

A WORKBOOK ON STANDARDS AND GOALS CORRECTIONS



USING THE CORRECTIONS TASK FORCE REPORT FROM THE STANDARDS AND GOALS PROJECT OF ALABAMA

GEORGE C. WALLACE, GOVERNOR
STATE OF ALABAMA

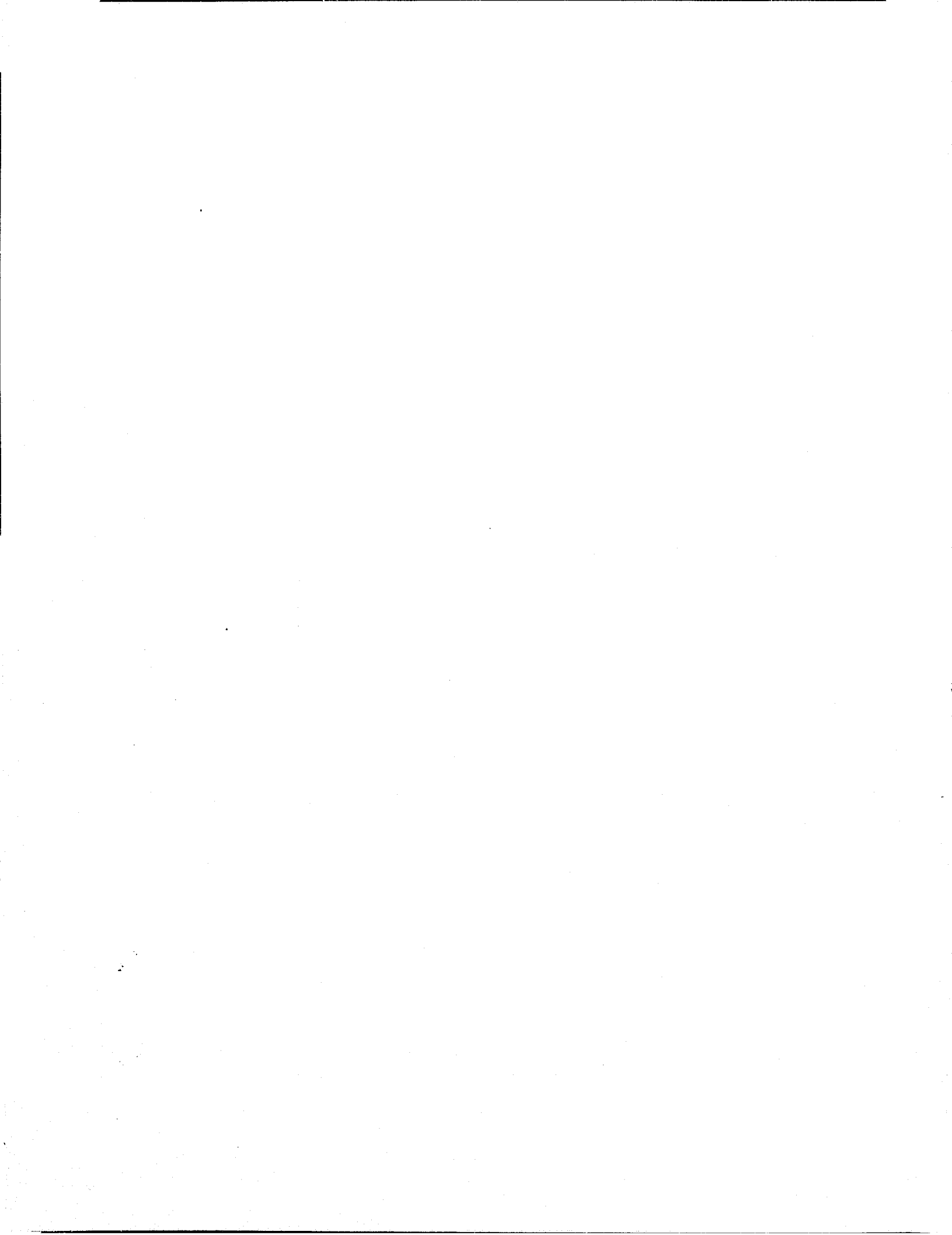
EARL C. MORGAN
Chairman, ALEPA

ROBERT G. BO DAVIS
Director, ALEPA

JOHN STARNES, Chairman,
Standards & Goals Project

RONALD M. SHUM & J. RAY SANFORD, JR., Project Directors
ALABAMA LAW ENFORCEMENT PLANNING AGENCY
BUILDING F, EXECUTIVE PARK, SUITE 49
MONTGOMERY, ALABAMA 36111

