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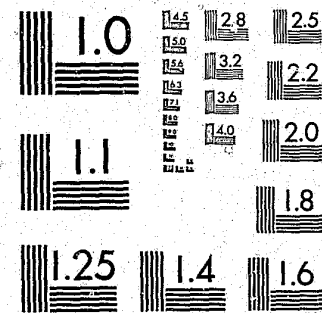
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11/21/83

NATIONAL INSTITUTE HOST PROGRAM

PHASE III

FINAL REPORT

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Public Technology, Inc.

NATIONAL INSTITUTE HOST PROGRAM, PHASE III

FINAL REPORT

By

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Public Technology, Inc.

August 1980

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

PREFACE

The National Institute Host Program, Phase III Report presents a
summary of major activities for the Host Program and for the Criminal
Justice Task Force of the Urban Consortium during August 1979 through
August 1980. This is the time period for the third grant from the Office
of Development, Testing, and Dissemination (ODT&D) of the National
Institute of Justice (NIJ).

Public Technology, Inc. coordinates these programs for NIJ.

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

The Criminal Justice Task Force of the Urban Consortium was
activated through NIJ support in October 1979. It provides 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 serve on the
Criminal Justice Task Force. The Task Force will match Urban Consortium
priority needs and NIJ resources and suggest additional areas for
research and development.

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

Part I: National Institute Host Program, Phase III:
           Major Activities and Achievements

Part II: Community Crime Prevention Workshop Assessment,
           National Institute Host Program (Excerpts)*

Part III: 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
and dissemination components.

* This workshop was held for officials who had previously visited
Seattle's Community Crime Prevention Program as part of the Host Program.

TABLE OF CONTENTS

Attachments

Host Program

       A: Host Program Visitors in Phase III, by Host Site
       B: The National Institute Host Program: Summary
              Description and Host Sites
       C: Project Summaries, by Host Site
       D: Host Visitor Application Form
       E: Report by Host Form
       F: Host Visitor Follow-up Survey Forms
              F-1 Visitor Follow-up Report, Part I
              F-2 Visitor Follow-up Report, Part II
              F-3 Visitor Follow-up Report, Supervisor Supplement
       G: Host Visitor Follow-up Telephone Call Form
       H: Host Visitor Comments, by Site
       I: Report by Visitor Form

Criminal Justice Task Force

       J: Criminal Justice Task Force: Members
       K: Criminal Justice Task Force: Advisory Members
       L: Criminal Justice Priorities: Urban Consortium
              Survey, Winter 1980
       M: Criminal Justice Task Force, First Meeting
              Agenda

       N: Criminal Justice Priorities: Task Force Meeting,
              March 1980
       O: Summary of Events, Criminal Justice Task Force
              Meeting (March 1980)
       P: Summary of Events, Planning Group
       Q: Criminal Justice Task Force: 1980 Priorities:
              Summary Statements (revised May 1980)
       R: Dissemination Plan for NIJ Products
       S: Statement of Purpose
       T: Priority One Statement (Coordination Among Criminal
              Justice System Components)

PART I:

NATIONAL INSTITUTE HOST PROGRAM, PHASE III:

MAJOR ACTIVITIES AND ACHIEVEMENTS

During Phase III of the National Institute Host Program (August 1979-July 1980), ninety criminal justice officials were given the opportunity to participate in the Host Program by observing Host sites (see Attachment A for list of Host visitors, by site). Major activities during Phase III are described below.

Host Site Selection

Host sites are selected from projects that have been designated as Exemplary by the National Institute of Justice (NIJ). To be designated as Exemplary, projects must demonstrate effectiveness, transferability to other jurisdictions, and a willingness to share information.* During Phase III, three new Host sites were selected from NIJ's Exemplary projects. They are:

. One Day/One Trial
  Wayne County Courts
  Detroit, Michigan

. Witness Information Service
  District Attorney's Office
  Peoria, Illinois

. Major Violators Unit
  District Attorney's Office
  San Diego, California.

The Host Program Director visited these projects to determine their suitability for Host sites.**

The new Host Program Coordinator made a follow-up visit to the Witness Information Service after the first set of visitors to ensure that future visits would be adequately structured.

With the addition of these three projects, there are a total of 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 are prepared for each Host site (See Attachment C.)

Host Visitor Selection

Visitors to the Host Program during Phase III were selected according to the same criteria as during Phase II.

* Refer to NIJ's 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 are eligible to participate in the Host Program.* Criteria for visitor selection includes:

. Officials from agencies considering adapting or replicating a Host Project;

. Those who have decided to implement a similar project and require further information and guidance;

. Officials from agencies with on-going projects who require technical assistance to expand and ensure its success.

The visitor must be:

. At a supervisory or managerial level with authority to adapt elements of the Host operation to the local agency's needs;

. Knowledgeable about the Host project, or about similar programs;

. Willing to participate in a follow-up evaluation.

Prospective visitors are asked to complete an application form (see Attachment D). These are reviewed by the Host Program Coordinator who makes follow-up telephone calls to potential visitors. The Host Program Coordinator also reviews prospective visitors with the Host sites. Final selection of Host visitors is made by the Host Program Director in consultation with NIJ's Government Program Manager.

The LEAA State Criminal Justice Planning Agencies (SPA) are informed of final decisions when visitors are chosen from their state.

Host Visitor Recruitment

Potential Host visitors are actively recruited through a variety of methods. One-page summaries on Host sites were prepared for distribution at conferences (see Attachment C). These are also used to respond to requests for information.

The National Institute Host Program Report, the quarterly newsletter, was published in the Fall 1979 and Winter 1980. It

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* Interested officials should contact PTI, their State Planning Council or their local criminal justice planning unit.

summarizes Host Program activities and accomplishments and features recent Host Visitors.

The Host Program Report helps to build a network of local officials by providing continued information and contact with the Host Program. It is used to tell potential visitors about the Program.* The Report is also sent to the Program's policy committee, previous visitors and their supervisors, Host Sites, SPAs, professional organizations, members of the Urban Consortium, NIJ, and LEAA staff, some Federal agencies and other interested persons.

Host Visitors are also recruited by placing articles in key journals and by special mailings.

Dissemination activities are listed below:

. Conferences at which Host Program literature was distributed. In some cases Host Program staff attended and was available to answer questions.

- Annual Conference of Criminal Justice Planners
- Seventh National Coalition Against Sexual Assault Conference
- National Conference of State Criminal Justice Planning Administrators.
- Seventh Annual Conference on Local County Parolees
- Alternatives to Incarceration Seminar
- Seventh National Conference of Juvenile Justice
- National Youth Workers Conference
- Second Annual League of California Cities Exposition
- Forty-fourth Annual Conference and Educational Exhibit/National Association of Counties
- Fourth Annual Innovation Group

. Special mailings to potential Host visitors:

- Center for Community Justice, provided list of 32 Ward Grievance Administrators

- International Association of Chiefs of Police, provided list of 70 Police Legal Advisors

- National Association of Attorneys General, provided list of 39 Attorneys General

- National Coalition Against Sexual Assault, provided list of 60 Rape Care Center Administrators

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* The Host Program Report has been discontinued due to increased costs. It is expected to be started again, in a shorter format, during Phase IV of the Host Program.

- National District Attorneys Association provided
  a list of 50 Economic Crime Unit chiefs.

- Pretrial Services Resource Center, provided a list
  of 31 Pretrial Service Administrators

- National Association of Traffic Court Administrators
  provided a list of 60 traffic court administrators

- National League of Cities, provided a list of 41
  Department of Motor Vehicle Administrators

. Articles in publications:

- <u>Interchange</u> (PTI) Dec. 79; March 80; June 80
- <u>Concern</u> (National Victim/Witness Resource Center) Jan. 80
- <u>Update</u> (Batelle Law & Justice Study Center) July 79
- <u>Police Magazine</u> (Police Foundation) Sept. 79
- <u>LEAA Newsletter</u>, Sept. 79
- <u>Nation's Cities Weekly</u> (National League of Cities) Nov. 79,
  Dec. 79
- <u>Target</u> (International City Management Association) Nov. 79

Additional special mailings to: the National Association of Criminal
Justice Planners, several Federal agencies, including the Rape Care
Center of NIMH, the National Conference of Criminal Justice
Administrators, the American Bar Association, and the National
Institute of Corrections.

Special mailings about the Host Program were also made the Host
Program to the Public Safety Committee of the National League of
Cities. They made such a request at a meeting attended by Mr. Homer
Broome of LEAA who mentioned the Host Program.

In addition to all the efforts outside the Host Program, letters
were sent to former Host Visitors asking them to recommend officials
as visitors to any of the Host sites. The strong response received
from former visitors is 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 observe the day-to-day operations of a project for
several days. They learn about start-up problems, methods to reduce
start-up costs, and techniques to ensure success. In-depth and
carefully planned learning experiences are provided--ones which are
not readily available through any other avenues.

Visitor's per diem and travel expenses are provided through the
NIJ grant. Usually two visitors--from two different jurisdictions--
visit a Host site. In special circumstances, two visitors from the

-4-

same jurisdiction may be selected. If any agency is considering
adopting a Host project, for example, the administrator may wish to
visit the site along with the official who would head the project.

Host Site Participation

The Host Program Director keeps in contact with the Host sites to
ensure their continued cooperation and participation. During Phase
III, the Director visited these sites: The Community Crime Prevention
Program (Seattle, WA); King County Economic Crime Unit (Seattle, WA),
the Ward Grievance Procedure of the California Youth Authority
(Sacramento, CA); and the Economic Crime Unit of the San Diego (CA)
District Attorney's Office.

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

Host site coordinators or directors are also asked to assist in
tracking the effectiveness of the Host site visits by completing the
Report by Host form (see Attachment E). This form asks for an
assessment of the appropriateness and interest level of visitors.
Telephone calls are also made to Host sites to check on how the
previous visit went and on the appropriateness of the visitors.

Also during Phase III, the Host site directors and coordinators
were formally surveyed to obtain their suggestions for improving the
Host Program. The results of this survey will be put into effect
during Phase IV.

Host Program Workshop

One Host Program Workshop was held during Phase III for Host
Program "graduates" of Seattle's Community Crime Prevention Program
(April 9-11, 1980 in Columbia, South Carolina). Mark Howard, Acting
Director and Host Program Coordinator of the Community Crime
Prevention Program in Seattle, Washington, chaired the Workshop which
was attended by seven crime prevention practitioners who had visited
the Seattle project as part of the Host Program. Other participants
included Ritchie Tidwell, Director of the Governor's Office of
Criminal Justice Programs in South Carolina; Ernie Milner from the
Office of Community Anti-Crime Programs, LEAA; Captain Noreen Skagen,
Director of the Seattle Police Department's Crime Prevention Division;
and Jack Herzig and Betsy Lindsay of the Host Program Staff.

The objective of the Workshop was to provide a forum where
visitors could compare their experiences in replicating community
crime prevention program techniques and other program components.

Visitors compared experiences in adapting Seattle's techniques,
described successful and unsuccessful ideas, and distributed public
education materials from their projects. Participants agreed that the
Workshop was useful, providing information on program evaluation,

-5-

increased community/police coordination, and the changes made after returning to their own jurisdictions based on what they learned during the Workshop. In response to their interest in program evaluation, PTI staff has just sent the group information on program evaluation based on the "Method of Rationales" model utilized by LEAA's Regional Planning Units.

The Workshop sessions and the reactions and plans of the Host visitors who participated have been summarized and are available from PTI.*

Host Program Publications

Two Host Program reports were prepared for publication by PTI. These are: (1) The Summary Assessment Report which describes the development of Host Program during Phases I and II and assesses the benefits from Phase I and initial Phase II visits to eight of the Host sites; and (2) the Economic Crime Unit Workshop Report which describes issues discussed at the Workshop for previous visitors to the San Diego and Seattle Units and gives an assessment of the Workshop by participants. The other project assessment reports (Rape Care Center, Street Crime Unit, Ward Grievance Procedure, and Prosecution--Seattle and San Diego ECUs and Bronx Major Offense Bureau) will continue to be available in draft form. The other Workshop assessment reports (Rape Care Center, Street Crime Unit) are also available.

