

3. What did you expect to learn as a result of your visit? How the program

was initiated, what results it's experienced, what funding is needed, organizational structure, staffing patterns, inter-agency relationships, evaluation process.

*If you are no longer with this unit/agency, please provide details at bottom or reverse of this page.

OFFICIALS AND AGENCIES VISITED

<u>Names of officials with whom you had contact</u>	<u>Position and Agency, if not Host staff</u>	<u>Number Hours (Approx.)</u>
Mark Howard	Host Program	25
Ben, staff member	Host Program	4
Judy, staff member	Host Program	3
Officer Alex Tholl Eckstein Jr. High School	Shoplifting Program Seattle Police	3
Barry Goren, Director	Youth Service Bureau of Mt. Baker	2
Dick Sugiyama, Director	Victim-Witness Program	2
Brooks Russell Sharon Hagarty Phil Shave Director and staff	Washington State Prevention Program	2
Mark Howard	Police Training Academy (Presentation on Prevention)	3

ON-SITE TRAINING

1. Host Visit:

Were you greeted by a supervisor or a designated visit coordinator and informed what to expect at the Host site? yes no

If yes, by whom? Mark Howard

Was one person designated as your primary contact? yes no

If yes, who? Mark Howard

Did you receive briefings of the project? yes no

If yes, by whom and at what stages? Mark Howard; prior to my visit.

2. Attendance at Meetings:

Did you attend any staff meetings? yes no none held

Did you attend any training sessions? yes no none held

If yes, please describe: I attended a Prevention Division staff meeting and a Primary Neighborhood Watch meeting.

Did you attend any other meetings, for example, within another unit or section or another agency, while at the Host site? yes no

3. Future Contacts:

Were any arrangements made for subsequent contacts or a procedure to reply to your further questions? yes no

If yes, please describe: Mark Howard invited me to call him if I had any further questions.

EXPERIENCE ASSESSMENT

1. Please rate your experience at the Host site as compared to other training or similar sessions?
 excellent x above average average below average poor

Please explain: Seeing the project in person and attending a Neighborhood Watch meeting, as well as talking with staff was the most valuable aspect of the visit.

2. What aspects of the Host program do you think are especially important to program effectiveness?

Organizational Structure: The program was well organized, goals and objectives were clear. Saturation concept makes much sense. Lines of responsibility were clear.

Administration and Management Procedures: Surprising to learn the program originated with the city planning Dept. rather than the Police Dept. of Administration seems solidly behind prevention.

Operations: I was especially interested in the maintenance procedures i.e: newsletter, area coordinator roles; block captains, and the team concept. Regional meetings important.

Personnel Selection and Training: The staff seemed well balanced ethnically and very adept at working with the public. They handled themselves very professionally and showed genuine interest in the residents specific problems.

3. What changes do you plan for your operation as a result of your Host site visit?

Organizational structure: _____

Administration/Management procedures: _____

Budget and fiscal administration: Considering appropriating some funds for a statewide workshop offering the Neighborhood Watch program as an options for law enforcement agencies throughout the state.
Personnel recruitment, orientation and training, selection, evaluation and performance: _____

Operational procedures: Also considering using Neighborhood Watch groups in Tucson which have been established through the Tucson Crime Prevention Unit, as primary prevention groups.

Relationships with other agencies: Have offered to share specific Seattle Crime (Neighborhood) Watch information with Tucson and Phoenix Crime Prevention Units.

Are Legislative changes contemplated to effect changes in organization or operation? yes _____ no _____ not applicable X

4. Please assess the entire Host program as a method of learning about advanced criminal justice practices (not only your Host site visit): There is no substitute for learning from successful people, especially in their own environment.

5. Would a Workshop for you and other officials who had previously visited the Host site be beneficial? yes no

Any comments: It would give us an opportunity to assess any progress we've made; compare notes and ask more pertinent questions once we have initiated the program.

6. Do you have any recommendations to increase the value of the Host site visit for future visitors? No

7. Any additional comments: Thank you for the opportunity to visit the Seattle program. It was extremely educational.

ATTACHMENT A:
CRIMINAL JUSTICE TASK FORCE MEMBERS

Attachment A

CRIMINAL JUSTICE TASK FORCE

MEMBERS

Glen D. King (Chairman)
Chief, Dallas Police Department
1500 Marilla, 7A North
Dallas, Texas 75201

214 670-4402

Frank Panarisi (Vice Chairman)
Assistant Chief Administrative
Officer of San Diego County
1600 Pacific Highway
San Diego, California 92101

714 236-2727

Gary R. Blake, Director
Montgomery County Department of
Corrections
6110 Executive Boulevard
Rockville, Maryland 20852

301 468-4150

Lee P. Brown, Commissioner
Department of Public Safety
151 Ellis Street, Room 501
Atlanta, Georgia 30303

404 658-7845

Ann B. Goetcheus, Director
Criminal Justice Information Systems
Office of the Deputy Mayor for
Criminal Justice
250 Broadway
New York, New York 10007

212 566-1791

Alexander N. Luvall, Jr.
Chairperson
Detroit/Wayne County Criminal Justice
Coordinating-Council
1126 City-County Building
Detroit, Michigan 48226

313 224-3811

The Honorable James R. McGregor
Court of Common Pleas
Court House
Pittsburgh, Pennsylvania 15219

412 355-5456

Rose Ochi
Executive Assistant to the Mayor
Director, Criminal Justice Planning
City Hall, Room M10
200 North Spring Street
Los Angeles, California 90012

213 485-4425

David H. Olson
Assistant City Manager
Twenty-ninth Floor, City Hall
414 East Twelfth Street
Kansas City, Missouri 64106

816 274-2474

Charles B. Schudson
Assistant District Attorney
Special Assistant U. S. Attorney
Milwaukee County District Attorney's
Office
821 West State Street
Milwaukee, Wisconsin 53233

414 278-4621

Alan Schuman, Director
Social Services Division
Superior Court of the District of
Columbia
409 E Street, N. W., Room 205
Washington, D. C. 20001

202 727-1866

Charles D. Weller, Director
Denver Anti-Crime Council
1445 Cleveland Place, Room 200
Denver, Colorado 80202

303 893-8581

ATTACHMENT B:
CRIMINAL JUSTICE TASK FORCE
ADVISORY MEMBERS

Attachment B

CRIMINAL JUSTICE TASK FORCE

ADVISORY MEMBERS

FREDERICK BECKER, JR.
National Institute of Justice
633 Indiana Avenue, N. W.
East-West Towers, Room 441
Washington, D. C. 20531
(301) 492-9100

EDWARD MCCONNELL
Director
National Center for State Courts
300 Newport Avenue
Williamsburg, Virginia 23185
(804) 253-2000

ALLEN BREED
Director
National Institute of Corrections
320 First Street, N. W., Room 200
Washington, D. C. 20534
(202) 724-3106

PATRICK V. MURPHY
President
Police Foundation
1909 K Street, N. W., No. 400
Washington, D. C. 20006
(202) 833-1460

MARK CUNNIFF
Executive Director
National Association of Criminal
Justice Planners
1012 Fourteenth Street, N. W.,
Suite 403
Washington, D. C. 20006
(202) 347-2291

JAMES JARBOE
Director, Criminal Justice Project
National League of Cities
1301 Pennsylvania Avenue, N. W.,
Suite 400
Washington, D. C. 20004
(202) 626-3260

HERBERT C. JONES
Associate Director
National Association of Counties
1735 New York Avenue, N.W.
Washington, D. C. 20006
(202) 783-5113

ATTACHMENT C:

CRIMINAL JUSTICE PRIORITIES

CRIMINAL JUSTICE PRIORITIES

Urban Consortium Survey, Winter 1980

1. Coordinating the various components of the criminal justice system to improve the overall operation of the system, establishing criminal justice information systems, and supporting and training of criminal justice personnel.
Selected by 22 jurisdictions, 24 officials (from legislation).
2. Developing and implementing programs which provide assistance to victims, witnesses, and jurors, including restitution by the offender, programs encouraging victim and witness participation in the criminal justice system, and programs designed to prevent retribution against or intimidation of witnesses by persons charged with or convicted of crimes.
Selected by 21 jurisdictions, 23 officials (from legislation).
3. Resource allocations within and across criminal justice agencies.
Selected by 21 jurisdictions, 21 officials (from NIJ survey).
4. Improving the police utilization of community resources through support of joint police-community projects designed to prevent or control neighborhood crime.
Selected by 19 jurisdictions, 22 officials (from legislation).
- 5-6. Combating arson.
Selected by 19 jurisdictions, 21 officials (from legislation).
- 5-6. Establishing or expanding community and neighborhood programs that enable citizens to undertake initiatives to deal with crime and delinquency.
Selected by 19 jurisdictions, 21 officials (from legislation).
7. More detailed examination of the interaction between crime prevention activities, social cohesion and reduced fear of crime.
Selected by 19 jurisdictions, 20 officials (from NIJ survey).
8. Research on the organizational dynamics which enhance positive citizen action including issues of sponsorship and procedures used to mobilize and maintain citizen involvement.
Selected by 19 jurisdictions, 19 officials (from NIJ survey).

9. Improving and strengthening law enforcement agencies, as measured by arrest rates, incidence rates, victimization rates, the number of reported crimes, clearance rates, the number of patrol or investigative hours per uniformed officer, or any other appropriate objective measure.
Selected by 17 jurisdictions, 19 officials (from legislation).
- 10-11. Implications of organizational structure and management style for agency effectiveness.
Selected by 16 jurisdictions, 18 officials (from NIJ survey).
- 10-11. Reducing the time between arrest or indictment and disposition of trial.
Selected by 16 jurisdictions, 18 officials (from legislation).
12. Study the characteristics of the criminal justice response to the violent crime of robbery.
Selected by 16 jurisdictions, 17 officials (from NIJ survey).

SUMMARY OF RESPONSES

1. Received responses for 34 of 37 UC jurisdictions.
2. Types of officials responding:
 - 8 law enforcement
 - 2 prosecutors
 - 3 judicial
 - 2 corrections
 - 13 criminal justice planners
 - 10 general administrators

3. Summary of responses:

	No. Surveyed	No. Responded
Urban Consortium Representatives	34*	20**
Task Force Members	11	11
Contacts	13	7
TOTAL	58	38

* There were no "reps" for Cleveland or Pittsburgh at time of survey; the "rep" for Chicago is on Task Force.

