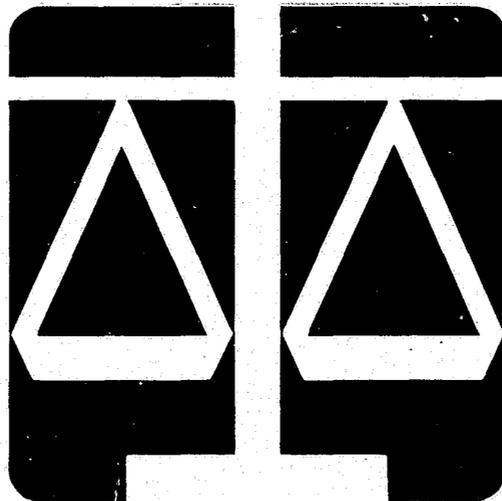


The Ohio Department of Economic & Community Development

Criminal Justice



GOALS &
STANDARDS
VOLUME 1

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State of Ohio

Developed by The Ohio Criminal Justice Supervisory Commission
and the Administration of Justice Staff
of the Department of Economic and Community Development
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INTRODUCTION

In 1974, the Ohio Criminal Justice Supervisory Commission began a three year project to develop criminal justice goals and standards for Ohio. Volume I of this report represents the culmination of more than two years work by the Supervisory Commission and the AOJ staff in the areas of law enforcement, crime prevention, courts and adult corrections. The purpose of these goals and standards is to assist local communities and state agencies in upgrading criminal justice services and staff. Volume II, to be printed in the Spring of 1977, will contain goals and standards for the juvenile justice system, developed by the Ohio Juvenile Justice Advisory Committee and the Juvenile Justice Staff of the AOJ.

The Ohio effort to develop goals and standards follows the earlier national project. In 1971, LEAA established the National Advisory Commission on Criminal Justice Standards and Goals (NAC). The NAC, composed of interested citizens and working members of the criminal justice system, spent two years developing crime reduction goals for the United States and formulating over 450 standards to reach those goals. Its purpose was to design a national strategy to reduce crime and to devise methods to help State and local agencies combat crime and improve the administration of justice.

In developing the standards found in Volume I of this report the Supervisory Commission reviewed relevant sections of reports by the NAC plus other national standard-setting groups, such as the American Bar Association and the National Council on Crime and Delinquency. The development of these standards involved extensive staff preparation, task force review and Supervisory Commission consideration, plus input from criminal justice organizations and public interest groups. The standards in Volume I of the report were reviewed by a wide range of Ohio groups working in the criminal justice area. They were adopted by the Supervisory Commission on October 22, 1976.

The role of the AOJ and Supervisory Commission, however, is limited since these groups are limited to planning for and administering the use of LEAA funds. These Standards and Goals are not mandatory in any way and therefore their implementation will, in large part, depend on the commitment of time and money by practitioners in the criminal justice system. Thus, if the Standards are to become a reality in Ohio, not only must they be accepted by major public interest groups across the state, but also carried out by them. Hopefully, this report will be an important first step.

NCJRS

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ACQUISITIONS

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LAW ENFORCEMENT

Introduction

These Goals and Standards relate to the funding areas in the FY 1978 Directives as approved by the Ohio Criminal Justice Supervisory Commission. Throughout, these goals and standards were designed to upgrade law enforcement in the State of Ohio and assist agencies in reaching the ideal of providing the citizens of Ohio with the best possible police services.

Mission

The basic goal of the police function in Ohio is the maintenance of public order and the control of conduct legislatively defined as crime. The basic goal may not limit the police role, but should be central to its full definition. Therefore, every law enforcement agency should identify those crimes on which police resources will be concentrated. In the allocation of resources, those crimes that are the most serious, stimulate the greatest fear, and cause the greatest economic losses should be afforded the highest priority. Every law enforcement agency should recognize that some government services which are not essentially police functions are, under some circumstances, appropriately performed by the police. Such services include those provided in the interest of effective government or in response to established community needs. Every law enforcement agency should, therefore, determine the scope and availability of other government services, public and private social services, and develop its ability to make effective use of those services.

Source: NAC Standards and Goals "Police"

I. RECRUITING LAW ENFORCEMENT PERSONNEL

Goal:

To insure the availability of qualified applicants to fill law enforcement officer vacancies by aggressively recruiting qualified candidates. Every law enforcement agency shall attract, recruit, select, retain and promote qualified persons.

Standard 1.1 Recruitment Program

The police agency should have its own recruitment program.

Standard 1.2 Recruitment Methods

The law enforcement agency should seek professional assistance (such as that available in advertising, media, and public relations firms) to research and develop increasingly effective recruitment methods.

Standard 1.3 Personnel Involvement

The law enforcement agency, through various incentives, should involve all agency personnel in recruitment and selection process.

Standard 1.4 Residency

Residence should be eliminated as a pre-employment requirement.

II. TRAINING OF LAW ENFORCEMENT PERSONNEL

Goal:

To develop effective training programs, the length, content, and presentation of which may vary according to specific subject matter, participating police employees, and agency and community needs.

In order to attract, recruit, select, retain and promote qualified persons, every law enforcement agency shall provide opportunities for training and education.

Standard 2.1 Training and Performance

The duration and content of the training should provide the knowledge and skills needed to acceptably perform the trainee's assigned tasks.

Standard 2.2 Training Aids

Home study materials and correspondence courses should be available to all law enforcement employees.

III. CONSTRUCTION

Goal:

Perhaps nothing in the inventory of a police agency has the potential for providing or denying optimal utilization of command and support services personnel in any greater degree than an adequate police headquarters building itself. The headquarters building of every law enforcement agency should have satisfactory physical space for normal police functional relationships, restricted public access (not in conflict with prisoner areas), sufficient parking facilities, and adequate detention and related facilities.

IV. PLANNING AND MANAGEMENT

Goal:

Every law enforcement agency should immediately develop written policy (based upon policies of the governing body that provides formal authority for the police function) which will set forth objectives and priorities which guide its delivery of police services. Agency policy should articulate the role of the agency in the protection of constitutional guarantees; the enforcement of the law; planning and management for the provision of services necessary to reduce crime; the maintenance of public order; and response to the needs of the community.

Standard 4.1 Purpose of Police

Every police chief executive shall acknowledge that the basic purpose of the police is the maintenance of public order and the control of conduct legislatively defined as crime. This basic purpose may not limit the police role, but should be central to its full definition.

Standard 4.2 Concentration of Resources

Every law enforcement chief executive shall identify those crimes on which police resources will be concentrated. In this allocation of resources, those crimes which are most serious, stimulate the greatest fear, and cause the greatest economic losses should be afforded the highest priority.

Standard 4.3 Other Services

Every law enforcement agency shall determine the scope and availability of other governmental services, and public and private social services, and develop its ability to make effective use of those services.