Host Visitor Follow-up Assessment

Host Visitor Follow-up

During Phase III, two methods were used to assess the results of Host visits. The survey forms developed for the survey of the initial Host visitors (for 8 Host sites through April 1978) were sent to some officials--those who were host visitors from June 1978 through December 1978 (Phase II) and from July 1979 through November 1979 (Phase III).** The Follow-up Survey Forms are given in Attachment F. As an alternative, telephone calls, using a shorter follow-up form were made to visitors from January 1979 through June 1979. The Follow-up Phone Call Form is given in Attachment G.

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* Lindsay, B. D., National Institute Host Program, Assessment Report on the Community Crime Prevention Workshop, May 1980. Excerpts of the Workshop Report are given in Part II of this Report.

** The survey forms were also sent to Host visitors to the three Host sites not included in the initial survey (Phase I and II).

Both methods of obtaining information on Host Program benefits were effective. The quality and amount of information obtained depend more on the Host visitor's interest and attitude towards the Host Program than on the method used to obtain the information. Visitors who benefited the most from their on-site training usually give the most information. The telephone calls do elicit more background information and in some cases a better understanding of the Host visitor's situation. In general, however, written responses that can be well thought out are preferable for documenting the results of a program. These can be supplemented by telephone calls, if necessary, to gain explanatory information.

The limitations of analysis based on the survey of Host visitors were discussed in the initial assessment.*

During Phase III, a detailed analysis of the survey forms, giving Host visitors' responses to each question, was not done. Instead, short summaries were prepared for each Host visitor. These summaries present the key information on Host visitor benefits and give highlights of Host visitor reactions to their on-site training. For some visitors (when it was especially significant) sharing of information gained at the Host site with others in their field or community was included.

The purpose of the Host visitor summaries is twofold. They document Host Program benefits to visitors and their agencies. The summaries are also used to send to prospective visitors to give them a better idea of the type of benefits they can expect by participating in the Host Program. The summaries also partially replace the function of the Host Program Report to share Program benefits with a wider audience. They are prepared for each Host project site and can be sent to officials from similar projects who want to make contacts with their peers across the nation.

Table A below summarizes Host visitors' responses to the follow-up surveys and telephone calls. See Table B which follows for details. Extensive efforts were not made to contact people as for the initial Host Program assessment. For the survey forms, one letter plus a reminder letter a month later was sent. For the telephone calls, messages were left if the Host visitor was not immediately available. In almost all cases, visitors returned calls.

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* E. J. Albright, National Institute Host Program, Assessment Report Summary, June 1979 (available from PTI).

T A B L E   A

Host Visitor Follow-Up: Summary

Host Phase	Dates of Visits	Number of Visitors	Number of Responses	Number Left Agency	Format Used
I, II	3/77-3/79	46	27	12	Survey Forms
II	1/79-6/79	33	21	6	Phone Calls
III	7/79-11/79	34	20	Unknown	Survey Forms
	Total	113	68	18	

-8-

T A B L E   B

Host Visitor Follow-Up: by Date, Type of Follow-up and Project

Table B-1: June 1979, Survey Forms* (Host I and II visitors)

Host Site	Dates of Visits	Number of Visitors	Number of Responses	Number Left Agency (If Known)
Administrative Adjudication Bureau (NY)	3/77-11/78	3	2	0
Community Crime Prevention Program (Seattle, WA)	1/78-11/78	8	6	0
Legal Liaison Division, Dallas Police Department (Dallas, TX)	11/77-4/78	3	2	0
TOTALS		14	10	0

* These three Host sites were not included in the initial fol-
low-up due to too few visitors. Forms were sent during Host
II, but results tabulated during Host III.

-9-

Table B-2: September 1979, Survey Forms (Host II visitors)

Host Site	Dates of Visits	Number of Visitors	Number of Responses	Number Left Agency (If Known)
Community Based Corrections (Des Moines, IA)	6/78-12/78	4	2	2
Neighborhood Youth Resources Center (Phila., PA)	12/78	2	1	1
Major Offense Bureau, Bronx District Attorney's Office (Bronx, NY)	10/78	1	0	1
Project New Pride (Denver, CO)	10/78	2	1	1
Rape/Sexual Assault Care Center (Des Moines, IA)	6/78-3/79	8	4	2
San Diego Fraud Division, District Attorney's Office (San Diego, CA)	7/78-9/78	3	2	1
Seattle Fraud Division, King County Prosecutor's Office (Seattle, WA)	9/78-11/78	4	2	2
Street Crime Unit New York City Police Department (New York, NY)	10/78-12/78	4	3	1
Ward Grievance Procedure, California Youth Authority (CA)	8/78-11/78	3	2	1
TOTALS		31	17	12

Table B-3: April 1980, Telephone Calls (Host II visitors)

Host Site	Dates of Visits	Number of Visitors	Number of Responses	Number Left Agency (If Known)
Administrative Adjudication Bureau (NY)	2/79	2	2 (1 spoke for both)	0
Community Based Corrections (Des Moines, IA)	3/79	2	2 (1 spoke for both)	0
Community Crime Prevention Program (Seattle, WA)	2/79	2	0	1
Major Offense Bureau (Bronx, NY)	1/79-3/79	4	3	1
Neighborhood Youth Resources Center (Phila., PA)	3/79	2	2	0
Pre-Release Center (Montgomery County, MD)	3/79	4	4	0
Project New Pride (Denver, CO)	1/79-3/79	4	1	2
San Diego Fraud Division (San Diego, CA)	1/79-4/79	4	2	1
Seattle Fraud Division (Seattle, WA)	1/79	2	0	1 (left unit)
Street Crime Unit (NY, NY)	1/79-4/79	3	3	0
Ward Grievance Procedure (CA)	8/78-2/79*	3	2	0
TOTALS		32	21	6

* One Host visitor had not been included in previous survey.

Table B-4: May 1980, Survey Forms (Host III visitors)

Host Site	Dates of Visits	Number of Visitors	Number of Responses
Community Based Corrections Program (Des Moines, IA)	11/79	2	1
Community Crime Prevention Program (Seattle, WA)	8/79-10/79	4	2
Connecticut Economic Crime Unit, Chief State Attorney's Office (Wallingford, CN)	7/79	1	0
Major Offense Bureau (Bronx, NY)	7/79-10/79	4	4
Neighborhood Youth Resources Center Phila.,PA)	10/79	2	1
One Day/One Trial: Jury System (Wayne County, MI)	11/79	4	0
Pre-Release Center (Montgomery County, MD)	7/79-9/79	8	5
Project New Pride (Denver, CO)	8/79	3	2
Seattle Fraud Division (Seattle, WA)	7/79	2	1
Ward Grievance Procedure (CA)	10/79	4	2 (1 for 2 visitors)
TOTALS		34	18

The Host Visitor Summaries are given for Host sites in Attachment H (See Host Visitor Comments for each Host Site). In general, the responses show continued benefits to visitors and their agencies from the on-site training provided through the Host Program. Similar to the initial assessment, most visitors report adapting Host site techniques for use within their own jurisdictions. As in the initial assessment, visitors starting projects report the most benefits. They say 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 report specific program outcomes to project development or changes made after their Host site training. As in the initial follow-up assessment, outcomes such as improved program effectiveness, increased efficiency or greater community acceptance are difficult both for many projects to assess as well as 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 continues to act in a network capacity--putting criminal justice officials in contact with their peers across the nation.

Many Host visitors also report 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 report giving presentations about the Host program at national conferences.

In summary, the Host Program continues 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 to date.)

Plans of Recent Host Visitors

A review of the initial reactions of Host visitors during the second half of Phase III (1980) 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 plans given by visitors in the past.

Host visitor plans and their initial reactions to their on-site training are obtained on a form sent to them. (See Attachment I: Report-by Visitor.) Responses are used to supplement later information obtained. They are also used to track the effectiveness and operation of the Host site visits.

Most Host visitors complete the Report-By Visitor forms soon after their visits. They are 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 are 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—either via the follow-up forms or telephone calls—presents a much more accurate picture of Host Program benefits than the Reports completed immediately after the visits. The primary reasons for the latter are to track the visits, and to highlight the key project components. Visitors are asked to describe the aspects of the Host Program that are especially important to program effectiveness. Their responses assist in preparing the project follow-up forms which list Host project component parts. These ask visitors to identify which components have been adapted by visitors' agencies.

PART II

COMMUNITY CRIME PREVENTION WORKSHOP ASSESSMENT,

NATIONAL INSTITUTE HOST PROGRAM   (Excerpts)

Prepared by B. D. Lindsay

May 1980

COMMUNITY CRIME PREVENTION WORKSHOP
ASSESSMENT
NATIONAL INSTITUTE OF JUSTICE HOST PROGRAM

EXECUTIVE SUMMARY

As part of the National Institute of Justice Host Program, Public Technology Inc. (PTI) held a Workshop on Community Crime Prevention from April 9-11, 1980 in Columbia, South Carolina. Mark Howard, Acting Director and Host Program Coordinator for the Community Crime Prevention Program in Seattle, Washington, chaired the Workshop which was attended by seven crime prevention practitioners who had visited the Seattle project as part of the Host Program. Other participants included Ritchie Tidwell, Director of the Governor's Office of Criminal Justice Programs in South Carolina; Ernie Milner from the Office of Community Anti-Crime Programs, LEAA; Capt. Noreen Skagen, Director of the Seattle Police Department's Crime Prevention Division; and Jack Herzig and Betsy Lindsay of the Host Program staff.

The objective of the Workshop was to provide a forum where visitors could compare their experiences in replicating community crime prevention program techniques and other program components.

The Workshop met this objective. Visitors compared experiences in adapting Seattle's techiques, described successful and unsuccessful ideas, and distributed public education materials from their projects. Participants agreed that the Workshop was useful, providing information on program evaluation, increased community/police coordination, and the use and effectiveness of volunteers, for examples. All seven participants planned changes after returning to their own jurisdictions based on what they learned during the Workshop. In response to their interest in program evaluation, PTI staff has sent the group information on program evaluation based on the "Method of Rationales" model utilized by the Criminal Justice Training Centers around the country which are sponsored by LEAA.

Three workshops have previously been held as part of the National Institute of Justice Host Program. The workshops involved visitors to New York City's Street Crime Unit[1], to the Rape/Sexual Assault Care Center in Des Moines[2], and to the Seattle and San Diego Fraud Divisions[3]. All of the workshops have been valuable in enhancing the benefits of the Host Program. They have provided an opportunity for visitors, Host Sites, and others to share experiences and learn from one another. The small, select group at the workshop, the common background of participants, and their active role in planning the agenda have been key factors in the Workshops' success.

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[1] Albright, Ellen J., National Institute of Justice Host Program, Assessment Report on Street Crime Operations Workshop, September, 1978.
[2] Albright, Ellen J. National Institute Host Program, Assessment Report on the Rape Care Centers Workshop, October, 1978.
[3] Albright, Ellen J. National Institute Host Program, Assessment Report on the Fraud Division Workshop, October, 1978.

COMMUNITY CRIME PREVENTION WORKSHOP ASSESSMENT

NATIONAL INSTITUTE OF JUSTICE HOST PROGRAM

I. INTRODUCTION

As part of the National Institute of Justice Host Program, Public Technology, Inc. (PTI) held a Workshop on Community Crime Prevention from April 9-11, 1980 in Columbia, South Carolina. Mark Howard, Acting Director and Host Program Coordinator for the Community Crime Prevention Program (CCPP), chaired the Workshop for seven Host visitors. Capt. Noreen Skagen, director of the new Crime Prevention Division in the Seattle Police Department to which the CCPP has been transferred was also in attendance. Ernie Milner from LEAA's Office of Community Anti-Crime Programs; Ritchie Tidwell, Director of the Governor's Office of Criminal Justice Programs, State of South Carolina; and for the Host Program staff, Jack Herzig and Betsy Lindsay were also present.

