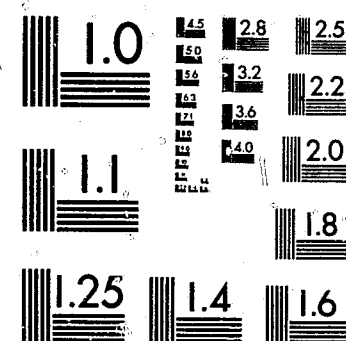


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CRIME AND THE JUSTICE SYSTEM

IN VIRGINIA

VOLUME III: GOALS AND OBJECTIVES FOR VIRGINIA'S CRIMINAL JUSTICE SYSTEM

1982-1984

Department of Criminal Justice Services
805 East Broad Street
Richmond, Virginia 23219

December, 1982

NCJRS

MAR 10 1983

ACQUISITIONS

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INTRODUCTION

VOLUME III: GOALS AND OBJECTIVES FOR VIRGINIA'S CRIMINAL

JUSTICE SYSTEM

1982-1984

At a time when all levels of governments are desperately attempting to cope with tighter fiscal policy, local governments, in particular, are caught in a precarious situation. Faced with a need to devise new approaches to contemporary problems in a wide variety of areas, local units of the Virginia criminal justice system are in many instances unable to apply the time, cost, or manpower to address the proper solution to these problems.

It is within this context that the Department of Criminal Justice Services seeks to apply itself. By establishing particular goals, achieved through specific objectives, the DCJS extends an effort to "fill the gap" and apply an economy of scale to identify and develop proper methodologies to produce cost-effective, practical solutions to extant problems facing the criminal justice system. By virtue of its position, the DCJS is able to scan a wide variety of new programs and management and information system renovations, judging such measures in terms of their practicability and utility in the Commonwealth. Through technical and direct assistance to regional, local and statewide agents and agencies of the State's criminal justice system, DCJS directs those measures deemed most suitable.

The goals and objectives of the DCJS are developed around this framework with the focus on the current needs of the state and localities in terms of effective criminal justice policy.

GOALS AND OBJECTIVES FOR 1982-1984

CRIME PREVENTION

GOAL I: To increase public awareness of the incidence and threat of crime, as well as methods for preventing it

Objectives:

- A. Continue to be the point of contact in Virginia for the National Citizens' Crime Prevention Coalition and its secretariat, the National Council on Crime and Delinquency
- B. Assist with the development of activities that will generate media interest, including:
 - 1. Provide press releases of seminars, etc.
 - 2. Provide potential feature articles on crime prevention to press
 - 3. Have the Virginia Crime Prevention Association seek affiliate status with National Citizens' Coalition
 - 4. Provide television, radio, and newspaper interviews
- C. Continue to provide speakers on Crime Prevention for major groups and organizations that make such requests, and encourage local groups to provide this service when possible
- D. If funds are available, develop a series of masters for printing crime prevention literature, with the State bearing the expense of developing master copies and loaning them to localities and organizations that would absorb the cost of printing and distribution

GOAL II: To develop crime prevention programs in geographical areas of the State where services are non-existent or insufficient, and among agencies, organizations, and groups which have a large constituency and a potential for service delivery

Objectives:

- A. Continue to support efforts of the Virginia Crime Prevention Coalition by providing staff support and maintaining contact with members
 - 1. Schedule Coalition meetings for April, August, and January of 1983
- B. Contact major employees in Virginia to encourage them to provide crime prevention services to their employees, including in-house seminars, prevention articles in employee newsletters, magazines, bulletin boards, brochures, customer mailers and others; through local Chambers of Commerce
- C. Contact major service clubs, organizations, and associations in the State and encourage them to have their local chapters and affiliates adopt crime prevention as a program
 - 1. Department of Criminal Justice Services will provide program development assistance
- D. Continue to work with the Virginia Department of State Police to place Crime Prevention Councils in local jurisdictions
 - 1. Where appropriate, the Department of Criminal Justice Services will meet with groups and organizations to promote the development of the Councils
- E. Work within the Department of Criminal Justice Services to develop and implement crime prevention training in mandated basic and in-service training

F. Undertake research which will lead to the introduction of crime prevention legislation.

- 1. Of particular importance are statewide building codes as they relate to locks, doors, etc.
- G. Establish a working relationship with the Virginia State Library so the Library would become the resource for crime prevention films
 - 1. Crime prevention films acquired by whatever means would be passed on to the State Library which would in turn loan them out. This would be preferred to using the State Police because the State Police have a limited distribution system and they will only loan to police departments.