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ALABAMA LAW ENFORCEMENT PLANNING AGENCY
BUILDING F, EXECUTIVE PARK, SUITE 49
MONTGOMERY, ALABAMA 36111

STANDARDS AND GOALS WORKBOOK PROJECT

Project Director

Ron Shum

J. Ray Sanford, Jr.

Police Specialists

J. Ray Sanford, Jr.

William L. Hobbie, II

Courts Specialists

Tom Collins

Mays Jemison

Doug Valeska

Everett B. Searcy

Corrections Specialist

Vergil Chames

Juvenile Specialist

Sandra Wrenn

Project Coordinator

Everett B. Searcy

Fiscal Auditor

Byron Higgins

Secretaries

Nancy Traylor

Eufan Medley

Original Workbook Project Dates

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A L E P A
Standards & Goals Project
825 Adams Avenue
Montgomery, Alabama 36104
832-5932

Alabama Law Enforcement Planning Agency
2863 Fairlane Drive
Bldg. F, Suite 49, Executive Park
Montgomery, Alabama 36111
277-5440

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According to the National Advisory Commission in its volume entitled Corrections "the pressures for change in the American Correctional system today are building so fast that even the most complacent are finding them impossible to ignore. The pressures come not only from prisoners but also from the press, the courts, the rest of the Criminal Justice system and even practicing Correctional personnel". In order to aid in the Alleviation of some of these pressures in Alabama Corrections, a standard setting effort was undertaken.

The ALEPA Standards and Goals Advisory Board Adult Task Force was organized to review Standards and Goals for Alabama Corrections from the National Advisory Commission on Criminal Justices Standards and Goals and other standard setting efforts. Some 65-70 meeting hours were spent by Task Force members in the preparation of this report. It constitutes an attempt to devise a means to improve the status of Alabama's Correctional System.

In reviewing the standards the idea uppermost in the minds of the Task Force member was the pressing need for immediate improvement in the system.

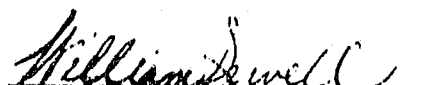
All standards in the NAC volume were reviewed. Some were totally rejected, others were accepted as written and still others were modified or amended to make them applicable to Alabama's Correctional System.


The Task Force consisted of 10 devoted and dedicated individuals whose constant endeavors were responsible for the completion of this volume.

To all members of the Task Force who gave tirelessly of their time and effort, we would like to express our profound gratitude. To others who were not Task Force members but gave encouragement when it was needed, we are deeply grateful.

The Corrections Task Force would like to express its profound gratitude to Mr. Byron L. Higgins for his support and dedicated work performed during this project.

At last, but not least, we would like to express our deepest and warmest gratitude and appreciation to Mr. Ron Shum, Project Director, for his advice and support during this project.


William E. Sewell
Chairman
Corrections Task Force


Vergil Chames, Jr.
Corrections Specialist
Standards and Goals
Project

Preface

This workbook represents an effort to analyze and evaluate the standards and goals recommended by the Corrections Task Force of the Alabama Standards and Goals Project. It sets forth methods and procedures used by the Corrections Task Force in planning for the future implementation of standards relative to Alabama Corrections.

Standards and goals devised for improvement of Corrections on a national level, to be implemented by the local authorities if applicable, have been proposed by the National Advisory Commission on Criminal Justice Standards and Goals. The Commission's report on Corrections proposes a comprehensive series of standards, goals, and recommendations for improving the quality and effectiveness of local Correctional systems.