** For 3 jurisdictions, the "rep" referred the survey to the contact previously identified.

Note: 25 officials responded to the initial mailing; 13 responded to the follow-up phone calls.

SURVEY RESPONSES

- NUMBER JURISDICTIONS
NUMBER OFFICIALS
- (1) A study of alternatives to determinate sentencing with respect to equity and rehabilitation.
 - ③ 21 (21) 2 Resource allocations within and across criminal justice agencies.
 - 11 (11) 3 Study the role of juvenile records in adult criminal proceedings. For various reasons, the adult criminal justice system often lacks information on the unlawful activity of young adults making it difficult to distinguish among them on the basis of their past criminal behavior.
 - 13 (13) 4 Follow-up of the delinquent group derived from the perinatal data into the next decade (from 20 to 30 years of age) for the study of violence and of the habitual offender as compared to the teenaged delinquent who settles down in his twenties.
 - ⑦ 19 (20) 5 More detailed examination of the interaction between crime prevention activities, social cohesion and reduced fear of crime.
 - ⑧ 19 (19) 6 Research on the organizational dynamics which enhance positive citizen action including issues of sponsorship and procedures used to mobilize and maintain citizen involvement.
 - (10-1) 16 (18) 7 Implications of organizational structure and management style for agency effectiveness.
 - 12 (12) 8 A study of the impacts of various sentencing reforms on community and offender perceptions and attitudes towards the criminal justice system, crime, etc.
 - 10 (10) 9 A study of weapons and violent crime focussed on relationship of weapons availability and ownership to various types of violent crime, physical injury and fear of crime.
 - 10 (10) 10 Quasi-experimental studies of short-term effects of intense but highly localized programs to increase risk or severity of sanctions.
 - 14 (14) 11 Additional research on the way in which the criminal justice system responds to the career criminal, with special emphasis on correctional activities.
 - 14 (15) 12 Examination of the implications of developing a police program that emphasizes crime-focused activity.
 - 13 (13) 13 Development of system performance indicators for longitudinal studies.
 - 7 (8) 14 Study of the system incentives under which the court operates and how these are translated into case processing results.
 - ⑫ 16 (17) 15 Study the characteristics of the criminal justice response to the violent crime of robbery.

"Survey results of some 345 replies from Federal and state criminal justice officials, local elected and appointed officials, representatives of criminal justice agencies (i.e., police, courts, corrections), planning agencies, university faculty members, public interest groups, professional associations including the Urban Consortium."

National Criminal Justice Reference Service

ncjrs

While portions of this document are illegible, it was micro-filmed from the best copy available. It is being distributed because of the valuable information it contains.

National Institute of Justice
United States Department of Justice
Washington, D.C. 20531

"PART D-FORMULA GRANTS

"DESCRIPTION OF PROGRAM

Sec. 401. (a) It is the purpose of this part to assist States and units of local government in carrying out specific innovative programs which are of proven effectiveness, have a record of proven success, or which offer a high probability of improving the functioning of the criminal justice system. The Administration is authorized to make grants under this part to States and units of local government for the purpose of-

- (5-6) 19 (21) (1) establishing or expanding community and neighborhood programs that enable citizens to undertake initiatives to deal with crime and delinquency;
- 9 17 (19) (2) improving and strengthening law enforcement agencies, as measured by arrest rates, incidence rates, victimization rates, the number of reported crimes, clearance rates, the number of patrol or investigative hours per uniformed officer, or any other appropriate objective measure;
- 4 19 (22) (3) improving the police utilization of community resources through support of joint police-community projects designed to prevent or control neighborhood crime;
- 14 (16) (4) disrupting illicit commerce in stolen goods and property and training of special investigative and prosecuting personnel, and the development of systems for collecting, storing, and disseminating information relating to the control of organized crime;
- (5-6) 19 (21) (5) combating arson;
- 15 (16) (6) developing investigations and prosecutions of white-collar crime, organized crime, public-corruption-related offenses, and fraud against the government;
- (10-11) 16 (18) (7) reducing the time between arrest or indictment and disposition of trial;
- 12 (12) (8) implementing court reforms;
- 6 (6) (9) increasing the use and development of alternatives to the prosecution of selected offenders;
- 11 (11) (10) increasing the development and use of alternatives to pretrial detention that assure return to court and a minimization of the risk of danger;
- 8 (8) (11) increasing the rate at which prosecutors obtain convictions against habitual, nonstatus offenders;
- 2 21 (23) (12) developing and implementing programs which provide assistance to victims, witnesses, and jurors, including restitution by the offender, programs encouraging victim and witness participation in the criminal justice system, and programs designed to prevent retribution against or intimidation of witnesses by persons charged with or convicted of crimes;
- 3 (3) (13) providing competent defense counsel for indigent and eligible low-income persons accused of criminal offenses;
- 4 (4) (14) developing projects to identify and meet the needs of drug dependent offenders;
- 3 (3) (15) increasing the availability and use of alternatives to maximum-security confinement of convicted offenders who pose no threat to public safety;
- 7 (7) (16) reducing the rates of violence among inmates in places of detention and confinement;
- 12 (12) (17) improving conditions of detention and confinement in adult and juvenile correctional institutions, as measured by the number of such institutions administering programs meeting accepted standards;
- 12 (12) (18) training criminal justice personnel in programs meeting standards recognized by the Administrator;
- 1 (1) (19) revision and recodification by States and units of local government of criminal statutes, rules, and procedures and revision of statutes, rules, and regulations governing State and local criminal justice agencies;
- 1 22 (24) (20) coordinating the various components of the criminal justice system to improve the overall operation of the system, establishing criminal justice information systems, and supporting and training of criminal justice personnel;
- 14 (15) (21) developing statistical and evaluative systems in States and units of local government which assist the measurement of indicators in each of the areas described in paragraphs (1) through (20);

NUMBER OF JURISDICTIONS

NUMBER OF OFFICERS

42 USC 3711

NUMBER OF JURISDICTIONS

(22) encouraging the development of pilot and demonstration projects for prison industry programs at the State level with particular emphasis on involving private sector enterprise either as a direct participant in such programs, or as purchasers of goods produced through such programs, and aimed at making inmates self-sufficient, to the extent practicable, in a realistic working environment; and

12 (13) (23) any other innovative program which is of proven effectiveness, has a record of proven success, or which offers a high probability of improving the functioning of the criminal justice system.

by (19) 'proven effectiveness' means that a program, project, approach, or practice has been shown by analysis of performance and results to make a significant contribution to the accomplishment of the objectives for which it was undertaken or to have a significant effect in improving the condition or problem it was undertaken to address;

'(20) record of proven success' means that a program, project, approach, or practice has been demonstrated by evaluation or by analysis of performance data and information to be successful in a number of jurisdictions or over a period of time in contributing to the accomplishment of objectives or to improving conditions identified with the problem, to which it is addressed; and

'(21) high probability of improving the criminal justice system' means that a prudent assessment of the concepts and implementation plans included in a proposed program, project, approach, or practice, together with an assessment of the problem to which it is addressed and of data and information bearing on the problem, concept, and implementation plan, provides strong evidence that the proposed activities would result in identifiable improvements in the criminal justice system if implemented as proposed.

*Please return this completed form to Jack Herzig, Director
Criminal Justice Program, Public Technology, Inc. 1140 Connecticut Ave., N.W.
Washington, D.C. 20036

Questions:

call Ellen A. [unclear]
202/452-1137

URBAN CONSORTIUM JURISDICTIONS

Priority	1	2	3	4	5-6	5-6	7	8	9	10-11	10-11	12
Atlanta	X							X				
Baltimore		X	X		X	X		X			X	
Boston	X	X		X	X	X						
Chicago	X	X		X	X	X		X		X	X	
Cleveland		X	X	X	X	X		X		X		
Columbus	X	X	X	X	X	X	X		X			X
Dallas	X		X	X			X	X	X		X	
Detroit			X		X	X		X	X	X		
Houston			X	X				X	X			
Indianapolis	X	X			X		X	X	X		X	
Jacksonville	X	X	X		X		X					
Kansas City	X	X		X	X	X	X	X		X		
Los Angeles	X	X	X	X	X	X	X					
Milwaukee	X	X		X	X	X	X					
New Orleans	X		X	X	X		X	X	X	X		
New York	X	X			X			X				
Philadelphia				X			X					
Phoenix	X			X	X		X	X	X			
Pittsburgh	X	X			X	X	X	X				
San Antonio		X		X	X			X				
San Diego		X	X	X	X		X			X		
San Francisco				X	X		X					
San Jose	X		X	X				X				
Seattle	X	X	X	X	X	X	X	X	X	X		
District of Columbia		X	X	X	X		X	X	X	X		
Dade County		X								X	X	
Hennepin Co.		X	X							X	X	
Hillsborough County		X		X	X	X	X	X	X	X	X	
King County		X	X	X	X	X	X	X	X	X	X	
Montgomery County		X	X	X	X	X	X	X	X	X	X	
Prince Georges County	X	X	X							X		
San Diego County		X								X		
Jefferson County	X	X	X	X	X	X	X	X	X	X	X	
Maricopa County	X		X	X	X	X	X	X	X	X	X	
Total	22	21	21	19	19	19	19	19	17	16	16	16

C-7

URBAN CONSORTIUM

CRIMINAL JUSTICE TASK FORCE

STATEMENT OF PURPOSE

ATTACHMENT D:
URBAN CONSORTIUM CRIMINAL JUSTICE
TASK FORCE STATEMENT OF PURPOSE

1. The Criminal Justice Task Force of the Urban Consortium will recom-
2. mend priority areas of research and model program development in the
3. criminal justice system for the 1980's. It will do so with reference to
4. the Winter 1980 Criminal Justice Priorities Urban Consortium Survey, and
5. the views expressed by Task Force members, advisory members and representa-
6. tives of the National Institute of Justice (NIJ) at the March 1980 Task
7. Force conference in Washington, D. C.

8. The Task Force will set such priorities with recognition that 1) the
9. 1980s are likely to be years with substantially restricted federal funding
10. for research and program development; 2) research and program develop-
11. ment should consider utilization of resources outside the criminal justice
12. system, such as universities, media, and the private sector; and 3) speci-
13. fic research subjects and model programs generally should not focus on
14. isolated segments of the criminal justice system, but rather, should be di-
15. rected to coordination of those segments or coordination of the criminal
16. justice system with other resources and institutions of society. This does
17. not preclude action regarding specific issues of priority which may require
18. prompt response from the Task Force or its members.