GOAL III: To provide program assistance and information to ongoing State and local crime prevention efforts in order that they may improve services

Objectives:

- A. Develop a program guide for evaluating crime prevention programs and distribute it to chiefs of Police and Sheriffs
- B. Provide on-site technical assistance when requested
- C. Assist the Department of State Police to design and deliver a training program for supervisors and selected troopers in each of the seven divisions
- D. Work with American Association of Retired Persons to develop in-house crime prevention training curriculum for law enforcement officers
- E. Conduct at least three 1 to 1-1/2 day introductory crime prevention seminars for law enforcement and community leaders
 - 1. Potential sites include Petersburg, South Hill, and Culpeper

- F. Continue to print a crime prevention newsletter and make it a part of the Department of Criminal Justice Services program
- G. Update Resource Directory, adding a new section showing the location and availability of McGruff costumes, specific individuals with crime prevention training, and other items
 - 1. Continue to acquire brochures and handout materials at no cost to State government
- H. Co-sponsor, with Virginia Tech, statewide workshops on vandalism and residential security
- I. Assist the Virginia Crime Prevention Association with at least two statewide meetings/seminars
- J. Attempt to undertake a staff support role for the Virginia Crime Prevention Association
- K. Work with the Office of Risk Management to develop a crime prevention strategy for the employees and the property of the Commonwealth
- L. Publish a directory of insurance companies in Virginia which offer premium discounts for security measures taken by homeowners and businessmen

GOALS AND OBJECTIVES FOR 1982-1984

LAW ENFORCEMENT

GOAL I: To encourage and assist in the transfer of successful operational concepts and programs among local and State Law Enforcement agencies

Objectives:

- A. Strengthen the investigative capabilities in law enforcement agencies by transferring the concept of Managing Criminal Investigations
- B. Improve the efficiency and effectiveness of uniformed officers by transferring the concept of Managing Patrol Operations
- C. Improve and expand the ability of patrol officers to conduct preliminary investigations
- D. Develop or improve the capability of law enforcement agencies to conduct crime analysis
- E. Introduce and implement the concept of using volunteers in agencies
- F. Improve the tactical capability of agencies to respond to hazardous or large scale disturbances

GOAL II: To enhance the efficiency and effectiveness of administrative systems in law enforcement agencies

Objectives:

- A. Assist agencies in improving offense reporting capabilities and record-keeping systems

- B. Improve or develop planning capabilities in small and medium-size agencies
- C. Continue to develop policy and procedure systems in small and medium-size agencies
- D. Introduce the methodology used in determining resource allocation in patrol and investigative operations
- E. Conduct feasibility study of a statewide uniform offense report
- F. Develop model job descriptions for use by small and medium-size agencies

GOAL III: To enhance the cost effectiveness of law enforcement agencies by encouraging multi-jurisdictional sharing and/or consolidation of services

Objectives:

- A. Identify region-wide problems that can be alleviated by multi-jurisdictional sharing
- B. Assist interested agencies in the development and implementation of consolidated radio dispatch systems
- C. Evaluate the success of regional arson units and promote their continued development if successful

GOALS AND OBJECTIVES FOR 1982-1984

ADJUDICATION, PROSECUTION, AND DEFENSE

GOAL I: To continue to provide adequate defense services to indigent persons charged with criminal offenses in the Commonwealth of Virginia.

Objectives:

- A. Continue State funding for the four existing public defender offices in Virginia

GOAL II: To continue efforts to provide services and information in criminal cases to victims and witnesses of crime throughout Virginia

Objectives:

- A. Implement additional victim/witness assistance programs in areas now without such services and expand existing victim/witness services, as needed

GOAL III: To improve the prosecution of major felony offenders in the Commonwealth by focusing special prosecutorial attention and resources upon these individuals

Objectives:

- A. Establish within the Commonwealth's Attorneys' offices, as appropriate, special prosecutorial units which will focus upon individuals identified as "major offenders" or "career criminals".