As a catalyst for change in Corrections many states and local governments have chosen to review and evaluate the standards and recommendations of the NAC. Too often, however, this review has been hampered due to the lack of authoritative officials. If any change is to be productive there must be a willingness on the part of those persons with the necessary expertise to work with other Correctional personnel toward the establishment of an ideal system.

It is the belief of the Corrections Task Force of ALEPA that such a procedure would prove fruitful. This workbook is an attempt to illustrate the techniques employed by the Corrections Task Force in its planning efforts. A step-by-step analysis of procedures was used to address the standards and recommendations.

The first two sections of this document are written primarily for chief executives and other policy-makers in an "executive summary" form. The remaining sections, though of interest to policy-makers, are written primarily for Corrections personnel.

This workbook is patterned after a publication that was prepared jointly by the Criminal Justice Project of the National League of Cities and United States Conference of Mayors and the Pilot City Program of the Metropolitan Criminal Justice Center in Norfolk, Virginia. We would like to express our gratitude to these agencies for their contribution.

Section I

Background and Process

The National Advisory Commission on Criminal Justice Standards and Goals was established in 1971, "to formulate for the first time national criminal justice standards and goals to improve the Correctional System at the state and local levels." The comprehensive Report on Corrections, developed by the Commission's Task Force on Corrections, contains a wealth of information in support of its recommended standards and goals and addresses issues of concern to corrections personnel at all levels. For the purpose of comparing a department to the standards and goals and establishing requisite implementation plans, schedules, and budgeting projections, the recommendations may be usefully grouped into certain functional "Areas of Concern," which run throughout the national document (for example, personnel issues surface in at least six different chapters). We have further broken down these Areas of Concern into "topic areas."

Following the suggestions and steps which appear in the ensuing sections, any correctional agency should be able to measure its present level of activity against the standards recommended by the ALEPA Standards and Goals Corrections Task Force. By engaging in this requisite analysis and deciding upon the department's acceptance or rejection, in whole or in part, of each standard (or modification thereof), a department can determine for itself its strengths and weaknesses and develop short-, mid-, and long range plans which are responsive to its needs.

Planning is a continuous process undertaken either to modify existing activities or to establish new ones; it is characterized in part by the correlation of activities with time-frames.

For the purpose of this workbook, planning approaches can be conveniently labeled as short-, mid-, or long-range. Short-range approaches involve those actions to be studied and resolved within a one year period; for example, within a budget year. Mid-range planning normally encompasses a time period of from one to five years and long-range planning consists of the delineation of activities beyond five years.

In Section II, Analysis and Planning, each of the eight steps which we feel are necessary to relate Correctional standards to a department's current operation and management are listed and briefly described. At the end of this section six major Areas of Concern (such as Administration) are listed, and under each of these are several "topic areas" (e. g. under Administration, a topic area might be "fiscal management"). The applicable standards, which are found in Section V, are listed beside each topic area. The principal planning task which applies to this analysis is the scheduling in a logical sequence of those actions necessary to meet accepted standards.

In Section III, Sequential Array of Actions, a prescriptive pattern of 21 activities, or "actions," are listed in sequence, with an approximated number of person-days of effort required for each action. The Sequential Array takes the steps listed in Section II and presents them, primarily to give an idea of how much time will be required for each action.

Section IV is a Sample Work Plan which provides for time phasing and the assignment of implementation of responsibility. Like Section III, it is to be used as a guide. Each department, of course, will want to generate its own workplan, based on the steps presented in Section II and the Sequential Array of Actions.

Section V, Standards and Goals Comparison Worksheets, contains worksheet pages on which are listed the Corrections Standards. Instructions for using these worksheets to compare one's own department to recommended standards are given at the beginning of this section.