19. The subcommittee of the Task Force will draft the list of specific
20. proposals for priority research and program development for review by the
21. full Task Force. In 1980, the Task Force will develop a formal statement
22. of its findings and specific priorities, and will disseminate that state-
23. ment to the Urban Consortium, the NIJ, and other appropriate authorities.

24. Such statements will include descriptions of problem areas which the
25. stated priorities will address, practical constraints for program
26. responses and descriptions of effective solutions.

27. Task Force members will be prepared to support the findings and
28. recommendations of the Task Force.

ATTACHMENT E:
URBAN CONSORTIUM PRIORITIES
FOR CRIME CONTROL

Attachment E

CRIMINAL JUSTICE TASK FORCE

1980 Priorities: Summary Statements (Revised May 1980)

1. Improve coordination among criminal justice system components by establishing information-sharing techniques and communication methods that enable each component to act with consideration of the costs and effects of its actions on other components as well as the system as an entity.
2. Promote the utilization of resources outside the criminal justice system to assist criminal justice agencies to perform functions and to improve the criminal justice system's relationship with the community. Outside resources may include community and neighborhood groups, the media, private industry, universities, citizens crime commissions and volunteers.
3. Develop methods that assist local officials identify information on successful programs and techniques in other jurisdictions that address needs in their own jurisdictions. Methods may include response mechanisms to specific inquiries and short summaries of NIJ reports or model practices.
4. Improve the involvement of victims, witnesses, and jurors with the criminal justice system by procedural changes or special programs, for example. Also, improve the system's response to the special needs of victims and of non-English speaking persons.
5. Address citizens' fear of crime by better understanding its basis and consequences and by taking actions to reduce that fear.
6. Improve the management ability and style of criminal justice officials and develop techniques to measure its impact on agency effectiveness.
7. Develop techniques to estimate the cost and time components of individual case processing steps and the impact of particular decisions to enable the criminal justice system to better allocate its resources. This includes all steps, beginning with law enforcement.

ATTACHMENT F:
COORDINATION AMONG CRIMINAL
JUSTICE SYSTEM COMPONENTS

Pitts-
burgh
5/15/80
p.1.

1. Coordination Among Criminal Justice System Components

The goal of the Criminal Justice System is protection of society, and delivery of services to victims, witnesses, and defendants with efficiency, fairness, and dignity. A significant impediment to the attainment of that goal is lack of coordination among the numerous components of the Criminal Justice System. "Coordination" is the information-sharing techniques and communication methods that guarantee that each component plan and act with consideration of the costs of its actions on all other components. (The components may include local, state, and federal legislative bodies and funding sources, the judiciary, prosecution, public defender, private bar, probation/parole, victims, witnesses, police/sheriff, corrections (prisons, jail, community correction alternatives), offenders (inmates, parolees, probationers), courts, public social services, private social services.)

Coordination can be accomplished by:

- 1) Establishment of a criminal justice council in a jurisdiction, with representatives of the components, that meets regularly, and
 - a) identifies resources available to the jurisdiction, and makes policy recommendations on resource allocations to the various components;
 - b) affords the opportunity for each component to present plans for its own changes or program developments, in order to learn the potential effects of such changes and programs on other components, so that the council members can recommend appropriate modifications;
 - c) affords the opportunity for each component to propose changes or program developments of other components and overall system operations, so that the council can review and recommend appropriate changes and policies.
- [2) Establishment of inter-agency working groups to address specific problem areas.]
- 3) Formal exchange of information and inter-agency training and orientation to enhance mutual understanding of all components.
- 4) Development of multi-jurisdictional task forces to share information and strategies to address common problems.

[Task Force actions to assist Urban Consortium and other jurisdictions increase the coordination of its criminal justice components include:]

- 1) [Identification] of criminal justice councils [inter-agency working groups, information exchange methods, and inter-agency training programs] to serve as models for study and replication. [Emphasis would be an identifying component parts, specific approaches and techniques that could be transferred to other jurisdictions]

oordination (Cont'd) Page 2

2) Inter-jurisdictional dissemination of information on specific successful programs developed by individual [criminal justice] components or systems.

PRIORITIES FROM SURVEY:

1. Coordinating the various components of the criminal justice system to improve the overall operation of the system, establishing criminal justice information systems, and supporting and training of criminal justice personnel.
2. Resource allocations within and across criminal justice agencies.

PRIORITY FROM FIRST TASK FORCE MEETING:

1. Identify successful models and strategies that improve coordination between criminal justice agencies.

F-2

[] additions

ATTACHMENT G:

HIGHLIGHTS

CRIMINAL JUSTICE TASK FORCE MEETING

OCTOBER 29-31, 1980

Attachment G

HIGHLIGHTS

CRIMINAL JUSTICE TASK FORCE MEETING

OCTOBER 29-31, 1980

The meeting was called to order at 9:12 a.m., October 30, 1980 by the Chairman, Glen King, in the Board Room, Shoreham Hotel, Washington, D. C. Other members present were Gary Blake, Ann Goetchus, James McGregor, Rose Ochi, Frank Panarisi, Charlie Schudson, Alan Schuman and Charles Weller. The following were present for part or all of the meeting:

Mr. Allen Breed, Director, National Institute of Corrections;

National Institute Staff:

Paul Cascarano, Assistant Director;
Virginia Baldau, Special Assistant to the Assistant Director
Lou Mayo, Director, Training and Testing Division of the Office
of Development, Testing and Dissemination;
Mr. Fred Becker, Program Manager for the Urban Consortium Criminal
Justice Task Force and the Host Program;
Mr. Paul Estaver, Director, Reference and Dissemination Division

Mr. Mark Cuniff, Executive Director of the National Association of
Criminal Justice Planners;

Ms. Roberta Cronin, American Institute for Research

Ms. Karen McLaughlin, Essex County Prosecutor's Staff, Massachusetts

Mr. David Austern, Vice President, NOVA

Ms. Betsy Lindsav, A. L. Nellum & Associates

Program Staff:

Jack Herzig, Program Director
Ellen Albright,
Maureen Booth, Coordinator
Mary Brescia, Secretary
Jamila Jones, Secretary

PTI - Mr. Ted Shogry, Assistant to the President

At the Chairman's request Mr. Weller gave an outline of the functions and organization of the Consortium, emphasizing what had happened when he, representing the Chairman of the Task Force, gave a short presentation at the UC Steering Committee meeting in Chicago. It was noted that Mr. David Olson of Kansas City, a member of the Steering Committee and the Task Force, would have been of assistance in the discussion and the group looks forward to hearing from him on this subject. There was a concensus that more clarification was needed.

Mr. Cascarano made some opening remarks centering mainly about the lack of response from local officials to materials that NIJ distributes to them. He described the common and chronic complaint that permeates many meetings of Federal and local groups that locals never seem to receive information from Federal agencies in a format or at a time when it can be used. The following discussion pointed out that even through the NIJ does not have the material on every subject that is needed by the local officials; many materials are used by local officials. Regardless of this, there is a constant rhetoric from cities to their counties, from counties to states and from states and everyone else against the Feds that their needs are not being met. There are a significant number of real success stories of local benefits from Federal funding however. These are known to local line officials, but are frequently overlooked at meetings of political officials.

Mr. Breed pointed out that some local complaints are not valid but are made for other reasons, that the application of R & D programs needs to be more clearly pointed out through a well developed dissemination plan, and that Federal needs should respond to local (not Federal) needs.

A general discussion then followed on the perceived roles of the Task Force. Chief King then introduced Virginia Baldau from the NIJ staff who gave an overview of the Institute's Victim/Witness programs. She introduced Ms. Roberta Cronin of the American Institute for Research who outlined the results of a national level survey of Victim/Witness Programs that she is just finishing for NIJ. Some of the results of her findings are contained in the attached Table (Enclosure 1). She was followed by Mr. David Austern, Vice President of the National Organization for Victim Assistance, Inc. (NOVA) who summarized the activities of that organization. Then Ms. Karen McLaughlin of the staff of the District Attorney of Essex County, Massachusetts, presented the highlights of that very successful program. After each of these, a number of questions on the widest variety of details were asked, explored and answered.

Highlights of this portion of the meeting included these findings:

Witness programs are easier to evaluate than other (victims, victim/witness) programs (special projects such as rape care and assistance to elderly are excluded);

Savings in police overtime are fairly well documented;

Improved perception of the Criminal Justice system on the part of the public through Victim/Witness programs is real but difficult to measure in objective terms;

Total amount of compensation to victims is measureably increased;

Police morale is improved since victims and witness contact is taken over by another agency and "cons don't remain the fall guys" for the negative parts of the CJ process;

Volunteers are an asset in terms of "personal touch" and resources;

Services are provided from a wide variety of local agencies with widely varying budgets and funding sources;

Often there is duplication of services or delimitation of services that could benefit from closer overall review and control;

Since the police clearance rate remains around 20%, there are often victims but no cases and this causes some discrepancy between services provided by criminal justice agencies and other needed services and sources;

The provision of these services may appear to be expensive due to its one-to-one nature;

These services are a potent base for public awareness and therefore can become an intense political issue;

The states of Wisconsin and California have legislation that provides funds from the offender for local programs; and

The concept of fee for services, using the costs to the offender (i.e., surcharge on bail, fines, restitution), is one to be pursued.

Chief King then introduced the subject of the Task Force Statement of Purpose and the revised priorities. It became clear that the members see their role as representing the Criminal Justice interests of the Consortium in working together with the NIJ, as being a conduit and action agency to inform the NIJ of local needs, and assisting the Consortium in becoming aware of the resources available from the NIJ.

Judge McGregor moved, and Ms. Ochi seconded, that the Statement of Purpose that was developed by the Planning Group be approved. It was unanimously voted into effect.

The subject of program priorities was discussed at length. It was determined that the pressures of inflation, decreasing Federal and local funds, and common management objectives require more complete coordination at the local level as well as with Federal agencies. It was recognized that the unique capability of the CJTF and its support from NIJ offers both the opportunity to provide assistance to the UC in a selected basis and to provide general assistance in a manner that will be effective. It was agreed that Coordination would have to be an integral part of each program area. With that objective agreed upon, Mr. Panarisi moved, and Ms. Ochi seconded, that the concepts of priorities that the Planning Group had developed be adopted. They were approved by unanimous vote.