GOALS AND OBJECTIVES FOR 1982-1984

ADULT CORRECTIONS

GOAL I: To improve the quality and quantity of law enforcement, court, and community-based diversion services for adult offenders

Objectives:

- A. Encourage law enforcement agencies to increase the use of summonses for minor misdemeanor criminal offenses
- B. Encourage magistrates to use summonses and non-secure bonds for low risk non-serious offenders
- C. Encourage local courts to establish reasonable standard bonds for non-violent offenders

GOAL II: To encourage the development and expansion of alternatives to local and State incarceration for adult offenders

Objectives:

- A. Assist general district courts to develop, fund, and implement community-based diversion program
- B. Assist the Department of Corrections in their efforts to expand the Community Diversion Incentive Program throughout the State
- C. Provide technical assistance to district and local probation and parole offices
- D. Assist public and private non-profit agencies to develop alternative programs for State and local offenders

GOAL III: To provide transitional assistance for offenders released from State and local correctional facilities

Objectives:

- A. Provide limited financial assistance to public and private non-profit agencies to continue pre-release and post-release programs for State and local offenders returning to the community on probation, parole, pardon or discharge
- B. Assist the Department of Corrections in implementing pre-release programs in State institutions
- C. Encourage and assist the Department of Corrections to seek funding for temporary housing and transportation assistance for offenders released from State institutions
- D. Encourage and assist private and public non-profit agencies to provide alternative residential shelters for adult offenders

GOAL IV: To provide technical assistance and information to public and private non-profit agencies

Objectives:

- A. Assist sheriffs, Department of Corrections staff, and local units of government to identify future local correctional needs
 - 1. Prepare population projections
 - 2. Prepare space utilization and program needs assessments
 - 3. Develop staffing analyses
 - 4. Prepare policy and procedure manuals

B. Assist local law enforcement agencies to identify administrative and program space needs

1. Assess lock-up conditions and needs
2. Assess booking operations
3. Prepare space utilization needs assessment for law enforcement and other operational components

C. Assist general district court judges by

1. Providing local jail commitment information
2. Assisting in the development of court services for adult offenders

D. Assist public and private non-profit agencies with program development assistance and information
Assistance will be provided on request to:

1. Local and regional substance abuse councils
2. Public and private offender assistance programs
3. Community corrections resource boards
4. Federal and State criminal justice, public safety, and correctional agencies

GOALS AND OBJECTIVES FOR 1982-1984

JUVENILE JUSTICE AND DELINQUENCY PREVENTION

GOAL I: To encourage the development of needed delinquency prevention programs in Virginia and to increase the quality and cost-effectiveness of existing preventive services

Objectives:

- A. Assist in the development of strategies to reduce conflicts in policy, operating procedure, and practice of State youth-serving agencies by providing technical assistance and training
- B. Assist in the evaluation of existing prevention programs
- C. Assist localities and State agencies in developing prevention projects with program development and financial support services
- D. Assist localities and regions with present youth service planning capability to maintain that capability in the face of diminishing funding support

GOAL II: To improve the quality and quantity of law enforcement, court, and community-based diversion services

Objectives: Law Enforcement Services

- A. Encourage the creation of specialized juvenile divisions in police and sheriffs' departments
- B. Secure juvenile arrest information from the Department of State Police, conduct analyses, and disseminate results to State and local planning agencies

Objectives: Court Intake Services

- A. Assist the Department of Corrections in developing improved transportation services for placement of youth in appropriate facilities when necessary

- B. Encourage local juvenile courts to increase diversion of youth from formal court processing where appropriate
- C. Encourage the development of more consistent risk assessment criteria to be used when making detention decisions at court intake
- D. Assist local juvenile courts in developing needed diversionary alternatives by providing program development and financial support
- E. Assist in more effective utilization of existing diversion services through the provision of technical assistance
- F. Respond to requests for assistance in the evaluation of existing diversion services

Objectives: Community-Based Services

- A. Assist communities in the development of desired services by providing program development and funding support
- B. Assist localities in maximizing utilization of existing services
- C. Assist localities in the evaluation of existing services as requested

GOAL III: To improve the quality and quantity of alternatives to incarceration for juvenile offenders

Objectives:

- A. Assist in alleviating illegal jailing and detention of juveniles via a system monitoring activity
- B. Encourage deinstitutionalization of status offenders by providing appropriate program development and funding support