V. ANCILLARY SERVICES

Goal:

To assign civilian personnel to positions that do not require the exercise of police authority or the application of the special knowledge, skills, and aptitudes of the professional peace officer.

Every law enforcement agency should consider the use of volunteer auxiliary peace officers to supplement the regular force of sworn personnel and increase community involvement in local police services.

Every law enforcement agency should make maximum use of the city attorney, county attorney, county prosecutor and the state attorney general to acquire needed legal assistance.

Standard 5.1 Civilian Personnel

Each law enforcement agency should immediately identify positions which do not require the exercise of full police powers and authority or do not require that the incumbent possess expertise which can be acquired only through actual field experience as a sworn officer and thus can be filled by civilian personnel.

Standard 5.2 Training Civilian Personnel

Each law enforcement agency should provide adequate training programs that ensure the level of performance necessary to perform the duties of these identified civilian positions.

Standard 5.3 Volunteer Police

Volunteer auxiliary officer training standards should be equivalent to those for regular sworn personnel.

Standard 5.4 Volunteer Police Work Assignments

Volunteer auxiliary officers should be assigned to work with and to supplement regular police personnel or to perform services within a particular field of expertise.

Standard 5.5 Equipment

Volunteer auxiliary officers should be furnished with uniforms and equipment similar to regular sworn officers only upon completion of all training requirements. Their duties should be performed only under the direct supervision of a regular sworn officer.

VI. CRIME LABORATORIES

Goal:

Every law enforcement agency or group of law enforcement agencies, should ensure the deployment of specially trained personnel to gather, identify, collect, and preserve physical evidence 24 hours a day.

Standard 6.1 Training Technicians

Every law enforcement agency or combination of agencies should consider the use of specially trained technicians to locate, collect, and preserve physical evidence at crime scenes for delivery either to the property system or to an appropriate crime laboratory facility. Depending upon the distance and the local needs, these technicians may partially or entirely eliminate the need for deployment of detectives or specially trained patrol officers for the gathering of physical evidence.

Standard 6.2 Basic Advanced Training

Every law enforcement agency should immediately provide basic training and advanced training courses in evidence gathering techniques to develop the agency's capacity to preserve physical evidence at the scene of a criminal investigation. Each sworn officer should then be held responsible for the security of a crime scene.

VII. LABORATORY SYSTEMS

Goal:

The State of Ohio should continue to work toward establishing a consolidated crime laboratory system composed of local, regional and state facilities capable of providing the most advanced forensic science services to all law enforcement agencies.

Every police agency should immediately ensure that it has access to at least one crime lab facility capable of timely and efficient processing of physical evidence and should consider use of each of the following:

Standard 7.1 Local Laboratories

A local laboratory that provides routine examination and analysis of most evidence within 24 hours of delivery; immediate analysis of certain types of evidence such as narcotics and dangerous drugs, alcohol, prints and impressions where the detention or release of a subject depends upon the analysis; preliminary screening of certain other evidence; and qualitative and quantitative follow-up tests of narcotics and dangerous drugs per the requirements of Amendment Substitute House Bill 300 which became fully effective July 1, 1976.

Standard 7.2 Regional Laboratories

A regional crime laboratory which can provide more sophisticated services than the local laboratory, and which is situated within 50 miles of the law enforcement agency it routinely serves; staffed with trained teams of evidence technicians to assist in complex investigations beyond the capability of local law enforcement agencies; and generally able to examine or analyze evidence within 24 hours of its delivery.

Standard 7.3 Centralization

A centralized statewide laboratory that provides highly technical examinations and analyses generally beyond the capabilities of local or regional crime labs.

Standard 7.4 Organization

Every crime laboratory within a law enforcement agency should be a part of the organizational structure that includes other supportive services and should be directed by an individual who reports only to the agency's chief executive or to a staff authority who reports directly to the chief executive.

Standard 7.5 Qualifications of Personnel

Every employee responsible for the completion of scientific analyses or examinations must hold at least an earned baccalaureate degree in chemistry, criminalistics, biology or one of the closely related physical sciences.

Standard 7.6 Personnel Training

All crime laboratory personnel should be adequately trained and experienced.

Standard 7.7 Personnel Experience

Every laboratory director, in addition to the above educational credentials, should have had a sufficient amount of experience in forensic laboratory work to carry out successfully the duties of the position and to satisfy regulations governing forensic laboratory operations. A substantial portion of his experience should have been in a supervisory capacity.

Standard 7.8 Civilian Personnel

Civilian personnel should be used regularly so that sworn personnel may be more appropriately deployed in other assignments. Qualified sworn personnel may be used when their abilities or expertise cannot be found elsewhere.

Standard 7.9 Staff Size

The professional staff must be of sufficient size to meet the demands of the laboratory caseload. While the individual caseload may vary according to the type of examinations and analyses being done, the average caseload per criminalist in a complete crime lab should be 300 or more cases per year, with an evidence item load of 1,000 or more pieces of evidence.

Standard 7.10 Clerical Employees

Every crime laboratory should have clerical employees capable of handling all the needs of the laboratory.

Standard 7.11 Professional Staffing

Every laboratory that employs more than 10 professional staff should also establish at least one research and development position for solving specific or general laboratory problems and developing new laboratory techniques.

Standard 7.12 Laboratory Liaison

Every crime laboratory should immediately establish liaison with all other elements of the criminal justice system in the area to be served and with the scientific and academic community.

EVIDENCE

Goal:

Every police agency should immediately establish a system for the secure and efficient storage, classification, retrieval, and disposition of evidence items or other items of value that may come into the custody of the police agency.

Standard 8.1 Filing System

Every police agency should establish a filing system which includes (but is not limited to): a chronological record of each occasion when property is taken into custody; a separate itemized list of all items of property that are taken into custody; a record that indicates the continuity of possession of property from its entry into the system to its final disposition.

Standard 8.2 Civilian Personnel

Civilian personnel should be used regularly in the operation of all fulltime property systems, so that sworn personnel may be more appropriately deployed.

Standard 8.3 Property Security

Every law enforcement agency should institute close security and control measures to safeguard all property that comes into agency custody.

Standard 8.4 Removal Procedures

Every law enforcement agency should institute procedures to facilitate the removal of property from the system as soon as possible, whether that property is used in court, returned to its rightful owner, or to be disposed of by other legal means.

Standard 8.5 Property Room

Every law enforcement agency should insure that the property room includes: a sufficient amount of space and facilities for efficient storage of property and records; easy access by agency personnel and by the public without lessening security or subjecting the property to contamination; a temporary storage for perishable property; and an area that provides an extra measure of security for the storage of narcotics and firearms.