It was then accepted that Victim/Witness Assistance programs, because that was the second highest priority from the UC Survey and there was suitable information available, be used as the program around which to develop an action plan for the Task Force. Coordination is an essential part of any successful program, it was noted.

After an intense discussion, the group determined to:

Prepare a letter from the Chairman of the Consortium, Commissioner Al Baugher of Chicago, to the mayors and senior county officials pointing out the assistance that is available from NIJ and other sources to them and their staff in developing, improving or finding financial support for Victim/Witness Assistance programs;

Prepare a similar letter from Commissioner Baugher to UC Representatives containing legislation from Wisconsin and California which provides financial support from within the program itself, plus some related informative material; and

Send a letter from the Task Force Chairman to the Executive Directors of each criminal justice planning/coordinating group as well as the district attorneys who serve consortium members about the availability of this information through the Consortium Rep.

This multiple approach is designed to cover the broadest possible local base and is to be worded so as to be providing assistance, if desired. It is, in no sense, to tell local officials what to do, only what is available.

The subject of the Consortium Annual Meeting was discussed. It was proposed and accepted that Chief King will communicate to Baltimore officials the support of the Task Force for inclusion of criminal justice activities in the Baltimore community development portion of the Annual Meeting. He will refer to the support for this concept that NIJ has already offered to the Consortium on this proposal.

After consultation with Mr. Mayo, Mr. Gasparano offered to include the Task Force in a proposed teleconference project scheduled for January 15 & 16. The instruction portion is to be telecast from Public Broadcast System facilities in Northern Virginia via satellite to six other locations in the southern part of the United States. Since the subject of the teleconference deals with management of finances under inflationary pressures, the subject will be responsive to one of the Task Force priorities and can serve as the theme for developing the next program area. Task Force members will also be requested to assist in assessment of the experiment itself.

It was recognized that the program budget did not provide for a second meeting of the full Task Force but that adjustments would have to be made. Task Force members stated that four full meetings per year would be warranted if the scope of activity outlined is to be realized. They added that this should be a sustained effort and its success could depend on a continued output.

It was also decided that Task Force members will develop the next agenda for the Task Force with support of project staff.

Task Force members agreed to review and return the proposed letter from Commission Raugher for the mayors/executives to staff so that the information will go out as soon as practicable. Any differences of opinion on content will be resolved by the Chairman.

The Chairman thanked Mr. Breed for his advice and support.

Mr. Cascarano stated that the meeting went well.

Adjournment was at 11:24 a.m.

ATTACHMENT H:
VICTIM/WITNESS PACKAGE SENT TO
URBAN CONSORTIUM JURISDICTIONS



U.S. Department of Justice
National Institute of Justice

Host Program
Criminal Justice Task Force
Urban Consortium

December 17, 1980

Mr. Dick Layton, Commissioner
Department of the Budget
Policy and Evaluation
700 City Hall
68 Mitchell Street, S. W.
Atlanta, Georgia 30303

Dear Mr. Layton:

As you recall, you responded to a survey of your criminal justice research priorities earlier this year. Then, you were informed of the results of that survey which then formed the basis for the development of plans for appropriate action by the Criminal Justice Task Force (CJTF).

The need for more complete and active coordination within local criminal justice agencies as well as among the other offices whose activities relate to Criminal Justice and social services was our first priority. Given that we face reductions in and elimination of Federal funds for local action and planning through the demise of the Law Enforcement Assistance Administration (LEAA), the stress on more effective coordination of criminal justice, law enforcement and other social services is an obvious goal that needs to be part of all our plans and actions.

The National Institute of Justice (NIJ), which supports the CJTF, sent you a newly printed document on Criminal Justice Planning in early August as one of their responses to our priority.

As the result of actions by the Criminal Justice Task Force at their recent meeting, we are pleased to send you some materials of which you may not be aware. These deal with the Consortium's second priority, that of assistance to victims of and witnesses to crime that was so identified in the survey which your jurisdiction responded to earlier this year.

Crime and fear of crime continues to be a critical public concern. Victims of violent crimes--even those who have suffered nonviolent crimes such as burglary--sometimes move away from major urban centers to areas where they feel they will be safer. They resent the justice system's attention to the offender, which they perceive to be at the expense of the victim of the crime.

December 17, 1980
Page 2

In response to such concerns, in recent years local governments have provided special services to crime victims and assistance to witnesses willing to testify in court.

Victim/witness programs have built a large constituency--not surprising in view of the fact that some 60 million victimizations occur each year. Among chief supporters of such programs are police and prosecutors. For law enforcement agencies, victim/witness services can help reduce the amount of paid overtime for court appearances by officers. For prosecutors, enhanced victim/witness cooperation may help strengthen cases.

Many victim/witness programs now face cutbacks or elimination as LEAA funding runs out. Project officials and criminal justice agencies may have already contacted your mayor/CAO--or will soon--seeking support or commitments to maintain such services in the absence of LEAA funds.

As officials of the Urban Consortium, we are writing to offer to assist you and your city/county in search for alternative ways of financing, consolidating, and institutionalizing victim/witness services. State financing of these services through fines, for example, is one way to stretch scarce local resources. This and other ideas are included in the enclosed package of materials developed by NIJ. A key element in the package is sample legislation that has been adopted in several States to permit the use of offender fees to underwrite victim services.

We submit that most Urban Consortium jurisdictions stand to benefit substantially from these materials. Therefore, we urge you to consider the most effective means of providing this information to your mayor/CAO so that he/she can act on it.

Among the enclosures is a sheet that lists the items in the package, the key issues and benefits of victim/witness programs, and the key actors. This might assist you in your discussions with other city/county officials.

As Chairman of the Criminal Justice Task Force, Chief Glen King is sending a similar letter to your Criminal Justice Coordinating Committee Executive Director and to your District Attorney to express the Task Force's interest in the Victim/Witness priority. However, only you will be receiving this package of materials.

If you consider it appropriate, after reviewing the enclosed material or discussing it with your responsible staff member(s), we have taken the liberty of enclosing a draft memo for you to send to your mayor or senior official. In it, are pointed out some of the advantages that accrue to application of the ideas contained in the enclosed material. You may want to add what actions you've taken or plan to consider if ideas contained in the materials sent offer an opportunity to improve your present system of victim and witness assistance.

Administered by



Public Technology, Inc.
1301 Pennsylvania Ave., NW
Washington, DC 20004
(202) 626-2400
for the United States Department of Justice,
National Institute of Justice

If you have questions or issues relating to this subject, you may wish to contact Paul Cascarano, Assistant Director of the National Institute of Justice, at (301) 492-9098. Jack Herzig, Staff Director for the Criminal Justice Task Force is also ready to assist you. You can reach him at (202) 626-2433. They will be pleased to hear from you or your staff.

Sincerely yours,

Al Baugher,
Chairman, Urban Consortium

Glen King
Chairman, Criminal Justice Task
Force

Carol Whitcomb
Vice President and Director of
Urban Consortium

Enclosures
List of Documents
TA Resources
California Legislation
Draft memo
NIJ Bibliography
NIJ Policy Brief

SELECTED VICTIM WITNESS PUBLICATIONS

NATIONAL INSTITUTE OF JUSTICE

Check Publication desired and mail to National Criminal Justice Reference Service, Post Office Box 6000, Rockville, Maryland 20850.

Now Available:

PROGRAM DOCUMENTS (Program Models, Exemplary Projects, Policy Briefs, etc.)

Victim/Witness Assistance Programs (monograph)

Witness Information Service of Peoria, Illinois
(Exemplary Project)

Victim Compensation Programs (Program model)

Crime Victim Compensation (policy brief)

Rape: Guidelines for a Community Response
(program model)

Rape: Guidelines for a Community Response
(executive summary)

Rape Sexual Assault Care Center of Des Moines, Iowa
(Exemplary Project, GPO only)

Stop Rape Crisis Center, Baton Rouge, Louisiana
(Exemplary Project)

BIBLIOGRAPHIES AND RESOURCE PAMPHLETS

Victim/Witness Assistance

Public Information Materials for Language Minorities

Spouse Abuse

Criminal Justice and the Elderly

TRAINING MATERIALS

Victim/Witness Services (participant's handbook and manual)

Victim/Witness Services (trainer's handbook)

RESEARCH REPORTS

() Victims and Witnesses: Their Experiences with Crime and The Criminal Justice System--Executive Summary

() Improving Witness Cooperation: Summary Report of the D. C. Witness Cooperation Study

To Be Available 1981

() National Evaluation Program Phase I Assessment of Victim/Witness Assistance Projects: Summary Report (research)

() Child Victim/Witness Project of Seattle, Washington (Exemplary Project)

() Compensating Victims of Crime:
() Participant's handbook and manual
() Trainer's handbook

() Interpreting Services in Criminal Courts (program model)

Please sent to:

(California
Legislation)

Ch. 1256

STATUTES OF 1977

CRIMES AND OFFENSES—VICTIMS AND WITNESSES—
ASSISTANCE CENTERS

CHAPTER 1256

ASSEMBLY BILL NO. 1434

An act to add an article heading immediately preceding Section 13830 of, and to add Article 2 (commencing with Section 13835) to Chapter 4 of Title 6 of Part 4 of the Penal Code, relating to criminal justice, and making an appropriation therefor.

LEGISLATIVE COUNSEL'S DIGEST

Existing law provides for indemnification of victims of crime for certain unrecompensed losses, but provides no assistance for witnesses of crimes.

This bill would direct the Office of Criminal Justice Planning to designate certain public or private nonprofit agencies who apply therefor as victim and witness centers to provide specified services and assistance to victims and witnesses of crime. It would state the intent of the Legislature that the state shall fund an amount declining from 90% to 50% of the costs of this program from January 1, 1978, to January 1, 1983, provided local governments contribute the remainder of such costs, and that after January 1, 1983, any such center which is continued shall be supported by local funding entirely.

The bill would appropriate \$1,000,000 to the Office of Criminal Justice Planning for purposes of the bill.