Since 1977, when the CCPP was designated as an Exemplary Project, seventeen visitors from thirteen states have observed the Seattle Host site. A group of seven visitors representing all styles of crime prevention programs across the country were selected to participate in the Workshop. This small, workable number afforded a high level of interaction and exchange among the crime prevention practitioners.

Workshop sessions covered funding, staff recruitment and training, community/police coordination, maintaining neighborhood watch organizations, the use of volunteers and evaluation. These interests were identified by conducting a "needs assessment" prepared by PTI staff prior to the Workshop.

The following sections describe the Workshop and assess how well the Workshop met its objective.

II. TOPIC PRESENTATION SUMMARIES

Introduction

The meeting was opened by Jack Herzig, director of the Host Program. He gave a short history of the project, stated the objectives of the Workshop, described how the agenda was developed, and stated the role that he would play—that of insuring a flow of concepts and ideas within the time and priorities set forth in the agenda.

After comments by Ritchie Tidwell regarding crime prevention in South Carolina, Mark Howard and Capt. Skagen gave an update on the activities and organizational changes taking place with the Community Crime Prevention Program.

Visitors to the Seattle project discussed the basic operations of their programs, shared accomplishments and distributed materials during their ten minute presentations.

Session I: Funding

Ernie Milner briefly discussed the future of LEAA, not viewing the proposed cuts as devastating as feared. He then proceeded to define the role of the three programs which comprise the Office of Community Anti-Crime Programs-- Community Anti-Crime, Comprehensive Crime Prevention and Urban Crime Prevention. Urban Crime Prevention is the new addition to the triad with a focus on low-income neighborhoods, social and economic issues in the neighborhood that related to crime, and the use of volunteers to implement this crime prevention effort.

Funds allocated for FY1980 total $5.5 million for eighteen-month grants to selected jurisdictions. There may be additional funds available after the first eighteen-month phase. A very positive aspect of this program is the amount of money ($460,000) set aside to provide technical assistance to help programs develop efficiently and effectively.

Workshop participants expressed concern over funding criteria and program management on the federal level. One specific criticism was that past awards were for such large amounts that it was difficult for the local jurisdictions to support the programs financially after federal funding expired. Mr. Milner agreed and said that the Urban Crime Prevention funding allocations to a jurisdiction are less for that very reason. The consensus was that this new, tri-pronged effort was too broad a diffusion of funds.

Information regarding other sources of funding for crime prevention efforts was also distributed by the participants.

Session II: Staff Recruitment and Training

Sam McKeeman (Delaware) led the discussion on this topic. He stressed the importance of recruitment, interviewing and training, and provided the group with excellent suggestions. These included:

1) Know what kind of person is wanted for the job before recruiting starts, in terms of experience, personality and philosophy;
2) Solicit a cross-section of crime prevention practitioners to help draft the job descriptions;
3) Advertise extensively in order to have a large pool of eligible candidates from which to select;
4) Hire the director first who will then select the rest of the staff when staffing a new program;
5) Ask standard interview questions of each candidate;
6) Phrase questions to identify any bias of candidate;
7) Use an interview form incorporating an easy numerical rating;
8) Tally ratings immediately after the interview;
9) Contact references;
10) Do not try to interview all candidates in one day--it is a fatiguing job.

The group discussed minority hiring and cited the Urban League, NAACP, CORE and churches as good sources of candidates. Placing ads in minority community newspapers was also suggested.

The group was then asked to identify necessary elements of an effective program director and listed:

- leadership skills
- administrative skills
- innovative skills
- organizational skills
- ability to motivate
- ability to self-actualize
- commitment
- personality, warm and friendly
- flexibility, able to work with all people
- empathy
- creativity
- energy
- sense of humor
- sense of greed

McKeeman also supplied the group with training tips:

1) Understand the need for and importance of training,

2) Diversify training by involving police, locksmiths, security system manufacturers, a glass company, and a carpenter, among others,

3) Measure the skills and ability of the employee before he/she works alone in the community,

4) Contact the Texas Crime Prevention Institute or the National Crime Prevention Institute for formal training (review Multnomah County comparison of the two Institutes for additional information).

Other training resources put forth by Workshop participants were:

1) American Society of Industrial Security and American Society of Testing Materials for security training,

2) Service Core of Retired Executives (SCORE) for management training,

3) Political parties or organizations for community organizing and training,

4) Division on Aging for crime against the elderly training.

Session III: Maintaining Neighborhood Watch Organizations

Mark Howard (Seattle) started this session by defining maintenance as 1) any contact with the block organization after the initial meeting and 2) actions taken to keep block watch and block captains operational and motivated.

The "decay" of block watch organizations occurs between twelve and eighteen months after the initial block watch meeting, according to evaluation results based on the Seattle program.

In Seattle, different maintenance approaches are used depending on the rate the block organization has "decayed." Maintenance is initiated in a census tract one year after the primary organizing effort.

The steps for the standard maintenance process are as follows:

1) A CCPP staff member organizes a meeting of ten to twelve block captains from an area which comprises a one-fourth of the census tract receiving maintenance service.

2) At the meeting, a) block captains prioritize neighborhood concerns and needs according to their perceptions and knowledge, and b) the staff member explains block captains' increased responsibility and role and the support that CCPP staff will provide to sustain their block watches.

3) As a follow-up to the meeting, block captains survey their block for maintenance block watch meeting topics of most interest to the neighbors.

4) The CCPP staff member conducts two maintenance block watch meetings a week until all ten to twelve blocks have had their annual meeting. The meeting includes a review of burglary prevention and then a presentation on the selected topic.

5) After maintenance is completed in that census tract, the staff member recruits an Area Coordinator who is responsible for the coordination of 30-40 block captains. Block captains' responsibilities include the following:

- information dissemination from the Crime Prevention Division to all block captains in the area
- area block captains' meetings to stimulate and rejuvenate the block watches
- citizen representation in police/community meetings.

Lee Field (Minneapolis) shared the techniques of the maintenance effort in his program with the group. A key element of the approach is to give volunteer block captains a great deal of responsibility. Having the block captain assume this responsibility has proven successful because the staff is very selective when choosing the meeting host and block captain and views the block watch as a self-contained, self-sufficient group from the beginning.

Maintenance begins after the block captain is appointed by the community organizer. Each block captain is well trained in crime prevention and neighborhood organizing in order to be able to conduct meetings and knows what is expected. Through this, the community organizer and block captain develop a strong working relationship. Minneapolis has learned that the community organizer/block captain relationship is not easily transferable if an organizer leaves because the relationship becomes a very close one. This can present some problems.

Field then shared an example of a maintenance campaign called the "Spring Eye Opener." As a result of this city wide training effort, it is anticipated that the event will rejuvenate city wide interest in crime prevention in May, 1980. After attending a training session, the block captain will conduct an annual meeting incorporating four elements: property identification,

home security, a victimization survey, and a block picnic.

It is estimated that six thousand people will participate simultaneously in this crime prevention campaign. The police will also play a very active role in this effort:

1) Beat officers and block captains will walk through the police districts for two hours each Saturday for six weeks.

2) The "ride-along" program will be intensified for six weeks.

3) Police will conduct alley security surveys with residents.

4) Police will frequent the city parks and play volleyball with the children, share crime prevention tips, discuss bicycle safety and conduct K-9 demonstrations.

After Field's presentation, the open discussion by Workshop participants touched on various issues regarding maintenance.

1) Should maintenance be crime-specific, community-specific or both?

Generally, the group saw crime prevention as a community-building activity which is not separate and distinct. This inseparable union of the community building and crime prevention takes place as soon as a block is organized and is continued by any maintenance effort. Peripheral issues which are not crime-specific may be successfully used as tools to maintain and reinforce the initial block watch organization.

Some crime prevention programs only provide crime-specific maintenance which is often times required by the funding source. Other programs have the flexibility to respond to the needs of the community which may not always be crime-specific, particularly if the original crime prevention effort has effectively reduced the crime problem in a given neighborhood.

2) Who is responsible for maintenance?

A combination of staff, block captains, volunteers (students and community) or other community organizations can be used effectively.

3) How can we motivate volunteers?

A certificate or letter of recognition from a official (i.e., Mayor, Police Chief), more responsibility and authority, and community recognition (i.e., community service award, newspaper article) are all ways various programs have rewarded those who volunteer their time.

4) Where does the responsibility for maintenance begin and end?

When a block watch ceases to exist, it may be due to a weakness in the initial organizing effort or the end result of a natural, developmental process. Organizations have the "right to die" and the "right to request a transfusion." Organizations can be maintained as long as they have the capability of responding to a problem.

The lifespan of organized groups varies greatly depending on a number of factors which the group did not have time to discuss. Discussion did, however, reveal wide differences in philosophy on how and where the responsibility and emphasis on continuation should lie.

Session IV: Community/Police Coordination

First, Mary Lou Haywood discussed the excellent working relationship established between Albuquerque's civilian program and the police department. There is formal and informal coordination with the police department every step of the way. Mary Lou addresses patrol roll calls every six months, police communication staff every three months and the Chief's staff. In turn, three police officers sit on her Advisory Board. Police supply staff with crime statistics, issue program brochures to burglary victims during case follow-up, and encourage victims to contact the program staff.

Ray Isgett then explained community/police coordination in terms of his program. All crime prevention programs in South Carolina are located in police departments except one. Crime prevention is funded by the state with the money going to twenty-one county departments interested in target-hardening, public relations and community organization. Isgett believes that if the police were not involved in crime prevention, it would be difficult to convince the community to become involved.

In South Carolina, each county department has a crime prevention officer who is the crime prevention coordinator. He/she is seen as a leader who is committed to crime prevention and to the community. In addition to each department's undertaking, Isgett is organizing ten regional workshops focused on citizen coalition building and crime prevention.

Police/community coordination in the other jurisdictions represented at the Workshop focuses on providing training for new and veteran police officers at the academy and addressing roll call. Information about community problems and unreported crimes are also exchanged.

Session V: Use of Volunteers

Martha Kovar (Philadelphia) asked participants to "check their labels." The term volunteer often describes a do-gooder or "bleeding heart." She suggested that the focus be on recruiting involved, concerned and willing people, not just "volunteers".

In selecting volunteers/block captains, she looks to those who show concern about an issue during the course of a meeting. Once identified, the person should learn what his/her duties and responsibilities will be in developing a response to that particular issue.

It is also important to monitor the attitudes of paid and non-paid staff to make sure that a "we-they" or "superior-inferior" relationship does not develop. The community volunteers are credible experts since they know community problems and resources for resolution better than anyone.

Kovar explained that a community volunteer/block captain can be very creative and effective if given the necessary information. That person should be thought of as a distributor of the contents of the program, not a passive recipient, whose value is in involving others in various tasks.

Good training is essential. The Philadelphia program (CLASP) requires one three-hour training session a week for a month and requires commitment and involvement in neighborhood problems. Generally, half of the group that starts completes the training. Block captains acquire skills for working with neighborhoods, city agencies and other neighborhood organizations.

Two criteria for a good volunteer are a positive attitude and a commitment to take action. The continued motivation of a volunteer depends on the organization. It is necessary to find out what the volunteer needs to keep going--sense of contributing, power, or even coffee and doughnuts to indicate "belonging". Another recommended technique is to evaluate the skills of the volunteer and match them with appropriate tasks. Have a number of options available so you will be able to respond to the motivations of each individual.

The Workshop discussion then turned to rewarding volunteers with a list of suggestions that follows:

    -certificate of participation/appreciation
    -tax deduction for contributed services
    -annual award for outstanding citizen
    -official recognition from the Mayor or Chief of Police
    -increased responsibility/authority
    -nomination for City award
    -recognition via the media
    -stipend
    -community service in lieu of a criminal sentence

Session VI: Evaluation

Betsy Lindsay emphasized the reasons for evaluation:

    1) provides essential information when competing for funding,
    2) provides feedback to the staff,
    3) provides information for planning and management, and
    4) provides information for other programs which are planning similar efforts.

Basically, evaluation is a before and after comparison which falls into three categories:

    1) effort (process),
    2) effectiveness (impact),
    3) efficiency (cost effectiveness).