Standard 8.6 Property Inventory

Every law enforcement agency should conduct regular property inventories and property record audits to insure the integrity of the system. Such measures should be performed by personnel who are not charged with the care and custody of the property and the results should be reported to the chief executive.

Standard 8.7 Written Procedures

Every law enforcement agency should establish written procedures governing the function and use of the property system.

Standard 8.8 Personnel Responsibilities

Every law enforcement agency should clearly designate those employees responsible for security of the property area and restrict entry of all other personnel into this area.

IX. POLYGRAPH

Goal:

Every police agency should immediately insure that it has access to at least one polygraph facility capable of timely and efficient polygraph examination of potential suspects in criminal cases.

Standard 9.1 Polygraph Instrument

A polygraph is defined as any instrument which is used to determine the truth of statements and which is capable of permanently, visually and simultaneously recording a subject's cardiovascular pattern, respiratory pattern, and galvanic skin response pattern. It may also record additional physiological changes.

Standard 9.2 Operator Qualifications

A person is qualified as a polygraph examiner who is at least 22 years of age; has demonstrated qualities of honesty, truthfulness, integrity, and moral fitness; has not been convicted of a felony; holds an earned baccalaureate degree or has five consecutive years of active investigative experience immediately preceding his polygraph training; is a graduate of a polygraph examiner's course approved by the Ohio Polygraph Examiner's Association and has satisfactorily completed not less than six months of internship training.

Standard 9.3 Operator Liaisons

Every polygraph examiner should immediately establish close liaison with all other elements of the criminal justice system to insure that polygraph findings are consistent with law enforcement needs and are being effectively used as an investigative tool and with the American Polygraph Association and the Ohio Association of Polygraph Examiners to insure familiarity with the latest techniques and instruments available to the polygraph examiner.

X. PHOTOGRAPHY

Goal:

Photography is a useful and important means of identifying persons and permanently recording crime scenes for later presentation in court.

Standard 10.1 Prisoner and Crime Scene Photography

Every police agency should immediately provide for prisoner photography and for crime scene photography. Agencies too small to maintain full-time photographic services should arrange for that service to be provided by the nearest full-time larger agency.

Standard 10.2 Prisoner Identification

Prisoner identification photographs should be taken in conformance with legal requirements for submitting such photographs to the BCI&I (Section 109.59 O.R.C.).

XI. COMMUNICATIONS

Goal:

1. To replace old and unreliable radio equipment;
2. To increase inter-agency coordination;
3. To reduce channel congestion and interference;
4. To improve citizen access to patrol forces;
5. To improve patrol access to other information resources;
6. To increase man-hours on patrol;
7. To reduce response time;
8. To increase clearance rates (crimes in progress); and
9. To reduce crime rates.

Standard 11.1 Radio and Telephone Systems

Every law enforcement agency should develop, as a subsystem of its overall communication system, a telephone communication component designed to reduce crime through rapid and accurate communication with the public. Every law enforcement agency should install a sufficient number of emergency trunk lines, in addition to and separate from business trunk lines, and full-time answering personnel in order to provide for an answer to emergency calls within 30 seconds and non-emergency calls within 60 seconds. Every police agency should obtain a single, universal, emergency telephone service number.

Standard 11.2 Dispatching

Every law enforcement agency should be equipped with a 24-hour two-way radio capability providing continuous communications between a communications center and field units. Agencies too small to maintain a full-time communications center should arrange for that service to be provided by the nearest full-time communications center of a neighboring public safety emergency agency. The lapse time between receipt of a complaint call and the time of radio message transmission in the case of an emergency call should not exceed two minutes and in the case of a non-emergency call should not exceed six minutes. Every agency having a full-time communications center should operate from facilities designed to be reasonably secure from physical attack and sabotage.

Standard 11.3 Frequencies

Every law enforcement agency should immediately ensure that its radio communications system makes the most efficient use of available police radio frequencies in accordance with the "Ohio Plan for Improving the Effectiveness of Police Communications".

XII. DETECTION AND APPREHENSION

Goal:

To assist law enforcement agencies in their efforts to reduce crime by specific detection and apprehension activities not presently conducted by the agencies, addressing a specific type or types of crime, affecting either an identified type of victim or occurring within an identified geographical or political area.

Standard 12.1 Usage of Patrol Officers

Every law enforcement agency should use generalists (patrol officers) wherever possible and, before establishing any specialization necessary to improve the delivery of police services, specifically define the problem that may require specialization, determining precisely what activities are required to cope with this problem, and implement only those activities consistent with available resources and agency priorities.

Standard 12.2 Perception of Problem

Before implementating a specialized crime activity, every law enforcement agency should consider community perception of the problem, community awareness, and community attitudes.

Standard 12.3 Legal Requirements

Every law enforcement executive should define the pertinent legal requirements which may be necessary to solve the problem.

Standard 12.4 Monitoring and Evaluation

Before starting a project, the law enforcement agency shall develop a monitoring and evaluation component.

Standard 12.5 Termination of Speciality

Every law enforcement agency should terminate a specialized activity whenever the problem for which it was needed no longer exists or can be controlled as well or better by other agency operations.

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COMMUNITY CRIME PREVENTION

Introduction

The prevention of crime should cease to be the responsibility of law enforcement officers alone. Citizens must begin to actively participate in the prevention of crime by reducing the opportunity to commit crimes. The citizen's role in crime prevention has become a major concern of the Ohio Criminal Justice Supervisory Commission. In an effort to define the citizen's role the following goals and standards were developed to address the problems of Community Crime Prevention.

Mission

To reduce the incidence of crime through crime prevention education, strengthening environmental defenses and community participation in crime prevention.

XII. EDUCATION PROGRAMS

Goal:

Citizens must be aware of the realities and seriousness of crime, as well as methods of prevention. Resources shall be organized and utilized to increase and promote this awareness through education.

Standard 13.1 Public School Education

The educational system in the State of Ohio should include in its curriculum a unit about the criminal justice system and crime prevention.

- a. These courses should begin at the elementary level and be included in the curriculum of high schools, adult education and continuing education programs. The unit for the elementary schools should include the rationale for law in society, explanations of the police function, courts, and corrections as part of the criminal justice system in the State of Ohio, as well as victimization avoidance techniques. The units in the high schools should include victimization avoidance techniques, juvenile and adult criminal law, a realistic explanation of means that individuals can interact with police, courts, and corrections, and the process by which an individual progresses through the system.