- C. Promote programs and alternatives to reduce the number of juveniles held in local jails, secure detention facilities, and secure State institutions
- D. Encourage the development of improved transportation services for juveniles

GOAL IV: To improve the quality and quantity of treatment services for juvenile offenders

Objectives - Detention Services:

- A. Encourage the development of law-related education for youth detained in secure detention facilities by the provision of program development and funding support
- B. Encourage the improvement of other treatment services for youth detained in secure detention facilities by the provision of program development and funding support

Objectives - Jail Services:

- A. Encourage the improvement of treatment services for youth in local jails by the provision of program development and funding support
- B. Encourage the development of work and school release programs to reduce the amount of time spent in jail facilities
- C. Assist in public education concerning the problems endemic to the jailing of juveniles
- D. Encourage the development of regional juvenile jails to reduce the negative consequences of housing juvenile and adult offenders in the same facility

Objectives - Learning Center Services:

- A. Assist the Department of Corrections in improving the quality of existing treatment services by the provision of technical assistance and funding support.
- B. Assist the Department of Corrections in providing recreation and specialized treatment plans

GOALS AND OBJECTIVES FOR 1982-1984

INFORMATION SYSTEMS

These goals and objectives will take on added importance as the Division of Justice and Crime Prevention and the Criminal Justice Services Commission merge to become the Department of Criminal Justice Services. The Department has responsibility for criminal justice information systems in Virginia (§ 9-184 - 9-192).

GOAL I: To improve the quality of planning and management data available to the Secretary of Public Safety and other criminal justice officials

Objectives:

- A. By 1983, test and validate the OBTS data base, and produce reports on sentencing, time to trial, judge and jury trials, and system performance for budget, planning and evaluative purposes
- B. By late 1982, determine what statistical reports and analyses of criminal justice in Virginia would be of most use to the Secretary of Public Safety and other criminal justice agencies on a continuing basis, and arrange to collect the necessary data and process it in order to produce those reports

The pursuit and development of independent systems for the inter-dependent activities of our criminal justice agencies must not be encouraged. Law enforcement, prosecution, and courts influence each other, and our criminal justice computer systems should not be developed in isolation from the needs and objectives of any component of the criminal justice system. Instead, the goal should be the implementation of systems that interface with the needs and systems of other criminal justice agencies. A high priority in information systems design efforts should be the avoidance of duplicative and incompatible systems.

GOAL II: To continue, and make local governments aware of, state progress and cooperation on criminal justice information systems

Objectives:

- A. By 1983 (Spring) produce a "systems" guidebook or handbook listing all efforts under development, available packages, interested parties, and sources of technical assistance
- B. Keep all users and developers of information systems in Virginia aware of what is happening in Virginia, and coordinate efforts across the board by planning and holding an annual conference on criminal justice information systems (already established)
- C. Continue to provide technical assistance to localities which are planning, implementing, or modifying criminal justice computer systems

Developing each system as if it represented a completely unique application, "re-inventing the wheel," can result in needless delay and misapplication of resources. The Department of Criminal Justice Services' Statistical Analysis Center can provide interested localities with computer software representing operational criminal justice systems. This software was developed with LEAA funding and is, consequently, available at nominal cost.

GOAL III: To inform criminal justice agencies about existing criminal justice information systems, and evaluate new possibilities in the field of information systems

Objectives:

- A. Accelerate system installation through transfer of software
- B. Form a statewide criminal justice computer systems users

group to promote communication among, and experience sharing by, Virginia localities that are operating, implementing, or planning computerized systems to support criminal justice agencies

1. This users group, with the Department of Criminal Justice Services serving as its coordinating office, will function as a center for exchanging information on software transfer projects and a means for obtaining technical assistance in installing transferred software.
- C. Introduce Commonwealth's Attorneys and Courts to the VCIN system and encourage use of it and the CCH/CCRE files (in progress-completion by Fall, 1982)
- D. Continue to use the Department of Criminal Justice Services newsletter to inform criminal justice practitioners of what is happening in information systems, through a regular column
- E. Assess the costs and benefits of two currently popular criminal justice tools, which require information systems and statistical analysis: a Sentencing Deskbook, and Risk Assessment

Criminal justice computer systems need to be appropriately expanded to provide for regional instead of "parochial" approaches to the administration of justice. Interfaces between jurisdictions have become necessary because of the mobility of our population. An individual can commit an offense in one locality and, just several minutes later, commit another in an adjacent jurisdiction. As Virginia's population grows and becomes more mobile because of improved transportation systems, the need to address problems of crime and justice administration on a regional basis becomes more acute.