It is important to know how a project is to be evaluated and what kind of evaluation decision-makers are looking for. For example, if the Mayor is basing a funding decision on whether or not the program reduced the level of fear in a community (effectiveness evaluation), information provided by the program administrator showing that 95% of all households are involved in the program (effort evaluation) would not be appropriate. On too many occasions, programs will substitute process data for impact data if it is not available when requested. It is important not to confuse the three kinds of evaluation data or replace one for another.

A crime prevention program does not need to have a researcher on staff to get the job done. Suggested third party research resources are police department crime analysis units, local criminal justice planning agencies, university faculty and/or students. Employing a consulting firm to conduct an evaluation was discussed and stressed the need to use caution. "Be a wise consumer of the services offered," was advised.

The program administrator's responsibility is to work knowledgeably with the person(s) performing the evaluation. It is important to be consulted regarding the goals being addressed and objectives being measured and evaluated so the program staff knows what it is being held accountable for doing. It is also necessary to determine how much staff time will be required, if any, for data collection purposes and to be familiar with the survey or questionnaire in case a citizen calls to verify.

The discussion then turned from "why" to "how" to conduct an evaluation. Sam McKeeman was asked by the group to briefly outline the "Method of Rationales (MOR)", an approach which seeks to establish linkages among program inputs, activities, results, and outcomes. All of the Workshop participants found this very informative and requested additional information be forwarded to them. (Note: This has since been done.)

III. ASSESSMENT OF WORKSHOP BY PARTICIPANTS

Responses on the Workshop Assessment Form (see page 25) were completed by six visitors and two Host Site representatives due to an early departure of one of the seven visitors. Eight respondents plan twelve changes as a result of attending the Workshop (Question No. 5) with most participants planning more than one change. Six plan to implement an evaluation of their existing program; three plan to improve and expand maintenance techniques; one will reassess operational goals; one will formalize volunteer guidelines and procedures; one will improve staff training, and one will change operational procedures.

Participants' expectations of the Workshop (Question No. 2) centered around learning about other programs in order to get new ideas (seven responses), problem solving and developing professional contact, (two responses each) and examining the usefulness of the CCPP model (one response).

When all eight were asked if the Workshop met their expectations (Question No. 3) each answered affirmatively with three stating that their expectations were surpassed. Informal comments made by the participants prior to adjournment expressed how extremely useful this Workshop had been compared to many others they had attended. This was similar to additional comments noted on the assessment form (Question No. 7).

The enthusiasm of the Workshop participants is not completely reflected in their responses. Participants exchanged materials and ideas as well as drew personal support from one another. They are in a very demanding occupation, and support and commitment from others in the same occupation seems essential to their own survival. A wealth of experience was shared.

The most valuable topics of the Workshop (Question No. 4) were individual presentations of visitor's sites and evaluation, with seven participants selecting those topics. Staff recruitment and training ranked second with six votes; maintaining neighborhood watch organizations, five votes; use of volunteer and community police coordination, four votes; and funding receiving three votes.

IV. RECOMMENDATIONS BY PARTICIPANTS

Participants reported that attending the Workshop enhanced the value of their visits to Seattle. The primary benefit was the opportunity to compare experiences and learn about specific techniques and practices used by other programs.

When asked if participants had any suggestions for future workshops (Question No. 6), three expressed a desire for more time allotted to each topic and two encouraged additional workshops to focus on single topics such as evaluation. Two participants suggested format changes: 1) focus the Workshop on two topics allowing in-depth discussion resulting in specific recommendations, and 2) have the Workshop format consist of presentations with time allotted to question the presentor in more detail. Overall, the participants said the Workshop was an extremely valuable experience.

TABULATION OF WORKSHOP ASSESSMENT FORMS

NATIONAL INSTITUTE HOST PROGRAM
Community Crime Prevention Workshop Report (4/80)

Name:_____

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...	3	2
Planning project.............	1	2
Establishing project.........	0	2
Project active (or operation similar)...	4	6
Implementing certain project components	2	5
Other	0	0

If other, please explain:_____

If active, when did project begin? As late as 1974 for one project and as recent as 1979 for another, with rest falling in between.

2. What benefits did you expect from the Workshop?

7 Learn about other programs; get new ideas

2 Solve problems

2 Develop professional contacts

1 Examine usefulness of the CCPP model

3. Were these expectations met?   8 yes   ___ no   ___ partially

3 Expectations surpassed

*Six respondents - not applicable for Mark Howard and Capt. Skagen.

4. Which aspects of the Workshop were most valuable?   (please check all which apply)

7 Individual Presentations of Visitor's Sites

6 Staff Recruitment and Training

4 Use of Volunteers

4 Community/Police Coordination

5 Maintaining Neighborhood Watch Organizations

3 Funding

7 Evaluation

Comments:_____

_____

_____

_____

_____

5. Do you plan any changes to your operations as a result of the Workshop?

6 Implement an evaluation

3 Improve and expand maintenance effort

1 Reasses operational goals

1 Formalize volunteer guidelines and procedures

1 Change operational procedures

6. Do you have any suggestions for future workshops?

3 Allow more time

2 Conduct follow-up Workshops on a single topic (i.e., evaluation methods)

1 Select fewer topics

1 Utilize presentation format with extensive questioning of presentor

7. Any additional comments?

Productive, diversity was enlightening, worthwile, well-planned, revitalizing

_____

_____

_____

PART III

CRIMINAL JUSTICE TASK FORCE

OF THE URBAN CONSORTIUM

As part of the National Institute of Justice (NIJ) grant for Phase III of the Host Program, the Criminal Justice Task Force of the Urban Consortium was formed. The Urban Consortium and the major activities of the Criminal Justice Task Force are given below.

The Urban Consortium

The Urban Consortium (UC) is a formal organization of the nation's 28 largest cities and nine large 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 their priority needs. Started in 1974 through support of the National Science Foundation, the Consortium provides a unique forum where urban governments can work cooperatively toward solutions to local problems.

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:

. Formalize the commitment of large urban governments to cooperative research and development efforts.

. Mobilize member jurisdictions to build a common urban-oriented research and development agenda.

. Develop consensus on research and development priorities based on the deliberations and demands of the member jurisdictions.

. 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.

. 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, D. C.

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.

Historically, the National Institute has worked with public interest
groups and sees its new partnership with the Urban Consortium as an
important expansion of current efforts. The Criminal Justice Task Force is
expected to help create the kind of cooperative working relationships
critical to understanding and responding to local criminal justice
priorities. The Urban Consortium is seen as providing an important and
established avenue for working with public officials in city and county
governments.

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

Major steps to accomplish these purposes include surveys of the
priority criminal justice needs of the Urban Consortium jurisdictions and
dissemination of NIJ programs and reports that respond to these needs. A
Consortium priority R & D agenda for the 1980's will also be developed.

CRIMINAL JUSTICE TASK FORCE, SUMMARY OF ACTIVITIES

August 1979--July 1980

1. The Criminal Justice Task Force was formed in October 1979. Members
    were selected from nominations by Urban Consortium representatives.
    Task Force Advisory members were selected from key federal agencies
    and national groups. (See Attachment J for Members and Attachment K
    for Advisory Members.)

2. The Urban Consortium, including Task Force members, was surveyed to
    identify the top criminal justice priorities (January 1980). The survey

requested that respondents select their jurisdiction's top priorities
from:

> . the top fifteen priorities of NIJ's nationwide survey. (These
> were identified by Project staff due to the delay in the survey
> results from NIJ's contractor; the rating scale used was as
> follows: a response of "very important or high priority" was
> rated as "2"; a response of "important or lesser priority" was
> rated as "1"; responses of "unimportant or not a priority" were
> not included.)

> . the 23 categories of proven programs to be funded by LEAA
> under the Biden amendment.

Additional priorities not included in the survey form were requested.
Responses were received (including some taken over the telephone) from
36 of the 37 Urban Consortium jurisdictions. (See Attachment L for
Results of the Survey.)

3. The first Task Force meeting was held (March 1980). NIJ staff ex-
    plained their program and priority areas and asked for recommen-
    dations from the Task Force. (See Attachment M: Criminal Justice Task
    Force, First Meeting Agenda) Recommendations of the Task Force
    responded primarily to the perception that scarce resources in the
    1980's will make law enforcement more difficult. Priorities discussed
    included the need for better coordination among criminal justice
    agencies, the need to better utilize outside resources, including the
    media, the need to develop better ways to disseminate information
    about NIJ products and successful programs in other jurisdictions, and
    the desirability of designating agencies with model programs or
    procedures to serve as resource centers (See Attachment N for
    priorities identified at the Task Force meeting).

The Task Force then discussed its role and plans. (See At-
tachment O for summary of Task Force discussion.) Members decided to
focus their initial efforts on the top priority identified by the
survey: coordination among criminal justice agencies. Coordination
was seen as essential for agencies to cope with shrinking resources.
Key concerns included how planned changes of one agency impacts on
others; better understanding of the differing goals and objectives
of criminal justice agencies; and resources required across all
agencies for handling certain types of offenders.

A Planning Group of six Task Force members was designated to prepare an action plan to address the top priority of improved coordination among criminal justice agencies and to prepare an agenda for the next Task Force meeting.

4. One Task Force member submitted a draft statement of purpose to clarify the Task Force's role and focus its efforts to address the greatest problem of the 1980's: scarce resources.

5. The Planning Group met (May 1980). The Group reviewed the statement of purpose, prepared a statement that elaborated on the top priority of improved coordination among criminal justice system components (expanded from criminal justice agencies); and prepared a revised list of six additional priorities--combining those identified by the Urban Consortium survey and those identified at the first Task Force meeting. (See Attachment P for Summaries of Events and Attachment Q for revised priority list.)

6. A Dissemination Plan for NIJ Products was prepared by Project staff (see Attachment R). This plan involves sending products that respond to UC priorities to Task Force members, Urban Consortium representatives, and ISETAP (Intergovernmental Science, Engineering, and Technology Advisory Panel) members.

   The first product sent was NIJ's program model, Criminal Justice Planning for Local Governments.

7. The Agenda for the next full Task Force meeting (October 1980) will include review of the statement of purpose; further development of the action steps in the coordination statement, including review of summaries of successful coordination strategies in Task Force and other jurisdictions (being prepared by staff); review of statements on the six other priorities (being prepared by staff); review of the Dissemination Plan for NIJ products; and development of an action plan for the next six months. The Task Force meeting may also include a special presentation by a local official from an Urban Consortium juristiction that is participating in an NIJ program such as structured plea negotiation. (See Attachment S for statement of purpose and Attachment T for coordination statement.)

CRIMINAL JUSTICE TASK FORCE, STATUS OF PROGRAM

August 1980

1. A statement of purpose, submitted by a Task Force member has been reviewed and accepted by a sub-committee of six members of the Task Force. It will be discussed at the next Task Force meeting in October 1980.

2. Seven priority areas have been selected by the same sub-committee. These combined priorities that had been identified in the survey of Urban Consortium jurisdictions in January 1980 and at the first Task Force meeting in March 1980. These will be reviewed by the full Task Force.

3. The top priority of coordination among criminal justice system components has been developed to explain the need for coordination, ways it can be achieved, and action steps that the Task Force can take. The action steps are:

   --identification of models for study and replication

   --dissemination of information on these models.

   Task Force members have been asked to suggest coordination strategies in their jurisdictions. Staff will prepare summaries of selected strategies for review at the next Task Force meeting. The Task Force will also further develop the action steps suggested by the subcommittee.

4. Full statements of the other six priorities will be prepared by Project staff for review at the next Task Force meeting. These will include recommended action steps or R & D projects based on an analysis of what is currently available (reports) and ongoing (projects) in the various priority areas. An action plan to address these six priorities, will be developed at the next Task Force meeting.