Section VI consists of Task Planning Sheets, to aid planning efforts regarding the implementation of the standards contained in Section V. They take each Area of Concern and the subdivided topic areas listed in Section II, with the applicable standards from Section V, and put them in the form of tasks, providing fundamental information required to indicate planning, timing, priority, and cost activities involved in each task. These sheets should be completed while referring to the comments and notations made on the Standards and Goals Comparison Worksheets. Again, each department will want to expand or modify the language and structure of these worksheets to meet its individual needs.

Section II

Analysis and Planning

Step 1: Gain Commitment of Decision-making Executives

If recommendations for change are to be seriously considered, it is essential that policy decision-makers commit themselves and their departments to the planning process. If commitment is half-hearted, the results will not approach their full potential. Most chief executives should be receptive to the development of a plan detailing departmental direction and budgetary projections.

Step 2: Determine Approach

There are several alternatives for implementing the planning effort. The possibilities include: use of planning unit personnel, reliance on an administrative assistant or assignment of selected individuals to each area. We suggest that one individual be designated as project director and be held responsible for supervision and coordinating the analysis and implementation activities.

Step 3: Develop Work Plan

Before any major effort can be undertaken, a work plan should be prepared. In one sense, this is a "plan to plan." The work plan should identify key tasks, cover review points, make assignments to individuals or groups, and provide for the scheduling of all activities to be accomplished, including the setting of target dates for completion. A work plan should be a dynamic document which acts as a guide but is flexible and responsive to external factors. Development of work plan assures that the distribution and scheduling of work is reasonable and that individual assignments are understood and accepted by all concerned. Consideration should be given to other external plans such as comprehensive city/county plans, regional Correctional plan updates, city/county budgets which could influence planning decisions. A sample work plan is presented in Section IV of this workbook.

Step 4: Develop a General Information File

A general information file needs to be prepared to serve as data base for evaluation efforts and to acquaint the project director (and others involved) with the resources of the department and their organization and use.

This kind of data base is requisite to proper planning. The development of a general information file will provide the necessary base while contributing to other management decisions not directly associated with the plan itself. At a minimum, the general information file should include:

- a) Alabama Jails and Lockups: a survey
- b) Occupant Capacities of Responding Jails
- c) Total Jail Population over and year by group
- d) Pre-and Post-Trial Prisoners in Total Jail population over one year
- e) Space Utilization
- f) Alcohol-Related Offenses
- g) Jails by Alabama Counties: part and projection numbers of people processed
- h) Other Department Resources

Step 5: Compare Department to the Recommended Standards and Goals

To begin the analysis, a comparison of what exists to what is recommended is in order. To facilitate this process, we have included sample comparison worksheets (Section V) which list all of the standards as they appear in the Corrections Task Force Report. The comparison worksheets are arranged so that a person knowledgeable in the department's administration and operation can determine whether or not the department is meeting, in whole or in part, each recommended standard.

The first consideration in this comparison is the determination of whether the department accepts a given recommendation, in whole or in part. The second consideration is the correlation of recommendations made in past management surveys (both internal and external) to the newly recommended standards to determine why previous recommendations were not implemented, or if they might be more feasibly implemented.

Step 6: Establish Priorities By Year

After the scheduling of the specific topics area over the five-year period (less if appropriate for your jurisdiction) has been completed, it is necessary to prioritize all of the activities planned for each successive year. This not only allows for more specific time phasing but also allows for re-examination of the total activities planned for a given year. It will not be unusual to decide later that what was initially planned for the first year is either too much or too little. Some re-arrangement of the general schedule will occur as a spin-off from in-year priority setting.

The priority scale may be numerical or alphabetical and can be whatever length needed. A one-to five rating system is suggested. Participatory management can be encouraged by getting input at all levels during the priority setting process. The final decision on priorities should be made by the chief executive after reviewing the recommendations of his staff, since he is ultimately responsible for program implementation, including the allocation of often scarce resources. It should be remembered that priorities provide a tool for planning and are not an end in themselves. They are flexible and may change with external influences.

Step 7: Evaluate Process

Any effort worthy of undertaking warrants evaluation. Evaluation of the effort requires comparing your initial level of staffing, organizational structure, resource utilization, manpower allocation, training and productivity, with levels of activity after changes have been made to determine the value of the change and direct planning.