The people of the State of California do enact as follows:

SECTION 1. An article heading is added immediately preceding Section 13830 of the Penal Code, to read:

ARTICLE 1. GENERAL PROVISIONS

SEC. 2. Article 2 (commencing with Section 13835) is added to Chapter 4 of Title 6 of Part 4 of the Penal Code, to read:

ARTICLE 2. LOCAL ASSISTANCE CENTERS FOR VICTIMS
AND WITNESSES

13835.

The Legislature finds and declares as follows:

(a) That there is a need to develop methods to reduce the trauma and undue treatment victims and witnesses may experience in the wake of a crime, since all too often citizens who become involved with the criminal justice system, either as victims or witnesses to crime, are further victimized by that system.

(b) That when crime strikes, the chief concern of criminal justice agencies has been apprehending and dealing with the criminal, and that after police leave the scene of the crime, the victim is frequently forgotten.

(c) That victims often become isolated and receive little practical advice or necessary care.

(d) That witnesses must make arrangements to appear in court regardless of their own schedules, child care responsibilities, or transportation problems, and that they often find long waits, crowded courthouse hallways, confusing circum-

4672

Changes or additions in text are indicated by underline

1977-1978 REGULAR SESSION Ch. 1256

stances and, after testifying, receive no information as to the disposition of the case.

(e) That a large number of victims and witnesses are unaware of both their rights and obligations. Unreported crimes occur at more than twice the rate of reported crimes and the reasons people give for not reporting indicate that they are disenchanted with the criminal justice system.

(f) That the single most important determinant of whether or not a case will be solved is the information the victim supplies to the immediately responding patrol officer.

(g) That although the State of California has a fund for needy victims of violent crimes, and compensation is available for medical expenses, lost income or wages, and rehabilitation costs, the application process is difficult, complex, and time consuming and few victims are aware that the compensation provisions exist.

It is, therefore, the intent of the Legislature to provide ways of improving attitudes of victims and witnesses toward the criminal justice system and to provide for faster and more complete victim recovery from the effects of crime through the establishment of pilot project centers for victim and witness assistance.

13835.2.

(a) Any public or private nonprofit agency may apply to the Office of Criminal Justice Planning for selection and funding as a victim and witness assistance center pursuant to this article.

(b) The office shall consider the following factors together with any other circumstances it deems appropriate in selecting applicants to receive funds and to be designated as victim and witness assistance centers:

- (1) Maximization of volunteers.
- (2) Stated goals of applicants.
- (3) Number of people to be served and the needs of the community.
- (4) Evidence of community support.
- (5) Organizational structure of the agency which will operate the center and provide services to victims and witnesses of crimes.

(c) Upon evaluation of all applicants, the office shall select a number of public or private nonprofit agencies which the office deems qualified pursuant to this article for designation to receive state and local funds pursuant to this article for the establishment and operation of the centers.

(d) The evaluation and selection of applicants shall take place from January through June 1978. The centers shall be established on or before July 1, 1978.

(e) Upon establishment of the centers, the office shall conduct appraisals of their performance to determine which of the centers shall receive continuation grants and shall report thereon to the Legislature.

13835.4.

The centers shall be designed to do the following:

(a) Assist the criminal justice agencies in giving more consideration and personal attention to victims and witnesses by delivery of services on their behalf.

(b) Provide a model for other community-based efforts to aid victims and witnesses.

(c) Sensitize law enforcement officials, communications technicians, and supervisors to the needs of victims of crime and reinforce a concerned approach to these victims.

(d) Attempt to decrease the incidence of unreported crimes.

(e) Assure that victims and witnesses are informed of the progress of the case in which they are involved.

deletions by asterisks . . .

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Ch. 1256 STATUTES OF 1977

13835.6.

Services provided by the centers shall include but are not limited to the following:

(a) Receipt by victims of crime of more local benefits and state compensation awards through assistance to the victims in preparing complete and detailed claims and assistance to the state by providing local verification and evaluation.

(b) Establish a means for volunteers to work with criminal justice agencies to achieve community support.

(c) Provide followup support services to victims of violent crime and their families in order to insure that they receive necessary assistance through available community resources.

(d) To provide elderly victims of crime with services appropriate to their special needs.

(e) Provide liaison and referral systems to special counseling facilities and community service agencies for victims.

(f) Provide transportation and household assistance to those victims and witnesses participating in the criminal justice process.

(g) Notification of friends, relatives, and employer of victim if requested.

(h) Arrangement for verification of medical benefits and assistance in applying for state victim compensation.

(i) Notification of witnesses prior to their being subpoenaed in criminal cases and of changes in the court calendar to avoid unnecessary trips to court and unnecessary time at court.

(j) Provision of reception and guidance at the courthouse including an explanation of unfamiliar procedures and bilingual information.

13835.8.

It is the intention of the Legislature in enacting this article that from January 1, 1978, to January 1, 1983, the functions of the Office of Criminal Justice Planning required by this article and the victim and witness assistance centers established pursuant to this article shall be funded as follows: for the 1977-78, 1978-79 and 1979-80 fiscal years, by the state to the extent of 80 percent of the costs thereof provided that the local governments which would be served by a center contribute not less than 10 percent of such costs; for the 1980-81 fiscal year, by the state to the extent of 75 percent of such costs provided that such local governments contribute not less than 25 percent of such costs; for the 1981-82 fiscal year, by the state to the extent of 60 percent of such costs provided that such local governments contribute not less than 40 percent of such costs; and for the 1982-83 fiscal year, by the state to the extent of 50 percent of such costs provided that such local governments contribute not less than 50 percent of such costs. On and after January 1, 1983, funding for the continuation of any such center shall be at the election of the local governments served thereby, and state responsibility therefor shall cease.

ITEM VETO

SEC. 3. The sum of one million dollars (\$1,000,000) is hereby appropriated from the General Fund to the Office of Criminal Justice Planning for the 1977-78 and 1978-79 fiscal years for the purposes of this act.

ITEM VETO

In vetoing Section 3, the Governor stated:
 "I am deleting the appropriation contained in Section 3 of Assembly Bill No. 1134. I believe the money for this bill should come from the federal funds made available to the California Council on Criminal Justice. I strongly encourage that body to support the efforts envisioned by this bill."
 "With this deletion, I approve Assembly Bill No. 1134."
 Approved and filed Oct. 1, 1977.

4674

Changes or additions in text are indicated by underline

Senate Bill No. 383

CHAPTER 713

An act to amend, add, and repeal Section 13967 of the Government Code, relating to victims and witnesses of crimes.

[Approved by Governor September 18, 1979. Filed with
Secretary of State September 18, 1979.]

LEGISLATIVE COUNSEL'S DIGEST

SB 383, Smith. Victims and witnesses of crimes.

Existing law provides that a fine may be imposed upon persons convicted of violent crimes and for a penalty assessment of \$10 for felonies and \$5 for misdemeanors to be imposed upon every other fine, penalty and forfeiture imposed and collected by the courts. Such fines and penalties are deposited in the Indemnity Fund in the State Treasury to indemnify victims of violent crimes.

This bill would make the "penalty assessment" an "assessment" and increase the assessment to \$20 for felonies, would require the assessment to be included in a deposit for bail, as specified, provide for the return of such assessments upon acquittal or dismissal of the charges, and provide that funds from such fines and assessments shall also be used to provide financial aid to established local comprehensive programs for victims and witnesses of all types of crime, including pilot local assistance centers for victims and witnesses, pursuant to specified provisions of the Penal Code.

This bill would provide that the changes made by this act shall be effective until January 1, 1982.

The people of the State of California do enact as follows:

SECTION 1. Section 13967 of the Government Code is amended to read:

13967. (a) Upon a person being convicted of a crime of violence committed in the State of California resulting in the injury or death of another person, if the court finds that the defendant has the present ability to pay a fine and finds that the economic impact of the fine upon the defendant's dependents will not cause such dependents to be dependent on public welfare the court shall, in addition to any other penalty, order the defendant to pay a fine commensurate with the offense committed, and with the probable economic impact upon the victim, of at least ten dollars (\$10), but not to exceed ten thousand dollars (\$10,000).

(b) In addition to any other penalty, in each felony or misdemeanor matter not described in subdivision (a), the court shall levy an assessment of twenty dollars (\$20) for each felony and five dollars (\$5) for each misdemeanor upon every fine, penalty, and

forfeiture imposed and collected. When any full deposit of bail is made by a person who is not in custody, and who is charged with a misdemeanor offense, the person making the deposit shall also deposit a sufficient amount to include the assessment. Any person, upon whom an assessment has been levied, shall be entitled to a refund of that assessment if the person is acquitted of the offense or the charges of the offense are withdrawn. Where multiple offenses are charged, a single assessment in accordance with this subdivision shall be added to the total fine or bail for all offenses. This subdivision shall have no application to infraction offenses.

(c) Any fine or assessment imposed pursuant to this section shall not be subject to any additional assessment under Section 13521 of the Penal Code. The fine or assessment imposed pursuant to this section shall be deposited in the Indemnity Fund in the State Treasury, the proceeds of which shall be available for appropriation by the Legislature to be divided equally to indemnify persons filing claims pursuant to this article and to provide assistance to established local comprehensive programs for victims and witnesses, including but not limited to, pilot local assistance centers for victims and witnesses established pursuant to the provisions of Article 2 (commencing with Section 13835) of Chapter 4 of Title 6 of Part 4 of the Penal Code.

(d) It is the intent of the Legislature that funds appropriated pursuant to this section for local assistance centers for victims and witnesses shall be in addition to any funds appropriated as provided in Section 13835.8 of the Penal Code.

(e) Funds appropriated pursuant to this section shall be made available through the Office of Criminal Justice Planning to those public or private nonprofit programs for the assistance of victims and witnesses which:

(1) Provide comprehensive services to victims and witnesses of all types of crime. It is the intent of the Legislature to make funds available only to programs which do not restrict services to victims and witnesses of a particular type or types of crimes.

(2) Are recognized by the county board of supervisors as the major provider of comprehensive services to such victims and witnesses.

(3) Are selected by the county board of supervisors as the eligible program to receive such funds.

(4) Assist victims of violent crimes in the preparation and presentation of their claims to the State Board of Control for indemnification pursuant to this article.

(5) Cooperate with the State Board of Control in obtaining and verifying data required by this article.

This section shall remain in effect only until January 1, 1982, and as of that date is repealed.