5. A Dissemination Work Plan will be developed by Project staff for review at the next Task Force meeting (See Attachment R.). This Plan will identify the appropriate audience for Task Force "products" and the methods to reach that audience. Products would include summaries of NIJ reports and projects and summaries of Task Force jurisdiction projects; and possibly workshops and special Host-type visits for Task Force members or others. Members of the audience to be targeted would include UC representatives, elected officials, criminal justice planners, heads of criminal justice agencies and staff. The audience may vary according to the product. Methods to reach the audience may include special mailings, announcements in specialized publications, attendance at national meetings or telephone calls to particular groups.

CRIMINAL JUSTICE TASK FORCE, PROGRAM THEME

The primary concern of the Criminal Justice Task Force is to assist local officials cope with scarce resources in the 1980's. The work program will be developed to respond to that need.

CRIMINAL JUSTICE TASK FORCE ORIENTATION

The Criminal Justice Task Force is especially interested in identifying and developing reports that present a quick overview of a problem area or program, and give resources and contacts for additional information.

NIJ's Policy Briefs are regarded as extremely valuable by Task Force members. These give an overview of a problem, summarize the solutions, give the status of implementing the solutions around the country, and describe constraints to implementing those solutions. References and contacts are also included.

The Task Force would also like to provide short summaries of selected reports and advanced criminal justice practices to Urban Consortium officials and others.

One of the Task Force's seven priorities is to develop methods that assist local officials to identify information and successful program techniques in other jurisdictions that address needs in their own jurisdictions.

NATIONAL INSTITUTE HOST PROGRAM, PHASE IV

Phase IV of the National Institute Host Program will begin August 8, 1980; up to 100 additional criminal justice officials will have the opportunity to receive training at a Host site.

The processes of Host site selection, visitor selection and recruitment, and program dissemination will continue in a similar fashion as during Phases I, II, and III. A survey of Host site coordinators and directors will result in minor modifications regarding arranging visits for individual sites, for example, the number and frequency of visitors. As a result of this survey, a special meeting for Host site directors that was initially planned for Phase III may be held during Phase IV, if funds are available.

During this grant period, the work progrtam for the Criminal Justice Task Force of the urban Consortium will be further developed. One meeting of the full Task Force and one meeting of the planning group will be held to do this. The work program will be built around the priorities identified during Phase III. It will include dissemination of NIJ documents that address these priorities, special notification of relevant on-going NIJ projects, and exchanges of advanced practices among the Urban Consortium jurisdictions.

ADDENDUM TO FINAL REPORT

NATIONAL INSTITUTE HOST PROGRAM, PHASE III

During Phase III of the National Institute Host Program, 113 Host visitors were surveyed to determine the program replications, modifications and other benefits that resulted from the Host site training. Responses were received from 68 of these visitors. (See Table A, page 8 of main report.)

Visitors surveyed included Phase I, Phase II, and Phase III visitors. (See Tables B, pages 9-12 of main report.)

Responses of visitors were similar to responses from the initial assessment. Most visitors reported adapting Host project techniques for use within their own jurisdictions. Visitors also cited the value of making contacts with their peers across the nation for future reference. This includes both Host site staff and co-visitors. (See discussion on pages 6-14 of main report.)

Sixty-four visitors (94% of the 68 responses) reported actual/planned program modifications and/or improved program planning/implementation. Of these, ten were actual preplanned replications. Four visitors are planning to replicate the California Youth Authority's Ward Grievance Procedure. (See Table C in Addendum for breakout by Host project.)

Visitors' responses are presented in short summary format in Attachment H of the main report. These summaries replace the Host Program Report as a means of sharing the National Institute Host Program's success with other local and state officials.

TABLE C:

Host Visit Benefits

HOST PROJECT	Number of Visitor Responses	Benefits Cited By Visitors		
		Preplanned Replications	Program Modifications (planned/actual)	Improved Program Planning or Implementation
Administrative Adjudication Bureau, New York State Department of Motor Vehicles, NY	3	2	-	1
Community Based Corrections, Polk County (Des Moines), IA	5			5
Community Crime Prevention Program, Seattle, WA	7	3	3	1
Fraud Division, San Diego District Attorney's Office, CA	5		4	1
Fraud Division, King County Prosecutor'a Office, WA	5		3	2
Legal Liaison Division, Dallas Police Department, TX	2*			
Major Offense Bureau, Bronx District Attorney's Office, NY	7	1	6	
Neighborhood Youth Resources, Philadelphia, PA	4		4	

* Visitors reported benefit of seeing an alternative procedure although it was not adopted.

T A B L E C:

Host Visit Benefits

(Continued)

HOST PROJECT	Number of Visitor Responses	Benefits Cited by Visitors		
		Preplanned Replications	Program Modifications (planned/actual)	Improvced Program Planning or Implementation
Pre-Release Center, Montgomery County (Rockville), MD	8	2	6	
Project New Pride, Denver, CO	5			5
Rape/Sexual Assault Care Center, Polk County (Des Moines), IA	5		2	3
Street Crime Unit, New York City Police Department, NY	6	1	2	3
Ward Grievance Procedure, California Youth Authority	6	5*	1	
TOTALS	68**	14	31	21

* Four of these visitors plan replications; they are still in consensus building/planning stages.

** Includes two visitors to Legal Liaison Division who reported indirect benefits.

H O S T   P R O G R A M   III

Street Crime Unit New York City PD	Major Offense Bureau Bronx, New York	Youth Service Program	Rape Care Center Des Moines, Iowa
Sgt. J. L. Emmons SCU, South Bend PD South Bend, IN February 1980	Stanley Hirsch Sr. Asst. Atty. Virginia Beach, VA 7/23 - 7/25/79	Cayan Topacio Pgr. Coord. Dept of Human Res. Seattle, WA 10/31 - 11/2/79	Jan Gaunt Adm. Coord. Rape Crisis Counc. Greenville, S.C. 12/10-14/79
Sgt. Chas. Cheslock Tactical Unit Arlington PD Arlington, VA 1/14-18/80	Thomas Watkins Chief, Spec. Pros. Phil., PA 10/15-16/80	J. M. Whitaker, Dir. Memphis - METRO YDP Memphis, TN 10/31 - 11/2/79	Donna Hodges Exec. Director Tri-Cty Women Stren. Peoria, IL 12/10-14/79
Sgt. Tim Skalland San Jose PD San Jose, CA 1 /14-18/80	Larry L. Zenker Asst. Atty Gen. Honolulu, HI 10/15-17, 1979	Roger Lower Sch. Liai. Officer Police Depart. Independence, MO 4/23-25/80	Paula Richardson Dir., CSW Raleigh, N.C. 2/24-29/80
Lt. Robert Dowling Alex. PD Alexandria, VA 4/21-25/80	Donald Valeska, II Chief, CCB Montgomery, AL 10/15-17/79	Karen McBeth Dis. Supervisor Juv. Rehabil. Seattle, WA 4/23-25/80	Christine Watters Salt Lake R/CC Salt Lake City, UT 2/24-29/80
Lt. Max Down Fresno Police Dept. Fresno, CA 6/22-27/80	Irving Prager Asst. D.A. Ventura, CA 3/4-6/80		
Lt. Pablo Rivera SOU, San Juan PD Puerto Rico 6/22-27/80		Jack Ortega Chief, Juv. Inst. Santa Fe, NM 4/23-25/80	

HOST PROGRAM III
(Continued page 2)

Community Based Corrections Prog. Des Moines, IA	Seattle Fraud Unit	San Diego Fraud Unit	Connecticut ECU
Lester Cohen Chief, Prog Dev. Div of Probation Albany, NY 11/13 – 11/16/79	John Bennett Unit Chief, DA Off. Portland, OR 7/17 – 7/19/79	John Scheidt, Chief Consumer Fraud Orlando, FL 12/10-12/79	Marc Goldman Asst. D.A. Lansing, MI 7/17/79-7/19/79
Sarah Krauss Div. of Probation Brooklyn, NY 11/13-16/79	Dale Sandstrom Asst. Atty Gen. Bismarck, ND 7/17 - 7/19/79	Stephen Korotash Asst. DA Oklahoma, OK 12/10-12/79	Peter Brennan Deputy AG, ECU Princeton, NJ 2/13-15/80
Milford Porter Epis. Comm. Serv. San Diego, CA 3/24-28/80		Howard L. Fell Pima Co. D.A. Tucson, AZ 4/15-16/80	
		Barry B. Klopfer Ventura Co. D.A. Ventura, CA 4/15-16/80	
		Ed Niam Summit Co. D.A. Akron, OH 7/30-31/80	
		John McCool Delaware A.G. Wilmington, DE 7/30-31/80	

HOST PROGRAM III
(Continued page 3)

Administrative Adjudications Bureau, New York	Dallas Police Legal Liaison	Seattle Community Crime Prevention Program	Seattle Community Crime Prevention Program (Cont'd)
Donald Paillette Project Administra. AAFTI Salem, OR 3/3-7/80	Jeff Hayden Depty. D.A. Fresno PD, CA 2/10-13/80	Kathleen Desilet Rochester, NY 8/13 - 8/17/79	David Humke, Director Gov. Crime Prev. Prgm. Carson City, NV 6/23-27/80
Sylvia Allen Asst. Atty Gen. NC Motor Vehicles Raleigh, NC 3/3-7/80	Michael Wolff Asst. Pros. Atty. Akron, OH 2/10-13/80	Herbert Polson St. Petersburg, FL 8/13 - 8/17/79	Judy Laffoon, Proj Dir. Blue Hills S.O.S. Kansas City, MO 6/23-27/80
	John H. Dise, Jr. Leg. Adv. Unit Detroit PD 4/29-30/80	Jaci Mays, Dir. "Safer Atlanta for Everyone, Atl. GA Mar. 31-April 4, 1980	
	Tim Barron Deputy A.G Wilmington, DE 4/29-30/80	Donald Mazzola LA Police Department L. A., CA 10/14 - 10/19/79	
	Daniel F. Kock Legal Advisor, PD Sioux Falls, SD 6/17-18/80	Robert Wiles, Asso Dir Hartford Inst. of Crim & Social Justice Hartford, CT 10/14 - 10/19/79	
	Hugo F. Zettler Chief, Co. Atty. Maricopa Co., AZ 6/17-18/80	Julia Rossborough Program Coordinator Boston-Fenway Program Boston, MA March 31-April 4, 1980	
		Vera De Benedetti CCG Pittsburgh, PA March 31-April 4, 1980	
		Fred Stansbury, Dir. NCCCP, SW Texas St Univ. San Marcos, TX June 23-27, 1980	

Project New Pride Denver, Colorado	Montgomery Pre-Release Center	Montgomery Pre-Release Center (Cont'd)	Witness Information Service
Judy Dowd CJP, Off. of Mayor Los Angeles, CA 8/20-8/24/79	Larry Sneesby Asst. Region Chief Milwaukee, WI 7/23-7/25/79	Chas. Fawns Director, CRP Dallas, TX 3/10-12/80	Donald McHattie DIR, NCVWA Casper, WY 2/26-28/80
Wm. Bentley Juv. Just. Planner Tallahassee, FL 8/20-8/24/79	Joseph Nicholson Dir., Hampden Cty. Springfield, MA 7/23 - 7/25/79	Jerry Ingram Asst. Dir. Draper Corr. Serv. Elmore, AL 3/10-12/80	Michael Phelan DIR, WND Clayton, MO 2/26-28/80
Richard Rachin Asst. Director Tallahassee, FL 8/20-8/24/79	Peggy Ritchie Dir.,CENTRE, Inc. Fargo, ND 7/23 - 7/25/79	Judy Uphoff Sup't., Wyoming Women Ctr. Evanston, WY	Jody F. Schwartz Dir., VWS DA's Nashville, TN 5/28-29/80
Michael Manowski Dir., KYDS, Inc. Kenosha, WI 2/4-8/80	Ed Buehler, Dir. Bur of Madison, WI 7/23 - 7/25/79	Bob Voorhees Ass't. Dir. VT. Dept. of Corr. Montpelier, VT 3/10-12/80	Carol A. Smith Proj. Coord. VWP, NJDCJ Princeton, NJ 5/28-29/80
Harry Williams Dir, CJCRP Baltimore, MD 2/4-8/80	Ben R. Gallegos Intake & Classif. Ctr Santa Fe, NM; 9/10-12		
Peter Dobson Dir. YSB Waterbury, CT 4/29/80-5/1/80	Michael Hanrahan Dir, Bernalillo Corr Albuquerque, NM 9/10 - 9/12/79		Shirley Heenan Dir, VWS Kalamazoo, MI 7/24-25/80
Paul Vestal Exec. Dir. YSP&DC, Inc. Skowhegan, ME 4/29-5/1/80	Homer Garrett CJ Courts and Corr. Bur. Law Enf. Plan Com Boise, ID 9/10 - 9/12/79		Anthony Simon Hillsborough Cty Attorney's Office Manchester, NH 7/24-25/80
	Charles Davis, Dir Adult Resid. Facility Jersey City, NJ 9/10 - 9/12/79		