Evaluation is the process of determining whether goals and objectives were reached and if so, what changes, both positive and negative, have been caused by the effort. The techniques of evaluation can range from simple comparison measurements to sophisticated attitudinal surveys. To assure validity, evaluations should not be conducted by those who planned or implemented the change or who for any other reason could be biased.

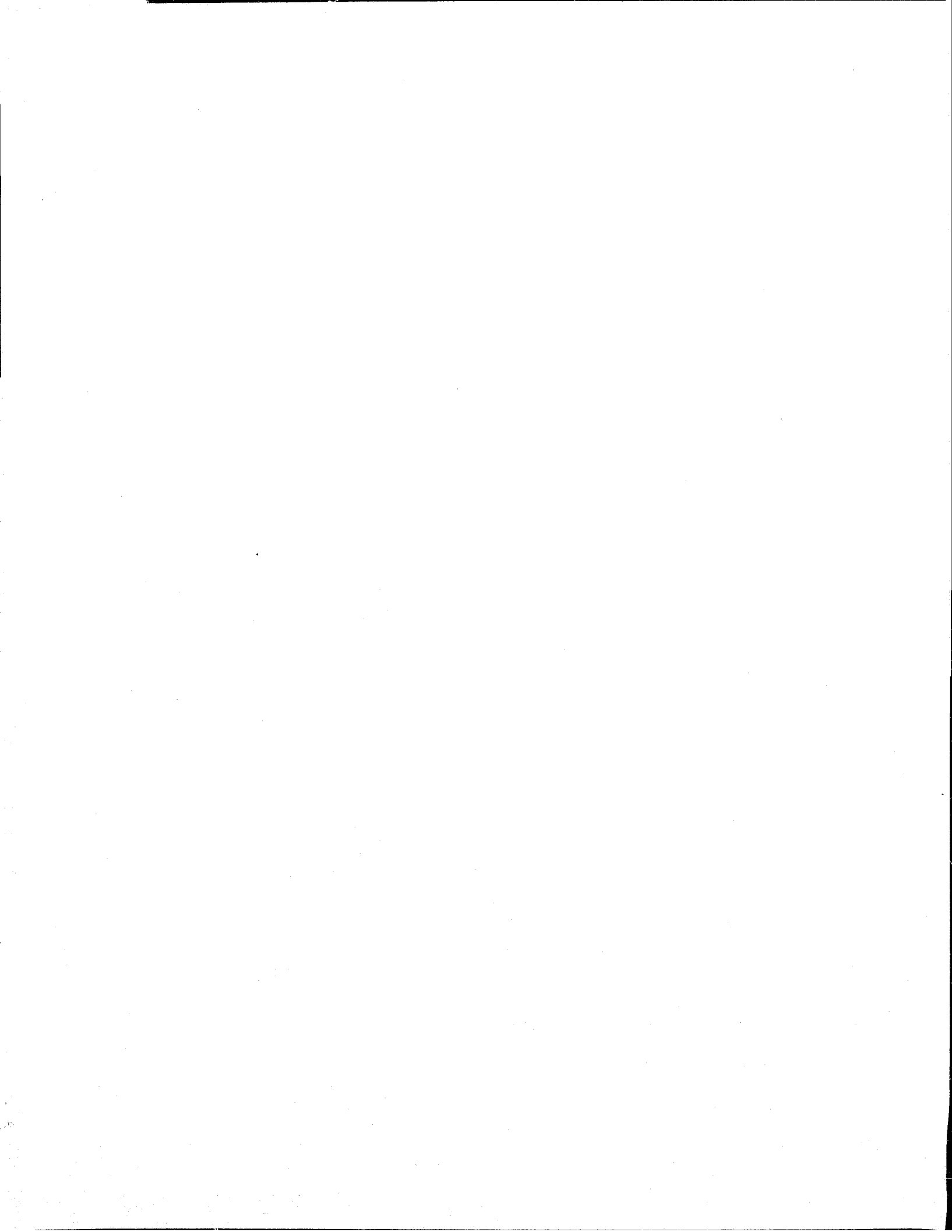
Step 8: Review Areas of Concern and Topic Areas

We have listed six Areas of Concern--Administration, Personnel, Training, Operations, Support Services, and Extra-Departmental Cooperation, Coordination, and Assistance--and listed under each of these several topic areas to be dealt with. (See chart on following page.)