SEC. 2. Section 13967 is added to the Government Code, to read: 13967. Upon a person being convicted of a crime of violence

committed in the State of California resulting in the injury or death of another person, if the court finds that the defendant has the present ability to pay a fine and finds that the economic impact of the fine upon the defendant's dependents will not cause such dependents to be dependent on public welfare the court shall, in addition to any other penalty, order the defendant to pay a fine commensurate with the offense committed, and with the probable economic impact upon the victim, of at least ten dollars (\$10), but not to exceed ten thousand dollars (\$10,000). In addition to any other penalty, upon a person being convicted of any other felony or misdemeanor there shall be levied a penalty assessment of ten dollars (\$10) for each felony conviction and five dollars (\$5) for each misdemeanor conviction, upon every fine, penalty, and forfeiture imposed and collected by the courts. Any fine or penalty assessment imposed pursuant to this section shall not be subject to any penalty assessment imposed pursuant to Section 13521 of the Penal Code. The fine or penalty assessment imposed pursuant to this section shall be deposited in the Indemnity Fund in the State Treasury, hereby continued in existence, and the proceeds of which shall be available for appropriation by the Legislature to indemnify persons filing claims pursuant to this article.

SEC. 3. It is the intent of the Legislature that the amendments to Section 13967 of the Government Code which are made by Section 1 of this act shall remain in effect only until January 1, 1982 and on that date Section 2 of this act shall become operative to restore Section 13967 to the form in which it read immediately prior to the effective date of this act.

RESOURCES FOR VICTIM/WITNESS ASSISTANCE PROGRAMS

Six sources of information have been identified that will be able to provide technical assistance, publications or assistance in writing legislation for Victim/Witness assistance programs.

The VICTIM/WITNESS SUPPORT CENTER can provide technical assistance in writing victim/witness legislation and some limited networking of different federally funded victim/witness programs. Contact Roger Lesser, 1200 18th Street, N. W., Suite 502, Washington, D. C. 20036 (202) 659-0480.

The NATIONAL DISTRICT ATTORNEYS ASSOCIATION (NDAA) can provide technical assistance and some resource materials to prosecutorial staff for implementing a Victim/Witness assistance program. Contact Jim Reilly, NDAA, 666 North Lake Shore Drive, Room 1432, Chicago, IL 60611 (312) 944-4610.

The NATIONAL ORGANIZATION OF VICTIM ASSISTANCE (NOVA) will be producing Victim/Witness legislation and implementation kits for officials interested in starting a victim/witness assistance program. NOVA can also provide some technical assistance and referral to other victim/witness programs. Contact Steve Potter, NOVA, 700 North Fairfax Street, Suite 260, Alexandria, VA 22314 (703) 549-8503.

The NATIONAL CITIZEN PARTICIPATION COUNCIL has been awarded a grant to increase public awareness of Victim/Witness Assistance programs and to produce audio-visual materials in conjunction with this goal. Contact Sam Schliey, National Citizen Participation Council, 1620 Eye Street, N. W., Suite 609, Washington, D. C. 20006 (202) 293-7351.

The AMERICAN BAR ASSOCIATION (ABA) Criminal Justice Section, Victim/Witness Project has information on statewide policies relating to victims particularly on legislation, rules and regulations. Though the program is primarily for members of the American Bar Association, assistance is provided to non-members. The ABA publication, Bar Leadership on Victim/Witness Assistance is available free of charge. Contact Susan Hillenbrand, ABA, Victim/Witness Project, 1800 M Street, N. W., Washington, D. C. 20036 (202) 331-2260.

The NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE (NCJRS) is able to provide a clearinghouse function of written materials on Victim/Witness assistance programs. It is important to focus your request for information to a specific question on victim and witness programs due to the large quantity of material that is available. Contact Anthony Cain, Courts Specialist, NCJRS, Box 6000, Rockville, MD 20850 (301) 251-5129.

D R A F T

TO: Mayor/Chief Administrative Officer
FROM: UC Representative
REF: Victim/Witness Assistance Programs

You will recall that we recently indicated our criminal justice research priorities at the request of the newly activated Criminal Justice Task Force of the Urban Consortium. The National Institute of Justice (NIJ), the research arm of the U. S. Department of Justice, is providing financial support for that and plans to use the Consortium as a channel of communication with local government.

The top priority among all Consortium jurisdictions was the need for improved coordination among criminal justice agencies and the providers of related services. We received a newly printed document on Criminal Justice Planning from the NIJ in August as part of their response to that priority.

After the latest meeting of the Criminal Justice Task Force, the Chairman of the Urban Consortium and the Chairman of the Task Force developed and sent me a packet of material and some advice on the second priority, assistance to victims of and witnesses to crime. These kinds of programs have reduced police overtime costs, allowed prosecutors to concentrate on preparing better cases, increased the conviction rate and improved the public's viewpoint of the "system" by providing more personal services than either police or prosecutors could alone.

(Not for California members)

In addition, legislation from California shows how such programs can be self-supporting.)

I have discussed this with the District Attorney, and the director of our Criminal Justice planning group and we plan to review our current practices with a view to improving our services and funding.

ATTACHMENT I:
SPECIAL MAILINGS FROM NIJ TO UC JURISDICTIONS
(November 1980)



Attachment I
U.S. Department of Justice
National Institute of Justice

NOV 14 1980

Washington, D.C. 20531

November 11, 1980

Mr. Jack Herzig
Urban Consortium for Technology
Public Technology, Inc.
1140 Connecticut Avenue, NW
Washington, D.C. 20036

Dear Jack:

As part of NIJ's effort to respond to the concerns of State and local officials, I recently sent the enclosed letters to members of Criminal Justice Task Force, CJCC directors, and local representatives and criminal justice contacts of the Urban Consortium. We shared with them a Policy Brief, Career Criminal Programs, and four NIJ publications targetted for non-English speaking/reading minorities. The list of individuals who received these mailings is enclosed, as well.

If you have any comments or suggestions about the subject or the individual publications, I would be pleased to hear from you at (301) 492-9098.

Sincerely,

Paul Cascarano
Assistant Director
National Institute of Justice

Enclosures



U.S. Department of Justice
National Institute of Justice

Washington, D.C. 20531

As a member jurisdiction of the Urban Consortium, you are aware of the NIJ-supported Criminal Justice Task Force. Its priorities include assisting local officials to identify successful programs and techniques that address needs in their own jurisdictions, better coordination and cooperation, victim/witness improvements, and enhanced public perception of the criminal justice system.

The enclosed Policy Brief, Career Criminal Programs, responds to these priorities. We hope you will find it informative and pertinent.

A major NIJ-sponsored study found that only 7 percent of offenders accounted for 24 percent of all arrests. Moreover, 26 percent of all felony cases involved persons who were on parole, probation, or pretrial release. Career criminal programs target these repeat offenders for special prosecutorial action in order to reduce the burden on the system, win more convictions and longer sentences, and increase public confidence in the criminal justice system.

The document is deliberately brief. You can quickly acquaint yourself with the key features of a career criminal program and other important sections such as "Determining Local Needs," p.7 and "Enacting Legislation," p.8.

I am interested in your response to this document. Either Louis Mayo, Director of Training and Testing at NIJ, or I will call you in the next two weeks to discuss the Policy Brief with you. Meanwhile, if you have comments or questions, please call me at 301-492-9098.

Very truly yours,

Paul Cascarano
Assistant Director
National Institute of Justice

Enclosure



U.S. Department of Justice
National Institute of Justice

Washington, D.C. 20531

One of the concerns of the Criminal Justice Task Force of the Urban Consortium is improving communication with non-English speaking/reading minorities. The enclosed pamphlet "Public Information Materials for Language Minorities" may be of interest to you. It describes the special information needs of an important segment of our population--those with limited knowledge of English--and illustrates how selected criminal justice agencies have responded to these needs.

I'm also enclosing a Spanish language report on Hispanic victimization and English and Spanish versions of one of the crime prevention series booklets for your consideration. They are proving to be very popular.

If you have any comments about the subject or the publications, or if I can provide further assistance, I'd be pleased to hear from you at (301) 492-9098.

Sincerely,

Paul Cascarano
Assistant Director
National Institute of Justice

Enclosures

ATTACHMENT J:

AGENDA

Workshop on Managing the Pressures
of Inflation in Criminal Justice



AGENDA

Workshop on Managing the Pressures of Inflation in Criminal Justice

February 25-26, 1981

MPI SATELLITE WORKSHOP AGENDA February 25-26, 1981

DAY I (Afternoon)

- | | | | |
|--|---------------|---------------------------|---------------------------------------|
| • Assembly, NIJ Videotape | 11:30 - 12:00 | <u>LA</u>
12:30 - 1:00 | <u>FL & Wash.</u>
12:30 - 1:00 |
| • Introduction, State Reports and Overview (R. Soady, E. Pesce) | 12:00 - 1:00 | | 1:00 - 2:00 |
| • Break | 1:00 - 1:15 | | 2:00 - 2:15 |
| • Cutback Management Presentation, and Q & A, Transmission Wrap-up (C. Levine, E. Pesce) | 1:15 - 2:30 | | 2:15 - 3:30 |
| • Local Sites Group Work on Pressure (Local Facilitators) | 2:45 - 4:15 | | 3:45 - 5:15 |

DAY II (All Day)

- | | | | |
|---|---------------|--------------------------|--------------------------------------|
| • Assembly | 7:30 - 8:00 | <u>LA</u>
8:30 - 9:00 | <u>FL & Wash.</u>
8:30 - 9:00 |
| • Site Reports on Group Work (Local Facilitators, E. Pesce) | 8:00 - 8:50 | | 9:00 - 9:50 |
| • Police Program Models Presentations (R. Wasserman, J. Martin) | 8:50 - 9:30 | | 9:50 - 10:30 |
| • Break and NIJ Videotape | 9:30 - 9:45 | | 10:30 - 10:45 |
| • Police Program Models Continued (R. Wasserman, J. Martin) | 9:45 - 11:00 | | 10:45 - 12:00 |
| • Lunch and MPO Videotape | 11:00 - 12:30 | | 12:00 - 1:30 |
| • Police Program Models Q & A (R. Wasserman, J. Martin) | 12:30 - 1:15 | | 1:30 - 2:15 |
| • Planning for Cutback Management Presentation (E. Pesce) | 1:15 - 2:15 | | 2:15 - 3:15 |
| • Day II Transmission Wrap-up (R. Soady, E. Pesce) | 2:15 - 2:30 | | 3:15 - 3:30 |
| • Local Sites Group Work on Cutback Strategies (Local Facilitators) | 2:45 - 4:15 | | 3:45 - 5:15 |
| • Local Sites Evaluation/Wrap-up (Local Facilitators) | 4:15 - 4:30 | | 5:15 - 5:30 |