One-Day/One-Trial	One-Day/One-Trial (Continued)	California Youth Authority
Ernestine Karukas Dpty Cri Assgn Comm Criminal Court Baltimore, MD 11/7-9/79	James Lynch Deputy Adminis. D.C. Superior Court Washington, D.C. 5/13-15/80	R.E. Billyard NY State Div Youth Industry, NY 10/29 - 11/2/79
Judge Mary Arabian Supreme Bench Cty of Baltimore, MD 11/7-9/79	Kim Ravitch Deputy Ct. Admis. Miami, FL 5/13-15/80	George King, Dir. NY State Div Youth Albany, NY 10/29 - 11/2/79
Judge Frank Shaw Superior Court of CA San Francisco, CA 11/7-9/79		John Leitka Advocate General BICSCY Oklahoma City, OK 10/29 - 11/2/79
Frederick Whisman Exec. Officer Superior Court of CA San Francisco, CA 11/7-9/79		David Brown Dept. Insti, Soc & Rehabili Serv. Oklahoma City, OK 10/29 - 11/2/79
Suzanne Alliegro Asst to Judicial Dist. Administrator St. Paul, MN 2/19-21/80		Sam Haskins Asst. Commissioner YS-Dept. of Corr. Nashville, TN 5/19-23/80
Ronald Witkowiak Dist. Court Admin- istrator Milwaukee, WI 2/19-21/80		Dr. Clarence Patric Winston-Salem, NC 5/19-23/80
		Dr. Katherine Webb Commissioner NYS Comm. of Corr. Albany, NY 5/19-23/80

ATTACHMENT   B:

THE NATIONAL INSTITUTE HOST PROGRAM:

SUMMARY DESCRIPTION AND HOST SITES

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

THE NATIONAL INSTITUTE HOST PROGRAM

Sharing Advanced Criminal Justice Practices

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.

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 June, 1981, will enable up to 100 selected criminal justice officials to participate. Since 1976, over 225 visitors have benefited from participation in the Host Program. For further details, contact Jack Herzig, Program Director, or Betsy Lindsay, Program Coordinator at the National Institute Host Program, Room 1100, 1140 Connecticut Avenue, N.W., Washington, D. C. 20036.
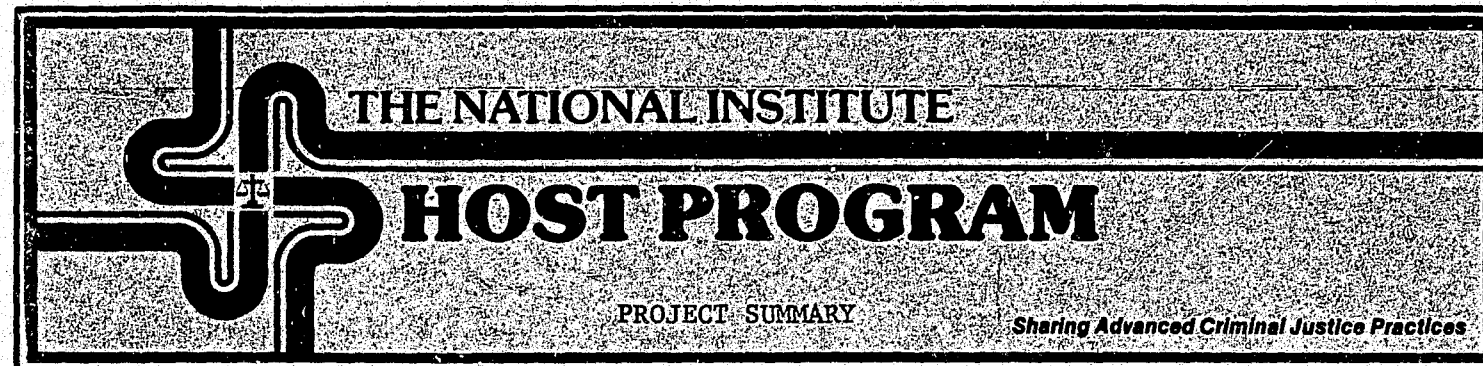
A T T A C H M E N T   C:

PROJECT SUMMARIES FOR EACH HOST SITE

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

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 bar-
   gaining 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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.
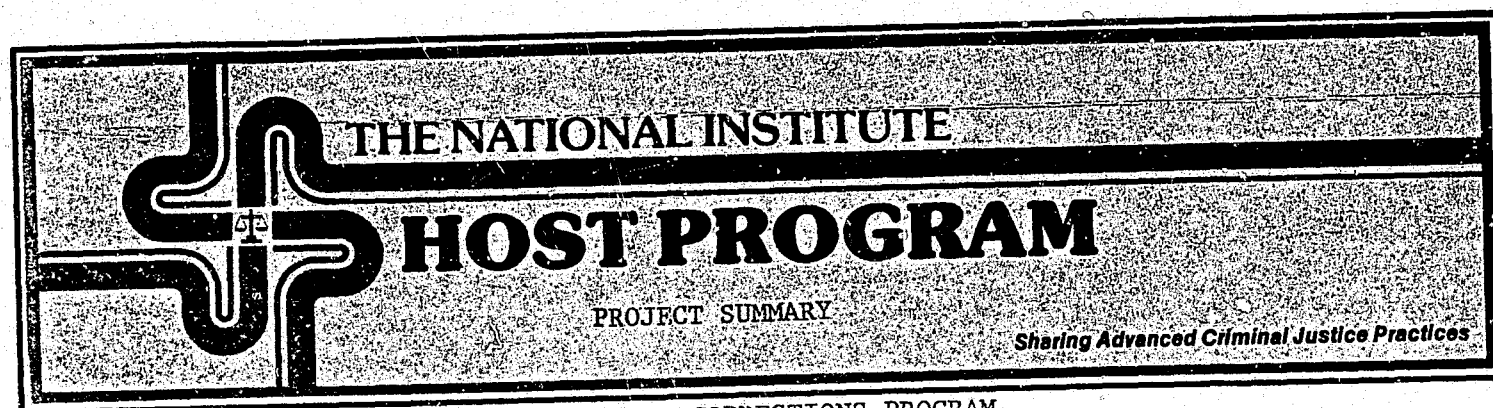
COMMUNITY-BASED CORRECTIONS PROGRAM

Des Moines, Iowa
Dale Dewey, Deputy Director

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

FUNDING: State, with supplemental Federal grants

BUDGET: $2,000,000 - total

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. Community-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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.

THE CONNECTICUT ECONOMIC CRIME UNIT

Chief State's Attorney's Office
Wallingford, Connecticut
Stephen Solomson, ECU Chief

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 Betsy Lindsay, Program Coordinator, at Public Technology, Inc.

Dallas, Texas
Capt. Thomas Tolleson, Commander

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 Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.
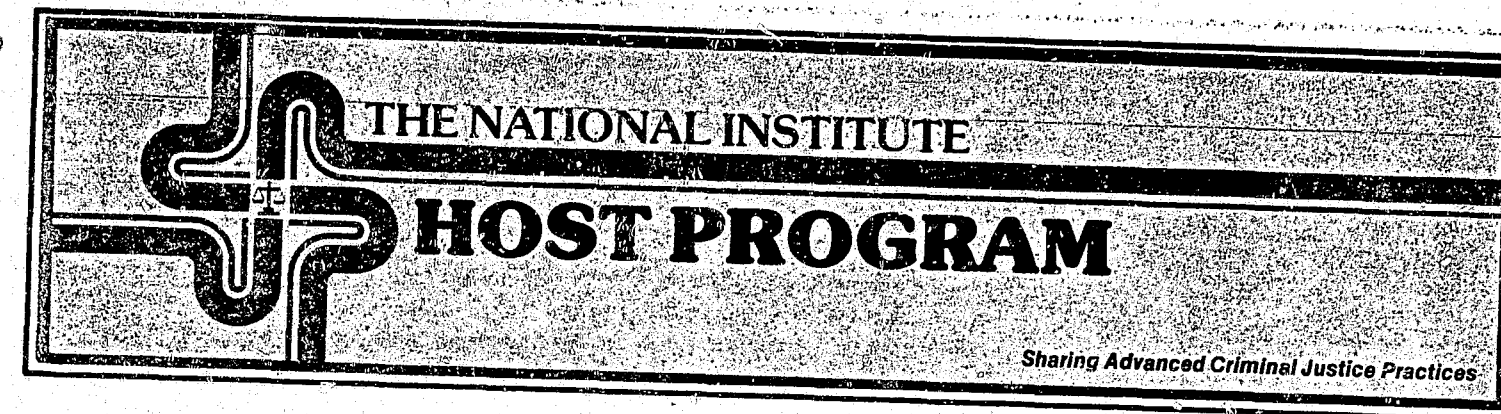
PROJECT SUMMARY
KING COUNTY FRAUD DIVISION

DATE BEGUN: 1972

BUDGET: 1978--$150,000

King County District Attorney's Office
Seattle, Washington
Gene Anderson, Chief

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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.

MAJOR OFFENSE BUREAU (MOB)

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

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. Deterrance 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.

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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.

MONTGOMERY COUNTY PRE-RELEASE CENTER

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

Rockville, Maryland
Kent Mason, Director

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 defendents, 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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.

NEW YORK CITY POLICE DEPARTMENT STREET CRIME UNIT (SCU)

Randall's Island, New York, NY
Commander –
Deputy Inspector Edward Capello

DATE BEGUN: 1971

BUDGET: Part of Special Operations Division

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 targetted 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 Betsy Lindsay, Program Coordinator, at Public Technology, Inc.

ONE-DAY/ONE-TRIAL JURY SYSTEM

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

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 computorized—jury pool drawings, mailings, preparation and maintenance of comprehensive daily records.
o Juror Qualification Interview eliminated. Personal History Questionnaires mailed to jurors. First postponements accomodated, 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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.

PROJECT NEW PRIDE

Denver, Colorado
New Pride, Inc.
Tom James, President

DATE BEGUN: July 1973

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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.

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

Des Moines, Iowa
Carole Meade, Director

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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.
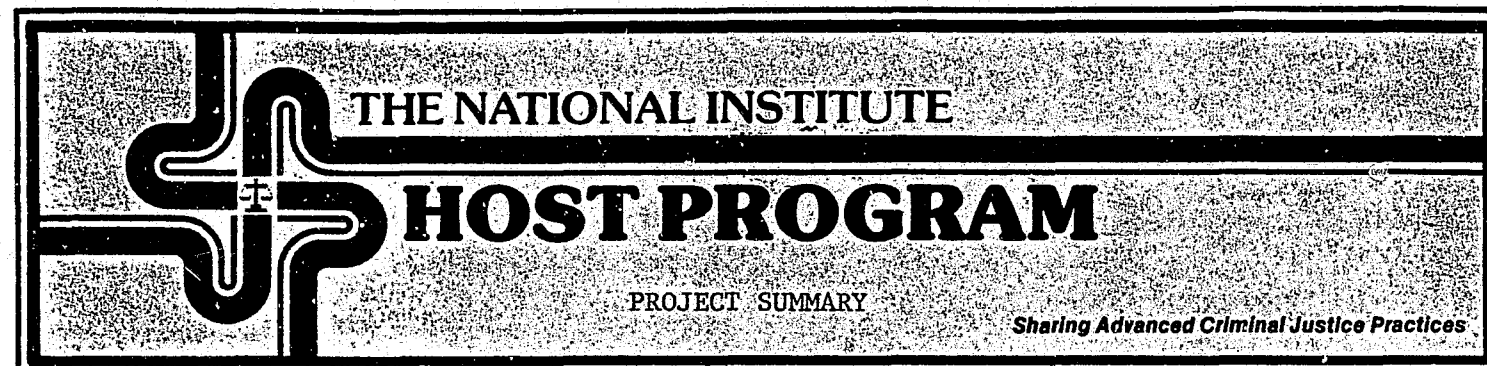
SAN DIEGO FRAUD DIVISION

DATE BEGUN: 1971

BUDGET: FY'78--$800,000

District Attorney's Office
San Diego, California
Charles Hayes, Chief

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.