- b. The State Department of Education should immediately develop this curriculum for the public schools in Ohio. The unit should be developed in cooperation with schools, public and private public interest groups, and criminal justice agencies. For each area developed, there should be a basic study unit to be taught by the teacher which includes presentations by professionals in the field. Curricula in this area should demonstrate:
1. An emphasis on reasoning and critical analysis of the problems in law enforcement and prevention of crime;
 2. Instruction in the day-to-day operation of the criminal justice system, including experience in direct observance and volunteer service;
 3. Instruction in the law and how it affects a student's life and the problems he might confront;
 4. Instruction on the process of effecting changes in the criminal justice system itself; and
 5. How an individual can be involved and use the services of law enforcement agencies, the legal profession, the court, community service organizations and public interest groups.
- c. Continuing education programs, including universities, colleges, community colleges, and vocational training schools should establish basic courses about the criminal justice system, crime prevention, and criminal law.
- d. The Ohio State Department of Education should require teachers who are going to instruct units on the criminal justice system, victimization avoidance techniques, juvenile and adult criminal law, and the process by which a person progresses through the system to have completed course work in this area or be enrolled in appropriate courses before obtaining provisional or permanent certification.
- e. A system of in-service education should be established for all elementary and high school teachers to train them to teach units required by the curriculum.
- f. A system of on-going training should be established to keep teachers informed about changes in the law or criminal justice agencies' operation. These training sessions could be given by public and private local criminal justice agencies.

Standard 13.2 Community Education

Neighborhood, community and civic organizations should coordinate their efforts to develop crime prevention programs in conjunction with local law enforcement agencies and local elected officials. They should actively participate in raising community awareness of the crime problem and prevention techniques by holding seminars in the community.

- a. Every community, in conjunction with law enforcement agencies, should develop a program to inform citizens of ways to make homes and buildings more secure.
- b. Every community should develop programs, in conjunction with criminal justice agencies, that inform residents of victimization avoidance techniques. These should include information on prevention of such crimes as rape, consumer fraud, burglary, larceny, assault, auto theft, robbery, and shoplifting.
- c. Every community should develop a handbook that contains a listing of all public service agencies in the area, the location and areas served by the agency, and the services of the agency. These handbooks can be used by citizens and law enforcement agencies as referral sources.
- d. A program should be developed to make citizens aware that, by purchasing personal property which they had a suspicion or "reasonable cause" to believe was stolen, they are subject to criminal prosecution and loss of the property with no reimbursement. They should also be made aware that garage sales, bargain stores, antique shops, and pawn shops can be used as outlets for the sale of stolen property.

Standard 13.3 Crime Prevention Officers

All police departments, in an effort to reduce crime, should establish units which would analyze crime data and patterns, disseminate information on target hardening techniques and develop crime prevention projects.

- a. Every city of sufficient size should establish special units to work in conjunction with the community and other criminal justice agencies. These units should be responsible for disseminating information to the community about the crime problem and assist in teaching citizens crime prevention techniques. The chief executive officer in smaller cities and counties should be responsible for these tasks.

- b. The crime prevention officers should receive special training in crime prevention techniques at an accredited crime prevention program.
- c. The crime prevention officers should utilize local crime data that has been collected and analyze it to develop crime trend information and locate high crime areas. This information should then be used to help the citizens of a community become aware of the types of crimes occurring in their neighborhood and the prevention techniques needed.
- d. The crime prevention officer should implement identification, neighborhood watch and other programs designed to enlist the support and participation of the community in the prevention of crime.
- e. The crime prevention officer should coordinate home and building security inspections and recommend precautions that building and home owners can take to prevent burglaries. All law enforcement officers should be willing to do home and building security inspections.
- f. The crime prevention officer should work in conjunction with local media organizations to develop and conduct public education programs.
- g. The crime prevention officer should participate in various community, church, and school crime prevention programs.
- h. The crime prevention officer should work with the citizens to encourage citizen participation in the development and implementation of neighborhood watch programs.
- i. Special police or auxiliary police officers should be utilized as additional resources by the crime prevention officers.
- j. All law enforcement officers should receive crime prevention training, both as part of their basic training and as part of in-service training. The crime prevention officer should be utilized in this training.
- k. Crime prevention officers in larger departments should assist smaller departments when requested.

Standard 13.4 Community Relations

All criminal justice agencies (law enforcement, courts, and corrections) in the State of Ohio should designate an employee to be a community relations person. This person should be responsible for the dissemination of information to the community concerning the agency. They should prepare pamphlets describing the agency for use in schools. They should be receptive to all invitations to speak at community, church and school meetings.

Standard 13.5 Public Information Programs

The local media should be encouraged to use public service time for public information programs dealing with crime prevention, victimization avoidance, and consumer fraud prevention.

XIV. STRENGTHENING ENVIRONMENTAL DEFENSE

Goal:

Environmental defenses which tend to reduce criminal activity should be researched and developed by experts in the field and these defenses should be adopted by the citizen.

Standard 14.1 Building Codes

Governmental agencies and professionals in building design should work in conjunction with law enforcement agencies and security experts to improve design capabilities in an effort to reduce the opportunity for crime. This consultation should occur during the preliminary design stages as well as during the construction of the building to determine the effects of the design on security arrangements and building costs. Careful consideration should be given to the design and placement of doors, windows, elevators and stairs, lighting, building height and size, arrangement of units and exterior site design. These should be designed so as to improve the ability to survey both the interior and exterior of the building. The design of buildings in the future should balance crime prevention techniques and costs with aesthetic considerations.

Standard 14.2 Security Codes

Local governmental units should develop security codes and incorporate them within existing building codes. The formulation of these codes should primarily be the task of the building, fire and public safety departments. The process of development should include interaction with the community, criminal justice planners, transportation and sanitation departments, architectural firms and proprietors. The governmental units should then implement a system to test the effectiveness of the codes and the level of compliance. This system should include a means of testing and certifying any equipment that is required to be installed under the code. Building loan sources should then make compliance with the code a prerequisite to obtaining funding. Insurance rates should be structured so as to entice property owners to comply with these security codes.

Standard 14.3 Street Lighting

Local units of government should establish a plan to improve street lighting. In developing the plan, the following factors should be considered: public attitudes, crime statistics that

identify high crime areas, specific crimes about which the community is concerned, location of public facilities utilized at night, population distribution and traffic flows. To ensure the success of the plan, governmental officials should elicit the support and suggestions of the community. During the implementation of the plan, a priority system based on need should be developed to facilitate allocation of limited resources. Need should be determined by the same factors considered in the development of the plan. Once the plan is implemented, it should be evaluated, taking account of changes in police patrol levels, displacement of crime to other areas and times, and seasonal changes in crime patterns, to measure its effectiveness. Retail merchants and home owners should also be encouraged to improve exterior lighting of their property to reduce the opportunity for crime.

Standard 14.4 Shoplifting

All merchants in retail establishments should institute an effective system to prevent shoplifting by customers and employee theft. The techniques used should be appropriate to the establishment. Several techniques that have been employed with some success include: increased use of non-uniformed floor walkers, the use of a plastic wafer with an electric circuit inside that triggers a buzz when a person attempts to leave the store with the garment, theft resistant packaging and displays, video-monitoring systems and two-way mirrors. In order to have any technique effective, retail merchants must be willing to follow-up and prosecute shoplifters.