GOAL IV: Promote more regional information systems across the State in different areas of criminal justice operations

Objectives:

- A. Provide technical assistance to localities undertaking modification of existing criminal justice computer systems in order to develop regional systems

CRIMINAL JUSTICE TRAINING GOALS AND OBJECTIVES FOR 1982-1984

LAW ENFORCEMENT

GOAL I: To enhance the effectiveness of law enforcement by providing basic, in-service, and specialized training for criminal justice personnel

Objectives:

- A. Provide mandated basic and in-service training to law enforcement, corrections, jail, and courtroom security personnel across the State
- B. Provide specialized training to law enforcement and corrections officers to instill special skills and knowledge in specific functional areas

GOAL II: To improve the management of law enforcement by providing special management training to law enforcement personnel at executive levels

Objectives:

- A. Provide a continuous training program of executive-level training for law enforcement administrators as a means of developing and improving their management skills
- B. Develop training programs at the mid-management level to introduce and familiarize newly promoted supervisors with management and supervisory procedures and techniques

GOAL III: To provide coordination and financial support to a network of regional criminal justice training academies across the state for the delivery of criminal justice training programs

Objectives:

- A. Administer the distribution of general funds allocated

by the General Assembly to provide financial support for approved regional criminal justice training academies

- B. Provide general direction and support services to the approved regional criminal justice academies across the State

GOAL IV: To provide coordination and management of private security training for personnel employed in private security positions in the Commonwealth

Objectives:

- A. Review training curriculum proposals to insure compliance with state-mandated minimum private security training standards
- B. Maintain close liaison with members of the private security industry including the Private Security Services Advisory Committee, Virginia Security Association, and the American Society for Industrial Security to keep abreast with changes or specific problems in the private security field

GOAL V: To develop procedures for the certification and re-certification of instructors in approved training schools for criminal justice personnel to insure instructor quality control

Objectives:

- A. Complete research project currently underway concerning the development of procedures for certification and re-certification of instructors
- B. Provide training programs to develop criminal justice personnel to serve as instructors and to re-certify those already already providing instruction in approved training schools

CRIMINAL JUSTICE TRAINING GOALS AND OBJECTIVES FOR 1982-1984

JUDICIAL AND COMMONWEALTH'S ATTORNEYS

GOAL I: To maintain high judicial standards through continuous training/education for Virginia's judiciary, including circuit, general district, juvenile and domestic relations district court judges, magistrates, clerks of court, and other judicial support personnel

Objectives:

- A. Assist the Office of the Executive Secretary, Supreme Court of Virginia, in the planning and preparation of training and educational programs for Virginia's judicial branch and their support personnel

GOAL II: To continue to maintain high prosecutorial standards through training and education for Virginia's Commonwealth's Attorneys, Assistant Commonwealth's Attorneys, and their support personnel

Objectives:

- A. Assist the Commonwealth's Attorneys Services and Training Council in the planning and preparation of education and training programs for Virginia's prosecutors and their support personnel

CRIMINAL JUSTICE TRAINING GOALS AND OBJECTIVES FOR 1982-1984

ADULT CORRECTIONS

GOAL I: To continue to improve the quantity and quality of training available for local and State correctional agencies

Objectives:

- A. Monitor, evaluate, and assess the quality of existing State and local correctional training curricula
- B. Continue to certify existing local and State correctional training curricula
- C. Develop and improve basic and in-service training standards for State and local correctional departments
- D. Provide technical assistance to State and local correctional agencies
- E. Encourage and assist public and private non-profit agencies in their efforts to provide specialized training for State and local correctional agencies

CRIMINAL JUSTICE TRAINING GOALS AND OBJECTIVES FOR 1982-1984

JUVENILE JUSTICE AND DELINQUENCY PREVENTION

GOAL I: To improve the quality and quantity of training opportunities for community and school-based delinquency project personnel

Objectives:

- A. Continue to cooperate with the Department of Corrections in the implementation of the "Community Skills Development" training series
- B. Conduct at least one law-related education conference to expand the level of support for proven delinquency prevention techniques
- C. Continue to provide information concerning the state-of-the-art prevention programming to the criminal justice community through the Virginia Correctional Association and the Virginia Juvenile Officers Association regional and statewide conferences
- D. Continue to circulate information concerning available training to prevention project personnel

GOAL II: To improve the quality and quantity of training opportunities for community-based alternative and treatment personnel

Objectives:

- A. Continue to provide support to the Department of Corrections "Community Skills Development" services which contains several workshops appropriate to the community-based program's personnel
- B. Continue to provide information concerning available training, successful program designs and evaluation results as requested

GOAL III: To improve the quality and quantity of training opportunities for Juvenile Court personnel

Objectives:

- A. Provide a series of specialized training events to Juvenile Court intake officers with the cooperation of the Department of Corrections and the Intake Training Manual Task Force
- B. Continue to provide training opportunities to the probation staff of Juvenile and Domestic Relations Courts in cooperation with the Virginia Correctional Association and the Virginia Juvenile Officers Association
- C. Provide specialized training opportunities to Virginia Judges and Magistrates through cooperation with the Office of the Executive Secretary of the Supreme Court

GOAL IV: To improve the quality and quantity of training opportunity for law enforcement officials

Objectives:

- A. Provide specialized training events for juvenile officers in departments which have juvenile divisions or bureaus
- B. Continue to disseminate information to law enforcement agencies concerning the availability of training opportunities

GOALS AND OBJECTIVES FOR 1982-1984

SUBSTANCE ABUSE

GOAL I: To provide needed substance abuse treatment and rehabilitative services in the Commonwealth

Objectives:

- A. Establish substance abuse services in those areas of the State currently lacking minimal services, i.e., rural and mountainous communities
- B. Establish intensive community-based treatment services to replace current State Hospital services at Central, Eastern, and Western State Hospitals
- C. Explore the feasibility and establishment of services to address the special needs of the elderly, women, and chronically dependent individuals
 - 1. To improve existing services and activities for special populations
 - 2. To increase services and resources specifically designed to assist these target populations

GOAL II: To maintain and expand current prevention programs and services in the Commonwealth

Objectives:

- A. Expand distribution of prevention/education materials oriented toward youth, blacks, and women
- B. Continue the National Institute of Alcoholism and Alcohol Abuse replication projects in Henry and Franklin County Schools
- C. Continue the National Institute on Drug Abuse State Prevention Coordinator program, which provides regional prevention coordinators in two rural health service areas (HSA I and III)

- D. Identify and catalog prevention models for specific target groups, i.e., elderly, youth, and minorities for the development of new programs within the State
- E. Continue development of guidelines for a systematic prevention program mechanism in the Commonwealth

GOAL III: To maintain and expand State and local substance abuse services and programs for offenders in the Commonwealth

Objectives:

- A. Maintain and expand services currently provided in State correctional institutions for substance abusers
 - 1. Continue Unicom House - Staunton
 - 2. Continue House of Thought - Powhatan
 - 3. Establish substance abuse services in those remaining institutions with greatest need
- B. Expand Community Services Board substance abuse services for treatment, screening, referral, and aftercare to offenders in local jails
- C. Continue the Justice-Treatment Interface Training Program
- D. Establish two to four Public Inebriate Centers
- E. Increase the utilization of community-based substance abuse programs as alternatives to incarceration for those offenders who are substance users and abusers
- F. Continue and improve the operations of the 24 Alcohol Safety Action Programs (ASAP) in the Commonwealth

GOALS AND OBJECTIVES FOR 1982-1984

DOMESTIC VIOLENCE

GOAL I: To promote more effective State response to domestic violence through training, data collection, and technical assistance

Objectives:

- A. Develop and implement pilot programs in the regional training academies for both basic and in-service training in responding to domestic violence
- B. Provide technical assistance to local law enforcement agencies in the development/revision of standard operating procedures for domestic disturbance calls
- C. Assist the Department of Welfare in developing and implementing community programs to provide services and shelter to spouse abuse victims and their families
- D. Assist the Department of Welfare in establishing a service delivery network within the State to address domestic violence issues and victims
- E. Assist the Department of Welfare in developing a data retrieval system to determine the scope of domestic violence in the Commonwealth utilizing police data, court data, hospital data, and current program data

END