SAN DIEGO MAJOR VIOLATORS UNIT (MVU)

DATE BEGUN: 1975

BUDGET: FY'79 $338,000

District Attorney's Office
San Diego, California
Richard Neeley, Director

FUNDING: San Diego County and State Support (initially LEAA funds)

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, three administrative support personnel; investigators from the prosecutors staff ( ). Attorneys are more experienced than the average with over 8 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. Project staff are available on a rotating basis 24 hours a day to initiate case screening and investigation. 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 - 91%
- High Incarceration Rate - 95%
- Increased Incarceration Terms - average 8.8

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

SEATTLE COMMUNITY CRIME PREVENTION PROGRAM (CCPP)

DATE BEGUN: 1973

BUDGET: $431,000 – 1979
398,000 – 1980, proposed

Seattle Police Department
Crime Prevention Division
Seattle, Washington
Mark Howard, Acting Director

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—rejuvination 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 committment; 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 Betsy Lindsay, Program Coordinator, at Public Technology, Inc.
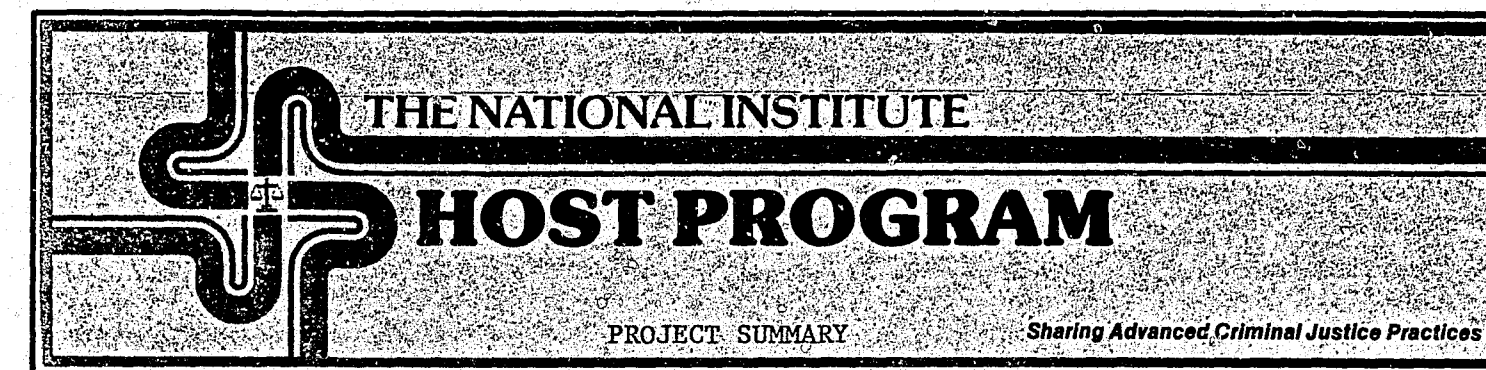
WARD GRIEVANCE PROCEDURE

DATE BEGUN: 9/73, at Karl Houlton School
mid-1975, system-wide

California Youth Authority
Sacramento, California
John Holland, Coordinator

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
Betsy Lindsay, Program Coordinator, at
Public Technology, Inc.

WITNESS INFORMATION SERVICE

Peoria County Courthouse
Peoria, Illinois
Beth Johnson, Director

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.

SUCCESSES: 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 Betsy Lindsay, Program Coordinator, at Public Technology, Inc.

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 Service 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
Betsy Lindsay, Program Coordinator, at

THE NATIONAL INSTITUTE
HOST PROGRAM

VISITOR APPLICATION   *Sharing Advanced Criminal Justice Practices*

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 _____

Application
Page 2

staff _____

program componets/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. Terzig, Program Director, National Institute Host Program, Public Technology, Inc., 1140 Connecticut Avenue, N.W., Washington, D. C. 20036.

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 Betsy Lindsay, Program Coordinator, at (202) 452-7733.

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

NAME OF OFFICIAL
 COMPLETING REPORT   _____

NAME OF VISITOR   _____

DATES OF VISIT   _____

OBSERVATIONS ABOUT VISITOR (please check appropriate box)

                                        Very   Somewhat   Not
o Was visitor's background and level of   [ ]   [ ]   [ ]
  responsibility appropriate for this training?
  Any comments:_____

  _____

                                        Very   Somewhat   Not
o Was visitor familiar with your operation? [ ]   [ ]   [ ]

                                     Too Long? Right? Too Short?
o For this visitor, was training   [ ]   [ ]   [ ]

                                        Yes   No
o Did visitor ask about follow-up inquiries? [ ]   [ ]

                                        Yes   No
o Did you make arrangements for follow-up contacts? [ ]   [ ]

  If yes, please describe:_____

  _____

  _____

Any comments on this visitor as compared to other visitors (include level of interest
and participation, amount of materials read before or during visit, number of questions
asked)?_____

_____

_____

Any suggestions to improve the Host Program, for example, ways to increase the value
of training to Host visitors?_____

_____

NATIONAL INSTITUTE HOSDT PROGRAM

VISITOR FOLLOW-UP SURVEY FORMS

F-1   Visitor Follow-up, Part I (General)

F-2   Visitor Follow-Up, Part II (Prepared for each Host site,
                                   example given)

F-3   Visitor Follow-up, Supervisor Supplement

NATIONAL INSTITUTE HOST PROGRAM

Visitor Follow-Up Report
Part I

Name: _____   Date: _____

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)		
Implementing certain project components		
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: _____

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): _____

   _____

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: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

6. Were legislative changes contemplated or enacted to effect changes in organization or operation? _____

_____

_____

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: _____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

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: _____
_____
_____
_____
_____
_____
_____

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

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):
_____
_____
_____
_____
_____
_____

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? _____
_____
_____
_____
_____
_____

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:

Administrative Grievance Procedures: _____
_____
_____

Appeal Procedures: _____ _____
_____
_____

Informal Review: _____ _____
_____
_____

Ward Grievance Committee Review: _____
_____
_____

Superintendent's Review: _____
_____
_____

Independent Outside Review: _____
_____
_____

Types of Grievances Received: _____
_____
_____
_____

Procedures for Emergency Grievances: _____
_____
_____

Composition of Review Panels: _____
_____
_____

Participation by Wards (Developing and Using Procedures): _____
_____

Arbitration or Mediation Techniques: _____
_____
_____

Employee Disciplinary Procedure: _____
_____
_____
_____

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

Thank you.

NATIONAL INSTITUTE HOST PROGRAM

Visitor Follow-Up Report

Supervisor Supplement

Name: _____ Date: _____

Position: _____

Agency (if applicable): _____

How long in above position? _____

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)? _____

_____

_____

_____

_____

_____

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):

_____

_____

_____

_____

_____

_____

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

_____

_____

_____

_____

_____

_____

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

_____

_____

_____

_____

_____

_____

_____

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

_____

_____

_____

_____

_____

_____

ATTACHMENT G

FOLLOW-UP TELEPHONE CALLS

Name:_____ Site:_____

Telephone:_____ Date:_____

1. Has your position changed since Host visit?_____No_____Yes

   If yes, new position and address:

2. Which aspects of the Host project were adapted by project/agency? (Relate
   to plans in Report by Visitor form; if no, why not?)

   Did you receive assistance in start-up phase:_____Yes_____No

   Explain:

3. What has the impact of these changes been? any evaluation data?

   _____cost savings _____increased efficiency _____increased effectiveness

   _____better coordination/communication _____increased community acceptance

   Explain:

4. Any related benefits from visit?

   _____observing other aspects of agency's operations

   _____contacts for future reference

   Explain:

5. Have you shared benefits of Host visit with others?_____Yes _____No

   If yes, who?

6. Any recommendations for Host Program (length of visit, structure of visit)?

7. Would you like to participate in a workshop for previous Host visitors?_____Yes

   _____No   Comments:

A T T A C H M E N T   H:

HOST VISITOR COMMENTS, BY SITE

THE NATIONAL INSTITUTE
HOST PROGRAM

Sharing Advanced Criminal Justice Practices

COMMENTS OF HOST VISITORS TO

ADMINISTRATIVE ADJUDICATION BUREAU

NEW YORK STATE DEPARTMENT OF MOTOR VEHICLES

A. CHARLES MORETTI, Director
Administrative Adjudication Bureau
Department of Transportation
State of Rhode Island and Providence Plantations
Providence, Rhode Island (Host visit in March 1979)

A. Charles Moretti visited New York's AAB with Nicholas Giuliani, a system analyst in Rhode Island's Administrative Adjudication Bureau. The Rhode Island Bureau was started in 1975 and had been initially patterned after New York's system. The purpose of the Host visit was to learn about the development of New York's on-line computer system and to examine in detail several procedures for possible adoption in Rhode Island.

Moretti reports several changes to administrative adjudication of traffic offenses based on the Host visit. These include batch rather than sequential filing of cases; processing by mail of non-resident adjudications with notification of home state; and a no-cash hearing in which violator is allowed three or four weeks to pay the fine.

The Host visit also helped the Bureau to set up their on-line computer system which is operational in one site and planned for three others.

Moretti says, "The Host Program is a good concept for improving other jurisdictions through the exchange of process and procedure for similar systems."

THOMAS J. NOVI, Executive Director
Traffic Adjudication Board, Department of Motor Vehicles
Sacramento, California (Host visit in November 1978)

Thomas J. Novi visited the AAB with Gordon Jones, Project Analyst, Office of Program Development and Evaluation. They were in the planning stages of an administrative adjudication bureau in

(more)

Sacramento. Novi says the "visit to the New York Adjudication Program provided the basic frame of reference and experience background relative to developing the California model. Virtually all areas of program management and operation were modified as a result of our Host visit. Program development greatly benefited from our review of New York's operations; as a result, we were able to anticipate many problem areas," he added.

The recently implemented administrative adjudication bureau, which Novi and Jones were instrumental in planning, is a pilot effort. Its continuance depends on its ability to be more efficient and effective than the current court system has been in handling traffic offenses.

WILLIAM R. BUTLER
Municipal Judge
Little Rock, Arkansas (Host visit in March 1977)

Judge William Butler went to this host site to "view the (court's) computer system and court procedures in the State of New York." He found his on-site observation to be beneficial. "At the time of host visit we were just planning to have all our traffic records on computer, therefore the New York system gave me a tremendous amount of insight into the implementation of the system which we would need." However, Judge Butler does not think that the Host site's court procedures are transferable because they are predicated upon a system inclusive of appointed rather than elected officials, which is not the case in Arkansas.

Judge Butler shared these comments regarding the Host Program, "I would personally like to see a Host program dealing with courts that hear traffic cases to determine what other courts do in certain instances, how they deal with pleas and probation programs. I feel that more uniformity should be had over the country. It seems strange that a speeding charge in New York should be different than in Oregon or California and the penalties should vary so much. When a Judge sits every day hearing the same type of cases he becomes set in his ways. If a Judge had the opportunity to hear other judges, it would help him in future determinations."

It should also be noted that after Judge Butler's Host visit, the court made application for and received, state-wide drivers' records which are not in the process of being computerized, using the insight Judge Butler gained in this regard while visiting the New York Host site.