Standard 14.5 Personal Property

To reduce the theft of personal property, every community should work in conjunction with the appropriate public agency to develop and implement systems of standardized identification for marking personal property. Local law enforcement agencies should establish a system whereby identified stolen property is removed from the receiver with no reimbursement and returned to the citizen at no cost, and insurance companies should be encouraged not to compensate for returned stolen property.

XV. COMMUNITY CRIME PREVENTION

Goal:

The public must not condone criminal activity and must accept responsibility to control crime by cooperating with criminal justice agencies through such activities as reporting criminal acts, suspected criminal acts, and by testifying in court. The public should seek to increase the social sanctions against criminal behavior.

Standard 15.1 Neighborhood Watch

All communities regardless of size should develop casual neighborhood watch programs. Law enforcement agencies should participate in informing the community that, by watching a neighbor's house and property and reporting suspicious activity, they are reducing the opportunity for crime.

Standard 15.2 Victim Service

Communities should develop victim service programs in conjunction with local criminal justice agencies. Programs should be directed towards advising crime victims of the proper procedures for relief. This includes procedures for filing a formal complaint with law enforcement agencies, informing the victims of their rights, and helping them to obtain assistance from local social service agencies.

Standard 15.3 Community Storefronts

Communities should work in conjunction with local law enforcement agencies to establish a community store front for the dissemination of crime prevention information. This locale should be used as a place to hold meetings for the community to inform them of victimization avoidance techniques as well as a place for people in the community to go for assistance.

Standard 15.4 Libraries

Libraries should establish special sections which contain crime prevention literature. Librarians should also become familiar with crime prevention techniques to help individuals seeking assistance in finding sources of information on reducing the opportunity for crime.

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COURTS

Introduction

The Supervisory Commission's Courts Task Force established, as its first priority, the reduction of pre-trial delay in Ohio. The Supervisory Commission believes Ohio law and rules substantially comply with, and often exceed, some of the Standards presented by the National Advisory Commission on Criminal Justice (NAC) and American Bar Association Standards and Goals (ABA). Those Standards which incorporated an existing Ohio criminal rule are often more detailed than the original NAC Standards and ABA Standards. Effective reduction in pre-trial delay could result in numerous benefits to the criminal justice system. A speedier trial would ease the burden of pre-trial detention. In addition, pre-trial release would be utilized exclusively in cases where it was the best action. It would never be used as a substitute for release, because the community did not have adequate resources to keep defendants for longer periods. Improved trial operations would also encourage increased community confidence in the criminal justice system. This result would be especially beneficial to witnesses and victims who so often suffer unfairly from pre-trial delays. Clearly, at a time in this country when confidence in the courts system is at a low level, the elimination of pre-trial delay could cause a major increase in the credibility of the justice system.

Mission

The court system is charged not only with convicting the guilty but also with protecting the innocent. At the same time, the judicial system must maintain a proper balance between effectiveness and fairness.

Programs under this category cover all phases of the judicial process from arrest to sentencing of the offender. The objective of this category is to improve the effectiveness of all the agencies in the judicial process (prosecution, courts, and defense) in handling criminal cases.

XVI. PROSECUTION

Goal:

The goal of criminal prosecution is to provide for an entity which seeks justice, not merely convictions. Prosecutorial authority shall be vested in a public official whose office and functions should be organized and administered so as to enable prompt, just disposition of all criminal charges.

Standard 16.1 Professionalism

A prosecutor shall serve a dual function in maintaining the rule of law, by seeking justice, not merely convictions. He shall do so with discretion, guided by standards of professional conduct as defined by the codes and canons of the legal profession, including the American Bar Association and National District Attorneys Association standards for the prosecution function. The prosecutor must avoid conflicts of interest and should actively participate in seeking reform and improvement of the legal system. An efficient criminal justice system necessitates that the prosecutor be aware of the importance of his office and the consequent need to coordinate ideas and activities with other criminal justice agencies. Prosecutorial authority shall be vested in a public official whose office shall be characterized by the following:

- a. a professional staff selected for its competence;
- b. salaries commensurate with the responsibilities of the office comparable to compensation in the private sector;
- c. sufficiently trained and salaried assistant prosecutors, support personnel, including investigatory and research personnel; and
- d. efficient office management, organization and administration enabling prompt disposition of all criminal charges.

Training programs should be established within prosecutors' offices.

Training may consist of scholarships for out-of-state training, for in-state and for in-office training; including the preparation and dissemination of video tapes, cassettes, manuals, handbooks and desk manuals.

Standard 16.2 Technical Assistance

Technical Assistance should be made available through the Ohio Prosecuting Attorneys Association or other professional or educational organizations for the compilation of brief banks and unreported trial and appellate court decisions.

Standard 16.3 Legal Interns

Legal internships should be encouraged to attract lawyers to careers in prosecution.

Standard 16.4 Instituting Criminal Proceedings

The decision to institute criminal proceedings shall be primarily the responsibility of the prosecutor. In doing so, he should pursue the following:

- a. establish guidelines and procedures for evaluating whether criminal proceedings should be instituted and whether the evidence would support a conviction;
- b. make known a general policy of willingness to consult with the defense counsel concerning disposition of charges by plea;
- c. explore the availability of non-criminal disposition such as arbitration, deferred prosecution and diversion where beneficial; but
- d. eliminate plea-bargaining necessitated solely by overcrowded caseload.

Standard 16.5 Plea Discussions

The prosecutor may engage in plea discussions for the purpose of reaching a plea agreement in cases in which it appears that the interest of the public in the effective administration of criminal justice would be served. In making such an agreement, the following issues may be considered:

- a. "to make or not to oppose favorable recommendations as to the sentence which should be imposed if the defendant enters a plea of guilty or nolo contendere;
- b. to seek or not to oppose dismissal of the offense charged if the defendant enters a plea of guilty or nolo contendere to another offense reasonably related to defendant's conduct; or
- c. to seek or not to oppose dismissal of other charges or potential charges against the defendant if the defendant enters a plea of guilty or nolo contendere."*

*Direct wording taken from ABA Standards on the Pleas of Guilty, Standard 3.1, page 60.

Standard 16.6 Decision to Prosecute

The decision to proceed with formal prosecution should rest with the prosecutor. An accused individual should be screened out of the criminal justice system if the prosecutor cannot establish that a reasonable likelihood exists that the evidence admissible against him would be sufficient to obtain a conviction. Consideration should be given to the following factors in making this decision:

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- a. Evidence regarding the guilt of the accused.
- b. Burden upon the accused and his family in respect to financial hardship or disruption of family.
- c. Value of further proceedings in preventing future offenses by the accused.
- d. Impact on influencing the community's sense of security and confidence in the criminal justice system.
- e. Cost of prosecution.
- f. Improper motives of the complainant.
- g. Prolonged non-enforcement of the statute on which the charge is based.
- h. Likelihood of prosecution and conviction of the accused in another jurisdiction.
- i. Cooperation in providing evidence against other persons.