TRAINING TEAM

EDWARD PESCE is an attorney and management consultant with diverse Federal, State, and local justice system experience. As a consultant to the Criminal Justice Research Utilization Program (CJRUP), he presented a pivotal session in the Managing the Pressures of Inflation (MPI) Research Utilization Workshop, entitled "Planning for Cutback Management in the Criminal Justice System". He also was the Courts Specialist on the MPI training team responsible for presenting the "Courts Program Models and Ideas for Improving Productivity" component of the workshop. After the conclusion of the MPI Workshop series, Mr. Pesce was Team Leader for delivering State/Local Workshops on MPI to governments and agencies requesting additional MPI workshops. For the CJRUP, he is team leader of the Structured Plea Negotiation and Commercial Security field test programs, along with having been a team member on this MPI RUW. Mr. Pesce was an attorney with the Department of Justice for nine years serving in the Criminal Division and later in the Office of the Deputy Attorney General. Thereafter, with Westinghouse he founded and managed the Westinghouse Justice Institute which provided police, court and other criminal justice consulting services to Federal, State, and local agencies across the country. Mr. Pesce is a graduate of the Georgetown Law Center in Washington, D.C. and is a graduate fellow of the University of Chicago's Graduate School of Business, Program in Systems Analysis, and is a member of the District of Columbia and Maryland bars.

CHARLES LEVINE is Director of the University of Maryland's Bureau of Governmental Research and Associate Professor in its Institute for Urban Studies. As a consultant to the Criminal Justice Research Utilization Program (CJRUP), Dr. Levine was a key training team member of the Managing the Pressures of Inflation Workshop series presented across the country in 1979. His presentation entitled "Cutback Management in the Criminal Justice System" was a foundation-laying component of the Workshop. He also participated in additional MPI Workshops delivered in 1980. He is the editor of a recently published book entitled "Managing Fiscal Stress, The Crisis in the Public Sector" and has published two books--"Racial Conflict and the American Mayor" (1974) and "Managing Human Resources" (1977)--and some 70 articles and professional papers in the fields of public management and urban politics. In April, 1978 he was the recipient of the William E. Mosher Prize of the American Society for Public Administration for his article "Organizational Decline and Cutback Management" judged the best article by an academician published in the Public Administration Review during 1978. He is presently engaged in studying cutback management in a number of city governments and Federal agencies as part of a project to develop a methodology for managing organizational contraction and decline. Moreover, he has travelled extensively speaking on subjects related to cutback management for numerous associations and governmental agencies. He previously taught at Indiana, Michigan State, Cornell, and Syracuse Universities. He has degrees from the University of Connecticut and Indiana University.

over

ROBERT WASSERMAN is an independent police and urban consultant. He was assistant to the police commissioner of operations for the Boston Police Department. He has worked in Massachusetts designing law enforcement programs, coordinating riot control and prevention, and offering crisis intervention assistance. Broad experience as a consultant to many police departments throughout the country gives him a national perspective on the management of police operations. He has served as a team member for the Managing Police Operations Research Utilization Workshop and field test programs of CJRUP, and is currently consulting for the Police Foundation.

CHIEF JACK D. MARTIN is currently Deputy Chief of Field Services for the Albuquerque, New Mexico, Police Department. His career spans seventeen years in which he gained very diversified law enforcement experience. His initial experience was as a Deputy Sheriff. Then, with the Albuquerque Police Department, he was a patrol and traffic officer, a detective, and a researcher in the Albuquerque Planning Unit. Thereafter, he was the Sergeant in charge of the Staff Inspections Unit and followed this with specialized assignments in the Field Services Bureau. After becoming a Lieutenant in Patrol, he became Commander of a Team Policing Experiment in the Department. From 1978-1980, Chief Martin was Director of Policy and Systems Development, with responsibility to direct the Managing Patrol Operations Grant of his Department, along with directing police planning, operations, and administration under the Assistant Chief of Police. Prior to his appointment as Deputy Chief, he was the Commander of the Special Operations Division of the Field Services Bureau.

He is familiar with the use of Patrol Car Allocation Models and Hypercube beat design. He has consulted to a number of police agencies under the Integrated Criminal Apprehension Program (ICAP), and provided technical assistance on manpower and resource management.

CRIMINAL JUSTICE TASK FORCE
AGENDA
RAMADA INN
901 N. Fairfax
Old Towne Alexandria, VA
(703) 683-6000

February 25-27, 1981

Note: The Task Force meeting is being held in conjunction with NIJ's Workshop on Managing the Pressures of Inflation. Our purpose is to use the Workshop's materials and presentations to assist develop action plans to address UC priorities. The Workshop should be especially helpful in addressing the Task Force's concern for allocating scarce local resources in 1980's.

February 24 - Tuesday

- Travel to Meeting

February 25 - Wednesday

CJTF Meeting: Part I

CAMERON WEST

- 8:30 a.m. - Coffee and Danish
- 9:00 a.m. - Call to order and Review of Purpose of Meeting Panarisi
 - o To give Reactions to NIJ on Managing the Pressures of Inflation Workshop
 - o To develop action plan for CJTF on how to use Workshop materials, tapes in UC jurisdictions
- 9:30 a.m. - Remarks Cascarano
- 9:45 a.m. - Purpose of Managing the Pressures of Inflation (MPI) Teleconference Workshop Mayo
 - o Test of technology
 - o Assistance to UC jurisdictions in dealing with scarce resources
- 10:00 a.m. - Review of Workshop Procedures and Materials Role of Task Force during MPI Workshop Herzig
- 10:15 a.m. - Presentation on Previous Workshops Weller
Allen*

*Ernie Allen, Director, Criminal Justice, Louisville, Kentucky

ATTACHMENT K

AGENDA

Criminal Justice Task Force

February 27 - Friday

CJTF Meeting: Part II

- 8:30 a.m. - Coffee and Danish
- 9:00 a.m. - Call to Order and Review of Purpose King/Panarisi
- o Give Reactions to NIJ on Managing the Pressures of Inflation Workshop
 - o Develop action plan for CJTF on how to use Workshop materials, tapes in UC jurisdictions
- 10:00 a.m. - Discuss Action Plan -- How to adapt/use Workshop's materials in UC jurisdiction consider: Panarisi
- o Logistics (use of videotapes, local facilitator) Bob Soady, NIJ, will be available to respond
 - o Timing (Budget cycle)
 - o Audience (criminal justice, city/county officials)
 - o Role of UC representative
 - o Use of Workshop materials
 - o Development of supportive materials (excerpts, special charts, summaries of techniques, contacts for more information)
- 10:30 a.m. - Break
- 10:45 a.m. - Develop Action Plan Panarisi
- o Specify steps
 - o Specify timetable
 - o Gain commitments (CJTF, NIJ, PTI staff, other)
- 11:45 a.m. - Wrap-up: King
- o Where do we go from here?
- 12:45 p.m. - Closing Remarks Cascarano
- 1:00 p.m. - Adjourn

- 10:45 a.m. - Break
- 11:00 a.m. - Framework for Evaluating/Using MPI Workshop Panarisi
- o Use for assistance in making budgeting decisions, developing process for making these decisions. -- city/county?
 - o Use for transfer of information on techniques for reallocating law enforcement resources, or improving efficiency as part of cutback management. -- audience?
 - o Select tools (tapes, materials) or sections of these for use in UC jurisdictions -- how to present? charts to facilitate information transfer or budget process development? -- supplementing materials?
- 11:30 a.m. - Working Lunch
- 12:30 p.m. - Arrive at Studio - Note attached material
- 1-3:30 p.m. - Managing the Pressures of Inflation Workshop
- 3:30-4:30 p.m. - Discussion with URC Staff
- 4:30 p.m. - Return to Motel
- 5:00 p.m. - Travel to Baltimore for Urban Consortium Annual Meeting Reception and Banquet - Bus
- 6:30 p.m. - Reception - Baltimore World Trade Center
- 8:00 p.m. - Dinner
- 10:00 p.m. - Return to Alexandria
- February 26 - Thursday
- 8:30 a.m. - Arrive at Studio - Bus
- 9-3:15 p.m. - Managing the Pressures of Inflation Workshop
- 3:30-4:30 p.m. - Discussion with URC Staff
- 4:30 p.m. - Return to Motel - Free Evening

ATTACHMENT L
URBAN CONSORTIUM
Criminal Justice Task Force Meeting
February 1981

Attachment L

Ellen J. Albright
3/4/81

URBAN CONSORTIUM
Criminal Justice Task Force Meeting
Alexandria, Virginia, February 1981

As part of its recent meeting, the Criminal Justice Task Force of the Urban Consortium (UC) had the opportunity to observe the National Institute of Justice's Workshop on Managing the Pressures of Inflation. (The Workshop agenda is attached.)

The primary purpose of the Task Force meeting was to develop an action plan on how it can assist the major urban areas represented in the UC to cope with reduced resources for the criminal justice system. Task Force members suggested combining videotapes of Workshop sessions with outside experts and local facilitators to hold workshops for criminal justice agency heads and other local government officials.

Key issues were discussed that must be considered when preparing Workshop materials and developing plans to assist cities and counties cope with reduced resources. Task Force members' comments about these issues are summarized below:

KEY ISSUES DISCUSSED

1. The process of cutback management will succeed only if it makes sense politically and professionally within a particular local government environment.

The Task Force found that few, if any, major changes at the local government level result from purely rational decisions. Political considerations are critical to any cutback management.

CONTINUED

2 OF 3

process that is developed. Especially important in the criminal justice area is the recognition that elected officials such as the district attorney, sheriff, and judges are key decision makers and that each may have individual funding sources. Also, the process must make "professional sense" to the key actors involved. If cutback management techniques conflict with professional goals, they are unlikely to be implemented.