For more information on the National Institute Host Program or on how to contact former Host Visitors, call Jack Herzig, Host Program Director at Public Technology, Inc. (202/452-7736).

COMMENTS OF HOST VISITORS TO

COMMUNITY BASED CORRECTIONS

POLK COUNTY (DES MOINES), IOWA

LESTER H. COHEN
Chief, Program Development
Division of Probation
Albany, New York (Host visit in November 1979)

Lester Cohen visited the Host site to observe the statewide application of this coordinated correctional services model which would help direct the development of a similar approach in New York.

The visit highlighted the need for planning and provided an incentive for studying the impact of community corrections on probation in New York, prior to implementation of the CBC model. "A statewide research effort is underway as a direct result of the visit," Cohen states.

In addition to launching the study, Cohen has had the opportunity to share the CBC approach with the Director of his Division who strongly supported the study. In line with his other duties, Cohen has also related his on-site experience to individuals from local probation departments across the state.

"As a result of the visit, the New York State Division of Probation will have a greater capability in its decision-making process with regard to statewide assumption and operation of probation services. Furthermore, alternatives for statewide pretrial service options are enhanced," Cohen says.

SARAH KRAUSS
Probation Program, State Division of Probation
New York, New York (Host visit in November 1979)

Sarah Krauss visited the Host site to determine if the integrated administrative structure promoted communication among the separate criminal justice agencies and to examine how all the existing probation programs were joined under one coordinated umbrella organization.

At the time of her visit, Krauss was analyzing how pretrial services could be standardized and implemented statewide. This analysis served as background for a study/assessment proposal which was submitted to LEAA as

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the next step toward implementation of standard pretrial services in New York State. As a result of the visit, "The Des Moines project model and its statewide implications were part of a proposal submitted to LEAA as one of the possible alternative pretrial services for counties which do not have such services, and for continuation/expansion in counties where services are now provided." The Division of Probation was awaiting LEAA funding in the Spring of 1980.

Krauss effectively shared information about the Community Based Corrections model at the Annual Conference of the New York State Association of Pretrial Service Agencies and exchanged information with the Statistical Analysis Center of the New York State Office for Planning and Programming per a suggestion made by a CBC staff member.

SHIRLEY LOUISE RICKMAN
Pretrial Counselor
Pretrial Services Unit, Division of Corrections
King County Department of Rehabilitative Services
Seattle, Washington (Host visit in March 1979)

Shirley Rickman visited the Community Based Corrections Program with Frank Fleetham, Project Manager of Pre-Trial Services of the King County's Division of Corrections. They visited Des Moines to assist them fully operationalize their new Pretrial Services unit.

Rickman's interests included "co-ordination and organization of tasks within the pretrial unit and how it interfaces with the criminal justice system as a whole, and the technical means of tracking persons through a system and obtaining data."

Rickman reports assistance in developing these capabilities from her Host visit. She describes her on-site visit as "an excellent means of learning about criminal justice agencies and procedures." Techniques learned in Des Moines helped her "accomplish much that would have otherwise taken months." She shared her experience with co-workers and feels very strongly about the value of line-staff visiting Host sites.

LLOYD MUIR
Director
Court Residential Treatment Center
El Paso, Texas (Host visit in December 1978)

Lloyd Muir visited this Host site to gain more insight into the successful operation of a residential corrections treatment center so that he would be better equipped to direct such a center, recently established in Texas.

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The National Institute Host Program

Comments of Host Visitors to
Community Based Corrections
Polk County (Des Moines), Iowa

Muir felt that his visit was beneficial. The importance of stressing certain tracking/follow-up procedures was obviated; the needs for a close "coordination and involvement of the counselor and the probation officer not only during the clients stay in the program but after termination," and "monthly data report forms to the Probation Officer and a daily check of the N.C.I.C. report," were reinforced.

Muir is optimistic that the project in Texas, currently state funded, will continue. In October 1979, he reports that "it serves to alleviate the need for more jails and prisons as well as allowing the resident to remain in the community. The cost is much less than incarceration and our treatment center provides more services than most other facilities."

Commenting on his Host site visit, Muir says, "I feel those who are planning to organize a similar program should visit a program prior to organizing their own. A great deal can be learned as well as much helpful material is available. I could have benefited much more prior to organizing my own Program. Basically I had already set up the same Program."

WILLIAM EARDLEY
Senior Program Planner
Michigan Deparetment of Corrections
Lansing, Michigan (Host visit in June 1978)

When William Eardley visited the Community Based Corrections Program in June 1978, the Michigan legislature had approved $1,283,000 for the Michigan Department of Corrections to assist local groups to develop correctional centers for probationers. He visited Des Moines to learn techniques to assist local groups in developing their programs, including procedures, budget and evaluation.

Eardley assessed his visit to Des Moines as "helpful in developing forms and assisting local groups in proper development of programs." Having received legislative appropriations again in 1979/80 to assist local organizations, Eardley feels "it is likely that legislative appropriations will continue to support a program designed to curtail overcrowding in prisons which is regarded as cheaper, without substantial threat to the community." He reported in September 1979 that the Michigan Department of Corrections is "assisting local groups to develop halfway houses for felony probationers."

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For more information on the National Institute Host
Program or on how to contact former Host Visitors,
call Jack Herzig, Host Program Director at Public
Technology, Inc. (202/452-7736).

COMMENTS OF HOST VISITORS TO

COMMUNITY CRIME PREVENTION PROGRAM

SEATTLE, WASHINGTON

HERBERT POLSON, Director
Office of Crime Prevention
St. Petersburg Police Department
St. Petersburg, Florida (Host visit in August 1979)

Herbert Polson planned to incorporate a modified Community Crime
Prevention Program in response to shifting organizational priorities,
reduced resources and limited staff which were taking place prior to
the visit. He was particularly interested in learning about staff
structure, program administration and all aspects of block watch
organizing.

As a result of the visit, Polson restructured working hours to
meet the needs of the community and asked the Crime Analysis Unit to
prepare crime profiles to educate the community and orient the staff.
The evaluation design used by the Seattle program influenced the
development of a similar design in the St. Petersburg program and the
neighborhood organizing techniques became more systematic as a result
of the visit.

The opportunity to observe the Host site was "an excellant
training tool," reports Polson. It allowed him the opportunity to
learn about different crime prevention approaches first hand.

KATHLEEN DESILET, Crime Prevention Organizer
Group 14621 Community Association, Inc.
Rochester, New York (Host visit in August 1979)

Kalthleen Desilet visited this Host site to gather new ideas to
help strengthen areas of her project that needed improvement. She was
partricularly interested in observing the relationship between the
CCPP staff and the Seattle Police Department, the procedures used to
maintain block watches and develop leadership in block captains, staff
training and evaluation.

As a result of the Host visit, Desilet increased efforts to
evaluate project impact, developed more highly structured staff

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training and incorporated new ideas and materials into the Block Watch program such as the block watch map. As an aside, she also used ideas from a session with the Seattle Fire Department in the development of an anti-arson program in Rochester.

Desilet commended the Host Program approach by stating, "I know of no more effective learning method than first-hand observation and experience. The length of the visit afforded the opportunity to gather several different perspectives and to develop an overview of the community and the interactions of related agencies."

RAY ISGETT, Crime Prevention Specialist
Governor's Office of Criminal Justice Planning
Columbia, South Carolina (Host visit in November 1978)

Ray Isgett was charged with the responsibility of planning and implementing a crime prevention program in the city of Sumter, and soon after was asked to establish a statewide program in South Carolina. When he visited Seattle, he was eager to learn about all aspects of the Community Crime Prevention Program for purposes of replication.

Since his visit the Sumter program has been established which was one result of his being named to develop the statewide program which is located in the Governor's Office and involves both law enforcement and citizens. "Presently there are 27 counties with 50 full-time Crime Prevention Officers organizing communities around crime prevention based on the Seattle model. Citizen action has increased 1,000 fold in 15 months," Isgett reports. He hopes to operate three Regional Citizens Coalitions in the near future.

A key to the increase in citizen involvement was a major change made in program design in the area of block watch organizing. Isgett says, "We decided to incorporate Seattle's approach which is a uniform method of block-to-block organizing compared to our scattered approach based on individual requests."

The Host visit was very beneficial: "It prepared me to present and implement changes in a more kowledgable light and provided me, and others, with the confidence needed to replicate such a project." He has also shared his experience with crime prevention professionals across the state belonging to the South Carolina Association of Crime Prevention Officers.

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HERBERT C. YOST
Director, Bureau of Regional Operations
Harrisburg, Pennsylvania (Host visit in August 1978)

Herbert Yost visited this Host site to gain information that would be helpful in "providing technical assistance to local governments in establishing effective crime prevention programs" in Pennsylvania. In this regard, he has been instrumental in the state-wide dissemination of the pertinent information he acquired during his Host site visit. He says, "Through our field staff of 17 professional field persons in six Regional Offices, we have shared all aspects of the Seattle experience with all those who were interested. We are attempting to sell the prime components of the Seattle Program to all local crime prevention units."

"The process of change is a slow one, but we are gradually persuading many local units to become more and more involved in the community organization aspects of effective programming rather than concentrating on the public relations approach many have chosen to take. The selling job is slow, but successes are increasing," recounts Yost.

Yost has been effective in sharing information with local officials interested in establishing crime prevention programs and as a catalyst for the actual implementation of crime prevention programs at the local level.

SAM MCKEEMAN, Planner
Governor's Commission on Criminal Justice
Wilmington, Delaware (Host visit in April 1978)

Sam McKeeman visited the Community Crime Prevention Program to learn about all aspects of program operation. He was responsible for preparing a grant to establish a similar program in Delaware.

After the visit, the Department of Community Affairs and Economic Development prepared a grant to develop a statewide crime prevention effort based on the Seattle model. The grant was funded and the program has been operational for over a year. McKeeman reported,

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"We leaned heavily on all aspects of the program developed in Seattle. The Delaware project is working well and has already produced measurable success." A more specific benefit derived from the visit was the "community acceptance of the concept due to the use of this particular mode of operation," he added.

McKeeman shared the knowledge gained from the visit with Delaware's Governor and various police agencies around the state.

McKeeman felt the Host visit was a very worthwhile learning experience as did his supervisor, James Thomas, Director of the Delaware Office of Human Relations. Thomas said, "The knowledge and experience gleaned was used to develop the statewide program which has already shown success."

MARY LOU HAYWOOD, Director
Crime Prevention Program
Albuquerque, New Mexico   (Host visit in April 1978)

Mary Lou Haywood visited Seattle's CCPP anxious to learn about all aspects of the program, especially community organizing, as a way to standardize operations in Albuquerque's newly established program. "The Host visit spurred some operational changes including the addition of a neighborhood map and semi monthly newsletter, which has strenthened our program considerably. It also motivated me to come back and improve communication and coordination with the Police Department," she explained.

Another benefit of the visit was the expansion of the evaluation procedure "to include a Block Captains' survey, a second meeting questionnaire and a random victimization survey to be completed annually to evaluate program impact."

Haywood said the Host visit provided her with so much knowledge and first-hand experience that program start-up time was reduced by three months.

J. W TRIVETTE, Director, Crime Prevention Program
North Carolina Department of Crime Control and Public Safety
North Carolina Community Watch
Raleigh, North Carolina   (Host visit in January 1978)

As the Director of a similar project in Raleigh, J. W. Trivette found his Host site visit extremely beneficial. Seattle's

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The National Institute Host Program

Comments of Host Visitors to
Community Crime Prevention Program
Seattle, Washington (Continued)

program features adapted for his program in Raleigh included "crime watch logo on operations D. D. stickers, books, and Community Watch stickers." He cited assistance in program planning and development from his on-site training. "The literature and information received on evaluating the program have also been helpful," he added.

In October 1979, Trivette was optimistic that the Raleigh Community Crime Prevention Program, funded by LEAA, would continue for some time.

He shared his experience at the Host site with other law enforcement aglencies in North Carolina.

For more information on the National Institute Host Program or on how to contact former Host Visitors, call Jack Herzig, Host Program Director at Public Technology, Inc. (202/452-7736).

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1 OF 2