Standard 16.7 Courtroom Conduct

The prosecutor should support the authority of the court and the dignity of the trial courtroom by strict adherence to the rules of decorum. He should deal fairly and professionally with the judge, opposing counsel, witnesses, defendants, jurors, and others in the courtroom, with his ultimate goal being the efficient, just disposition of a case. In addition to statutory methods, the Ohio Prosecuting Attorneys Association should establish a procedure to deal with the enforcement of prosecutorial standards of professional conduct.

Standard 16.8 Police Liaison

The prosecutor should also maintain regular liaison with the police department, participate in police training programs and coordinate with the police legal advisor in areas relating to police-prosecutor relationships. Liaison of this nature should also be established where feasible in other facets of the criminal justice system.

Standard 16.9 Economic Crime

Economic crime (consumer and white collar fraud) programs should be implemented in the area of crime prevention that have capabilities designed for the prosecution of offenders. Project emphasis should also be placed in the area of the career (habitual-professional) criminal.

Standard 16.10 Jurisdiction

County prosecutors in felony cases should have jurisdiction beginning with the initial appearance through all courts within the county.

XVII. JUDICIARY

Goal:

A judge has the duty of protecting both the rights of the accused and the interests of the public in the administration of criminal justice. As such, he functions as the final arbiter between the prosecution and the defense. The judge should strive to achieve a just determination of all cases, to promote by his conduct public confidence in the judiciary, and to assure that court time is used effectively. A judge should be provided with adequate court facilities and management capabilities plus trained supporting staff to facilitate efficient performance of the court's responsibilities.

Alternatives to pre-trial incarceration, as well as alternatives to trial should be fully developed and equally available to all eligible individuals.

Standard 17.1 Court Organization

The fulfillment of the court organization in Ohio can be fully realized in a court system that:

- a. is unified in its structure and administration;
- b. is staffed by competent judges, judicial officers, and other personnel;
- c. has uniform rules and policies; and
- d. has clear lines of administration authority.

The structure of the three tier system should be simple and consist of a trial court, regional appellate courts, and a Supreme Court. This court system should reflect the following characteristics:

- a. Each level of the system should have identical jurisdiction.
- b. Divisions between courts should be simple.
- c. There should be uniform standards of justice and uniform rules of procedure.
- d. There should be uniform rules of court administration with provisions for local variations.

- e. There should be continuous programs of professional education for judges and other court personnel.
- f. There should be a consistent administration of policy.

Standard 17.2 Procedures

The Chief Justice of the Supreme Court should enforce the policies of the system with individuals at lower levels of the court system responsible for policies affecting all judicial and non-judicial personnel. Specifically, additional guidelines should be developed in the following areas:

- a. Procedures should be established to assure an accurate complete record of all proceedings, including procedures for challenging the accuracy of the record;
- b. There should be provision for procedures for the representation of the defendant by an attorney from another jurisdiction;
- c. Guidelines should be established as to the role of the judge in accommodating the news media; and
- d. Guidelines should be established regarding the use of censure or other sanctions arising from misconduct in the courtroom.

Standard 17.3 Judges

Judges have the responsibility for safeguarding the rights of the accused and the interests of the public in the administration of criminal justice; this function shall be carried out in accordance with the Code of Judicial Conduct and the Ohio Constitution. Judges should enjoy security in office in accordance with the principles of judicial independence. Questions regarding physical or mental incompetency shall be investigated in accordance with existing Ohio law. Judges should be compensated at levels which reflect the importance of their position and should receive adequate retirement pensions. Educational opportunities should be provided through a judicial college.

Standard 17.4 Judicial Assistants

Trial judges should be assisted in the performance of their judicial responsibilities by trained professional judicial officers. These officers should be selected, retained, promoted, compensated, and retired in accordance with procedures that promote opportunities for career development.

Standard 17.5 Court Administration

The court system should develop a centralized administrative service department to facilitate and implement administrative policy including:

- a. Calendar management;
- b. Selection and management of non-judicial personnel;
- c. Budgeting;
- d. Management of auxiliary services;
- e. Monitoring of court operations through records and statistics; and
- f. Planning for future needs.

Administration offices for individual courts should be staffed with professional court administrators to insure the proper management of dockets and increase the efficiency of the listing and disposal of cases, to apply principles of professional office management, to relieve judges of administrative functions, and to develop an in-house capability for research and development. These offices should be staffed with adequate professional and support personnel to assure performance of the functions stated above. Additionally, in-service training and education should be provided to these personnel through in-house programs developed by court administrators and coordinated on a state-wide basis. Selection, retention, promotion, compensation and retirement of non-judicial personnel should be in accordance with procedures that promote opportunities for career development.

Standard 17.6 Information Systems

The information system of the judiciary including budget, resource allocation, courts scheduling and records management should be computerized and interfaced with other computerized information systems in the criminal justice system. This computerized information system should be designed so that information concerning court transactions and activities is recorded, indexed, and available for retrieval. The information, documents, and procedures utilized in this processing should be uniform throughout the state, but should take into account special circumstances in local areas. This information should be readily accessible to all persons concerned with courts activities including judges, court administrative personnel, members of the bar, news media, and the public, with the provision that information of a confidential nature be maintained under appropriately restricted access. Terminals should be provided throughout the state to insure this access and encourage participation at the local level.

In developing the caseflow portion of this system, the court system should institute a process of continuing consultation among judges, court staff, the bar, prosecutors, defense counsel and other interested participants concerning the operation and impact of computerization on the flow and processing of cases. This caseflow management system must incorporate specific case processing time standards and system performance standards as explicit management goals. The Court administrative service department already described would be responsible for coordination of the caseflow management process and assist in planning, monitoring feedback, and modification processes.

Standard 17.7 Judicial College

The state should develop a judicial college responsible for the orientation of new judges, training at the state level, and coordination for participation in graduate and refresher programs of the national judicial educational organizations. This judicial college should also have the responsibility for preparing a bench manual of procedural laws, forms, and other information to which a judge should have easy access. Training should be provided by the judicial college to courtroom personnel and other staff members so that they might be properly instructed in the performance of their duties.

Standard 17.8 Witnesses

Jurors, witnesses and victims should receive instruction on appropriate courtroom conduct, their responsibilities and rights. Programs in this area should be incorporated into citizen education and community relations programs.