2. Productivity and performance measurement are equally important as cutback strategies when facing reduced resources.

Task Force members suggested that introducing productivity improvements and measuring performance may enable agencies to provide the same level of service with reduced resources. Also, determining the cost of providing various services and levels of service will enable agencies to make choices and allocate resources in a more rational way.

3. Introducing innovations in the local government environment is a difficult and complex process. Information transfer is only the first step; person-to-person exchanges are required.

The Task Force cited the difficulty of responding to an overload of information on innovative techniques, successful

programs and practices. The question is "what do I need now-- and where or from whom can I get it?" After the specific program or practice is identified, the technology transfer process must include person-to-person exchanges and involve a certain amount of "hand holding."

Learning both the advantages and problem areas directly from peers is essential for decision makers to be willing to risk change.

4. Budget cuts are inevitable and criminal justice agencies should begin planning for them now.

Task Force members cited the difficulty of encouraging agencies to begin the process of cutback management when they are not facing immediate budget cuts. Others felt that in some communities, law enforcement would be protected from cuts. Even so, agencies should start looking more closely at their operations to determine where productivity improvements and/or cutbacks can be made.

If law enforcement is not cut back and other justice agencies are, the criminal justice system "balance" will be skewed resulting in an overload of cases for prosecutors and courts, increased crowding of jails and prisons, and reduced

probation services. This increased "police input" may result in decreased attention to serious cases unless careful screening precedes prosecution. Courts may also become jammed with less serious cases which could divert attention from serious offenders. Probation services, now minimal in most places, are likely to be reduced or eliminated.

In this scenario, more offenders will enter the system due to increased crime and emphasis on law enforcement. However, the reduced ability of the rest of the system to cope with this increase may result in fewer convictions for serious crimes, fewer and shorter sentences, and ultimately increased crime.

5. Public education campaigns are required to inform the public what they receive for their "law enforcement dollar" and how they can get more if they are willing to accept different responses from police to their calls for service.

The public now expects police to respond immediately to all calls for service. If this expectation can be changed, law enforcement can do a better job of crime control by targeting resources on solvable crimes, on

problems instead of incidents and on high crime areas during high crime periods. By stacking calls, police have greater flexibility in allocating patrol. Low priority calls can be held while cars are patrolling a problem area or officers are doing initial investigations, for example.

The only way to change public expectations is through extensive public information campaigns, Task Force members felt. Police departments and other criminal justice officials will depend on the news media to get their message across.

Meeting with neighborhood groups and others will provide another avenue--both in changing the public's expectation for police response and in enlisting their support in community crime prevention efforts.

6. Cutback management techniques such as deciding which services can be eliminated or provided more efficiently and Charles Levine's "Paradoxes" describing an agency's typical response to coping with reduced resources provide a good starting point.

Task Force members felt the concepts of cutback management provide good background for agencies as they decide how to cope with reduced resources. In order to insure suc-

cess, defined as specific changes in agency operations that resulted from any workshop on cutback management, a specific issue must be identified. The issue could be how to cut back law enforcement, how to reduce the jail population, or how to respond to the elimination of pretrial services, for example. If a specific issue is not defined before a workshop and efforts focussed on it, there may not be any positive result.

The Task Force also felt that some agencies will not respond unless they are faced with immediate budget cuts. The problem is how to get their attention based on the probability of future cuts. Suggestions including focussing the workshop on productivity improvements or on how the criminal justice system will be affected by other cutbacks such as the proposed elimination of the CETA program.

As a first step, the Task Force suggested a pilot test Workshop in an UC jurisdiction. This would provide an opportunity to further examine some of the issues raised during the Task Force meeting. Based on this Workshop, an action plan to assist the other UC jurisdictions to cope with reduced criminal justice resources will be prepared.

ATTACHMENT M:
CRIMINAL JUSTICE TASK FORCE ACTIONS
(Memo March 1981)

Attachment M

March 21, 1981

MEMORANDUM

TO: Gary R. Blake
Lee P. Brown
Ann B. Goetcheus
Alexander N. Luvall, Jr.
James R. McGreagor
David Olson

Allen Breed
Mark Cunniff
James R. Jarboe
Herbert Jones
Edward McConnell
Patrick V. Murphy

FROM: Jack Herzig *Jack*

SUBJECT: Criminal Justice Task Force Actions

Chief King has asked me to inform you of the significant actions taken at our recent meeting.

The first morning the significance of the subject matter (managing the criminal justice system with less) was covered. The lapse of LEAA funds, cuts in Federal support for programs mandated by law, and the rate of inflation as factors of great influence on capabilities of the criminal justice system to continue to provide adequate levels of service were discussed.

Paul Cascarano expressed his regret at having to terminate support for the Task Force at the end of the current grant (August 1981). He stated that the funding level of NIJ was cut from some \$19-21 million to \$7.5 million for the current year. He expressed hope that he would be able to establish a formal relationship again at a future date. In response to a question, he indicated that the FY 1982 level would return to the \$19 million level.

Ernie Allen, Director of Louisville's Criminal Justice Planning Group, gave us the benefit of his prior experiences with the NIJ program on cuthack management, as did Denny Weller.

At 12:30 pm, the group arrived at the Public Broadcasting System studio to observe the telecast put on by NIJ's consultants to be transmitted to remote sites in Florida and Louisiana. At 1 pm the program started but immediately

Memorandum
Page 2

stopped because of audio problems with the microphone of the central speaker. After that was repaired, there were problems with the disk antenna in Springfield, Virginia so no audio was going out beyond there. By 3 pm Mr. Charles Levine gave his lecture to the studio audience which was taped for future use. By about 4:30 pm, the Florida and Louisiana sponsors cancelled for the following day. NIJ staff arranged for the two other principal speakers to meet with us on Thursday in person, which they did.

On Thursday the consultants met with us and detailed changes they had initiated in the Boston and Albuquerque police departments, some of which were quite radical when compared to traditional police services.

The afternoon session is covered in the attached report.

We felt that the concepts presented in the workshop are excellent but that no follow-up is now being done. We'd like to do something about that.

Our discussion focussed on these aspects of cut-back management:

1. The need to take the ideas of cut-back management that have been identified and develop local applications.
2. Make local officials aware of the various options that they have.
3. Make them aware of the effects that decisions made by one part of the criminal justice system have on others.
4. The need to obtain interest at the mayor, council or board of supervisor, or county administrator level in the value and need for this process.
5. The possibility of testing a conference at the local level, including all the decision makers.
6. The need to have a mediator to facilitate developments at such a meeting, and
7. To use the meeting to establish community criminal justice and related priorities so that cut backs can be made in the most reasonable manner and with least loss of efficiency.

Since then, we've been developing the concept and testing the field for possible approaches with the National Association of Criminal Justice Planners, some members of the Task Force and others.

We will be in contact with you again.

Enclosures

cc: Ernie Allen

Public
Technology,
Inc.

News Release



Contact: Ellen J. Albright

Public Technology, Inc.

202/626-2489

FOR IMMEDIATE RELEASE:

Alexandria, VA.--Your neighborhood police officer may become just a voice on the phone, concluded a national-level Criminal Justice Task Force at its recent meeting on how to manage with fewer dollars.

The Task Force, sponsored by the National Institute of Justice, predicted that citizens will some day make appointments to see police officers for non-emergency calls, mail in accident reports, and describe some thefts over the phone to police aides. It's already happening in some cities.

Cutbacks in law enforcement services are inevitable as cities stretch scarce resources in the 1980s, the Task Force concluded.

How will citizens respond to police cutbacks? Extensive public information campaigns will be essential. The need to target police resources on serious crimes and on incidents where there is a good chance of arrest must be understood by the public. Police departments, indeed all criminal justice officials, will depend on the news media to get this message across.

-more

ATTACHMENT N:
PRESS RELEASE ON CRIMINAL JUSTICE
TASK FORCE MEETING

1301 Pennsylvania Ave., NW
Washington, DC 20004
202/626-2400

Board of Directors
Mark E. Keane, Executive Director, International City Management Association; Alan Beale, Executive Director, National League of Cities; Hon. Janet Gray Hayes, Mayor, San Jose, California; Hon. Christopher Lindley, City Council Member, Rochester, New York; Donald F. McIntyre, City Manager, Pasadena, California; Hon. John P. Rousakis, Mayor, Savannah, Georgia; George R. Schrader, City Manager, Dallas, Texas

Cutbacks in police services are only one aspect of what the future may hold, Task Force members predicted. As cities and counties face reduced revenues, all criminal justice agencies will feel the pinch--either through budget cuts or reduced support services from other agencies. Already human services such as diversion and probation programs are being drastically cut in many places.

Given rising crime rates, what should local governments do? Frank Panarisi, Assistant Administrator for San Diego County, and Vice Chairman of the Task Force, acting on the suggestion of Milwaukee County's Assistant District Attorney Charles Schudson, proposed that the committee make two major recommendations to criminal justice agencies:

First, criminal justice agencies can no longer afford the luxury of going their own way. The economic situation provides a real opportunity for agencies to share their concerns, their needs, and their plans. Only through cooperation can agencies adjust to reduced resources without having devastating effects on each other's operations.

Second, cities and counties should provide services to crime victims and witnesses. These can be financed through offender fees, as in California. Victims and witnesses are the forgotten actors in the criminal justice system and their cooperation is essential for successful prosecution and conviction of offenders. In addition, treating victims fairly and compensating them for their losses is an important step toward making the criminal justice system more responsive to the public.

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Mark Cunniff, Executive Director, National Association of Criminal Justice Planners (NACJP), offered to coordinate the committee's recommendations with the Association's agenda for responding to reduced resources in the 1980s. The first step will be a joint Public Technology-NACJP test of a means to cope with cutbacks in one of NACJP's member jurisdictions.

Public Technology, Inc. (PTI) is a nonprofit organization providing technical and management assistance to local governments. PTI's program helps cities and counties improve services and cut costs through innovative use of applied research and technology. Criminal justice is a major functional area of PTI.

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NOTE: A LIST OF TASK FORCE MEMBERS IS ATTACHED FOR YOUR INFORMATION AND LOCAL CONTACT.

3/4/81

N-4-4-4

CRIMINAL JUSTICE TASK FORCEMEMBERS

Glen D. King (Chairman)
Chief, Dallas Police Department
1500 Marilla, 7A North
Dallas, Texas 75201

214 670-4402

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