Standard 17.9 Interpreters

Interpreters should be available in jurisdictions which deal with non-English speaking clients.

Standard 17.10 Release on Recognizance

Release on recognizance should be used wherever feasible. Additional conditions or restrictions should be imposed only as demonstrated by facts pertaining to an individual case in order to assure the defendant's appearance in court and to prevent the commission of criminal violations while the defendant is at liberty. Money bail should be required only in cases in which other conditions may not reasonably assure the defendant's appearance in court.

XVIII. PUBLIC DEFENDERS

Goal:

All defendants shall enjoy the same Constitutional rights, and all proceedings shall be conducted in accordance with due process of law. Each defense attorney shall act as his client's counselor and advocate, exercising his best judgment and professional skill.

Every individual who is entitled to a public defense in criminal proceedings shall receive effective representation as required by the Constitution.

Standard 18.1 Professionalism

The defense attorney shall serve as the professional representative of the accused. This responsibility shall be performed with sound discretion, whether the attorney has been privately retained or is court appointed, in accordance with the codes and canons of the legal profession, specifically American Bar Association and Ohio Public Defender Commission standards for the defense function. The public defender shall seek to keep his office free from political pressures that may interfere with his ability to provide effective defender services. Each jurisdiction should guarantee the right of an accused person to prompt and reasonable access to a lawyer through a court appointed counsel or a public defender program. Defendants should not be encouraged to conduct their own defense. Defense counsel should be provided at each stage of proceedings, including pre-trial activities, sentencing, appeal, and post-conviction review.

Standard 18.2 Consultation

Facilities suitable for private consultation between the accused and counsel should be made available in jails, institutions and courts.

Standard 18.3 Public Defender Offices

Offices of public defenders shall be established in accordance with the provisions established by the Ohio Public Defender Commission. These capabilities of the public defender office shall include the ability to maintain efficient office management; an organization capable of prompt disposition of all criminal cases; salaries commensurate with the responsibilities of the office and comparable to compensation in the private sector; sufficiently trained and salaried assistants, support personnel including investigatory and research personnel.

Standard 18.4 Consulting with the Prosecutor

Attorneys should make known a general policy of willingness to consult with the prosecuting attorney concerning disposition of charges by plea; explore the availability of non-criminal dispositions such as arbitration, deferred prosecution and diversion when investigation indicates that community agencies could be properly utilized.

Standard 18.5 Courtroom Conduct

The defense attorney should support the authority of the court and the dignity of the trial courtroom by strict adherence to the rules of decorum. The basic duty of the defense lawyer is to serve as the accused's counselor and advocate. This function shall be carried out in accordance with the codes, canons and statutes binding all members of the Bar. In addition to statutory methods, the Ohio Public Defender Commission should establish procedures to deal with the enforcement of defense standards of professional conduct.

Standard 18.6 Training

Training programs should be established for public defenders and assigned counsel. This training should be in conjunction with the Ohio Public Defender Commission and the Ohio State Bar Association and consist of scholarships for out-of-state, in-state and for in-office training, including the preparation and dissemination of video tapes, cassettes, manuals, handbooks and desk manuals.

Standard 18.7 Brief Banks

Compilation of brief banks and unreported trial and appellate court decisions should be made available to all defense counsel.

XIX. ADULT DIVERSION

Goal:

Diversion provides the prosecutor and the court with an alternative to the criminal justice sanction. By separating those individuals out of the process who are most likely to benefit from diversion, criminal caseloads are reduced, the individual is diverted to community services that are designed to cope with his problem behavior, and incarceration and the criminal stigma are thereby avoided.

Standard 19.1 Policies

All diversion policies must be written and made public.

All diversion policies must be developed jointly by representatives of law enforcement, the prosecutor's office and courts. This must be done to ensure uniform procedures and cooperation.

Standard 19.2 Written Reports

In cases where an individual is eligible for diversion, it is recommended that a written report be made and filed with the prosecutor's office, regardless of whether the individual is finally rejected or accepted for diversion. Steps to insure the privacy of the diversion should be undertaken by the implementing agencies.

Standard 19.3 Use of Diversion

The process of diversion cannot be used to coerce a guilty plea from the accused, even though there is a reasonable assumption of guilt. Diversion is not a negotiation process, as in plea bargaining. The accused either accepts or rejects diversion. The role of the accused's counsel is to be a facilitator and to ensure the protection of the accused's rights.

Standard 19.4 Initiation of Diversion

Each individual who is charged must be provided with a sheet of facts about the diversion process. The diversion process may be initiated by:

- a. the accused and/or counsel for the accused in the form of a written formal request for diversion to the prosecutor;
- b. the prosecutor;
- c. an amicus curiae who could have the option to review a case (particularly where counsel is appointed by the court) to determine eligibility for diversion; or
- d. the chief of the local law enforcement agency.

Standard 19.5 Diversion Decision

In order to expedite the diversion process, the appropriate authority must take immediate steps to gather all information required by the prosecutor in order that he may be able to make the diversion decision as soon as possible.

Standard 19.6 Diversion Agreement

There must always be a diversion agreement developed before diversion occurs. This agreement should include the terms of diversion, the length of diversion terms, and a section stating the period of time after which the prosecutor will either move to nolle the charge or seek a conviction. This agreement must be signed by the accused and his counsel, and filed in the prosecutor's office with one copy going to the accused and one to his counsel.

Standard 19.7 Diversion Process

In appropriate cases, the accused should be diverted before a charge is formally filed.

Such diversion is appropriate where:

- a. There is substantial likelihood that justice will be served and the community will be safe if the individual is diverted; or
- b. It is determined that the needs of the accused can better be met outside the criminal justice system and community resources are available to meet these needs; or
- c. Any points under ORC 2929.12 are present:
 1. The offense neither caused nor threatened serious physical harm to persons or property, or the offender did not contemplate that it would do so;
 2. The offense was the result of circumstances unlikely to recur;
 3. The victim of the offense induced or facilitated it;
 4. There are substantial grounds tending to excuse or justify the offense, though failing to establish a defense;
 5. The offender acted under strong provocation;
 6. The offender has no history of prior delinquency or criminal activity, or has led a law-abiding life for a substantial time before commission of the present offense; or
 7. The offender is likely to respond quickly to correctional or rehabilitative treatment.

An individual should not be considered for a diversion program if:

- a. the individual has been known to be unresponsive to previous diversionary programs; or
- b. the individual is a "Dangerous Offender," defined as an offender whose history, character, and condition reveal a substantial risk that he will be a danger to others, and whose conduct has been characterized by a pattern of repetitive, compulsive or aggressive behavior with heedless indifference to the consequences.

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ADULT CORRECTIONS

Introduction

For the purposes of definition and clarification, the goals of deterrence and reintegration have been treated as separate and distinct entities unto themselves. It must be remembered, however, that the goals enumerated are part and parcel of a process or system of criminal correction, which by definition, implies continuity, interdependence, and interrelationship, and comprehensive planning and evaluation.

It must then logically follow that the impact of a specific standard will not be limited to one specific goal. Any adopted standard must necessarily impact each goal with varying degrees of intensity.

Therefore, individual standards could not be categorized according to their impact on specific goals, but rather were developed as part of a total systems concept. Each standard will impact each goal to varying degrees. Thus, a standard which heavily impacts the goal of deterrence will also affect the remaining goal of reintegration.

Although the area of sentencing does not properly fall within the realm of adult corrections, it does impact on the ability of the correctional system to achieve its stated goals, primarily the goal of deterrence. If sentencing is not swift, fair and certain, the correctional system will not be able to effectively deter or reintegrate offenders into the community.

The ultimate purpose of sentencing should be to obviate future criminal behavior on the part of an offender. To achieve this goal, a judge must be provided with a full information presentence report, plus an extensive scope of alternatives for sentences which will allow for the most effective treatment of every individual.

Sentencing, although properly a judicial function, in fact falls within the purview of the correctional system (and thereby the Adult Corrections Task Force), in that the ability of the correctional system to prevent recidivism is dependent upon the proper use of sentencing criteria and the full range of sentencing alternatives. In addition, it is recognized that the courts can utilize only those alternatives which are provided by the correctional system. Thus, the relationship between the courts and the correctional system in the realm of sentencing is a reciprocal one.

The Adult Corrections Task Force wishes to identify standards which relate to the symbiotic relationship existing between the court and the correctional system.

Mission

The mission of adult corrections is to provide the necessary components to most effectively provide for the community's protection from criminal actions. It accomplishes this mission through deterrence and reintegration of criminal offenders and may include in its methodology probation, institutionalization, and reintegration through parole or community-based correction.

XX. DETERRENCE AND REINTEGRATION

Goal:

(A) Through swift confinement of dangerous offenders and certain action against non-dangerous offenders and violators of community supervision programs, adult corrections will provide a deterrent to offenders and others. More important is the deterrent effect on future crime of readjustment programs through meaningful supervision and community opportunities.

(B) In the final analysis, protection, deterrence and punishment lead to re-entry into the community. Institutionalization without reintegrative efforts invites greater danger and increased recidivism. Reintegrative programs and opportunities should be broadened and expanded and additional resources provided.

Standard 20.1 Sentencing: Options and Alternatives

As soon as possible, but no later than 1980, Ohio courts should structure sentencing alternatives reflecting the following major provisions:

- a. A pre-sentence report should be required by courts in all cases.
- b. The court should make greater and more effective use of all sentencing options and alternatives as specified by the National Advisory Commission on Standards and Goals.
- c. Greater utilization of the options should be made where it can be demonstrated that surveillance, meaningful supervision, and corollary treatment involving probation be increased.

- d. The "dangerous offender" (as defined in Section 2929.01, Ohio Revised Code), and those convicted of engaging in organized crime (as defined in Section 2923.04, Ohio Revised Code), should not be privileged to regular or shock probation (Section 2951.02, Ohio Revised Code).

Standard 20.2 Community Correctional Programs

1. State and local correctional and planning agencies should undertake a cooperative planning effort for the development of community correctional programs and services based upon a total system concept.
2. State and local community correctional programs should develop goal-oriented service delivery systems that focus on removing the myriad of barriers confronting offenders. The primary function of such programs should be:
 - a. The identification of existing community and institutional resources;
 - b. The identification of community and offender needs;
 - c. The establishment of priorities relative to the identified needs and resources; and the creation and allocation of these resources to provide a diverse range of services to address the identified needs.

Standard 20.3 Institutional Programs

For purposes of maximizing the limited reintegrative potential of correctional institutions, Ohio's institutions for adult offenders, both State and local, should immediately re-examine their programmatic activities to ensure that such programs are oriented toward effectively (1) modifying inmate behavior and attitudes, and (2) developing the abilities and skills for successful community adjustment. These programs should address the spiritual, recreational, educational and social needs of the offenders.

Standard 20.4 Legal Rights of Offenders

Each agency responsible for correctional facilities at the State and local level should be familiar with current legal decisions at the State and National levels in order that agency policies, practices, and procedures are compliant with those decisions, i.e., Wolff v. McDonnell, 418 U.S. 539 (1974); Cruz v. Beto, 405 U.S. 319 (1972); Procunier v. Martinez, No. 72-1465 (U.S., April 29, 1974); Morrissey v. Brewer, 408 U.S. 471 (1971); Gagnon v. Scarpelli, 411 U.S. 778 (1973); Haines v. Kerner, 404 U.S. 519 (1972).

Standard 20.5 Planning New Correctional Institutions and the Modification of Existing Institutions

Planning for renovation or construction of State and local institutions should conform to total system planning, which requires a needs assessment no less than every five years for the renovation and construction of institutions consistent with established standards and guidelines that best meet the overall goals of corrections.

Standard 20.6 Special Offender Types

Each correctional agency administering State and local institutions for adult offenders should re-examine its policies, procedures, and programs for the handling of special problem offenders, i.e., the addict, the emotionally disturbed, and those associated with organized crime, and implement those programs and policies which substantially provide for the care and treatment of their specific problem.

Standard 20.7 Probation and Parole

Courts and correctional administrators are encouraged to utilize that type of probation/parole which affords the greatest degree of protection to the community, while at the same time providing those services essential for the successful community reintegration of the probationer/parolee.

- a. Surveillance (intensive probation/parole) demands the restructuring of supervision practices to the degree that such supervision provides the greatest degree of community protection possible, while at the same time providing the assistance necessary for the offender's community reintegration. Caseloads for such supervision/surveillance shall not exceed fifteen (15) probationers/parolees per officer.
- b. Traditional probation/parole, consisting of the contemporary concepts of caseload management principles, i.e., minimum, medium, maximum, and extended supervision,* and other community assistance, shall have caseloads not exceeding fifty (50) probationers/parolees per officer.

*Ohio Adult Parole Authority, Temporary Parole and Probation Manual, "Parole Supervision," pp. 2.1-2.8.

Standard 20.8 Correctional Manpower

State and local correctional agencies should begin immediately to develop personnel policies and practices that will facilitate the fair and effective selection of the best persons for correctional positions.

Standard 20.9 Training of Correctional Personnel

State and local correctional agencies should immediately plan and implement a staff development program that prepares and sustains all staff members.

Training by qualified instructors should reflect the needs of the staff, be comprehensive in nature, and be responsive to the individual differences of staff and clients. New staff should receive a minimum of 80 training hours the first year and 20 hours annually thereafter. Training should be continuous and relevant to total staff needs.

END