On the following pages we have listed each of the Standards from the Corrections Task Force Report which apply to each of these topic areas. These Standards are contained in Section V of this workbook.

AREAS OF CONCERN AND TOPIC AREAS

<u>ADMINISTRATON</u>	<u>PERSONNEL</u>	<u>STAFF TRAINING</u>	<u>DEVELOPMENT OPERATIONS</u>	<u>SUPPORT SERVICES</u>	<u>EXTRA DEPARTMENTAL COOPERATION COORDINATION & ASSISTANCE</u>
-Policy	-Policy	-Policy	-Policy	-Policy	-Policy
-Procedure	-Procedure	-Procedure	-Procedure	-Procedure	-Procedure
-Corrections Role	-Recruitment & Selection	-Program Development	-Progressive Management	-Information System	-Community Relations Development
-Organizational Structure	-Education		-Counseling		
-Fiscal Management	-Classification & Pay	-Preparatory Training	-Physical Examination		-Diversion
-News Media Relations	-Personnel Development	-Inservice Training	-Vocational Rehabilitation	-Detention System	-Correlation Corrections Service
-Internal Discipline	Promotion & Advancement			-Transportation	
-Guard and/or Inmate Inspection Systems	-Personnel Utilization		-Intake	-Health Care	-Inter-Coord- ination of Criminal Agency
-Employee Relations	-Employee Services		-Emergency Control	-Legal Services & Materials	-Coordina- tion of Community Resources
-Planning			-Administra- tive Justice		



AREAS OF CONCERN

APPLICABLE STANDARDS
(from Report on Corrections)

ADMINISTRATION

Policy	2.1, 2.2, 2.3, 2.4, 2.7, 2.12, 2.13, 4.1
Procedure	2.1, 2.2, 2.3, 2.7, 2.10, 2.11, 4.5
Corrections Role	2.7, 2.9, 6.1, 6.2, 7.1, 7.2, 7.3, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, 9.9, 9.10, 10.2, 10.3, 10.4, 10.5, 11.9, 14.1, 14.2, 14.3, 14.4, 14.6, 14.7, 14.8, 14.9, 14.10, 14.11, 16.5, 16.10, 16.14
Organizational Structure	4.1, 4.2, 4.4, 5.15, 5.16, 6.1, 6.2, 7.2, 9.1, 9.4, 9.5, 9.6, 9.8, 9.9, 9.10, 10.1, 10.3, 10.5, 11.9, 13.1, 13.2, 13.4
Fiscal Management	9.4, 9.5, 9.6, 9.7, 9.8, 9.9, 9.10, 10.1, 10.2, 10.3, 10.5, 13.1, 13.2, 13.4, 14.11, 16.2
News Media Relations	2.15
Internal Discipline	2.9, 2.11, 2.12, 2.13, 2.18, 9.7
Guard and/or Inmate Inspection Systems	9.3, 9.4, 9.5, 9.7
Employee Relations	13.4, 14.3, 14.4, 14.5, 14.6, 14.10, 16.5
Planning	4.1, 4.2, 4.5, 4.6, 7.1, 9.1, 9.10, 11.1, 13.2

AREAS OF CONCERN

APPLICABLE STANDARDS
(from Report on Corrections)

PERSONNEL

Policy	13.4, 14.1, 14.2, 14.3, 14.4, 14.5, 14.6
Procedure	12.2, 14.6, 14.7, 14.8, 16.5
Recruitment & Selection	13.1, 13.4, 14.1, 14.2, 14.3, 14.4, 14.5, 14.6, 14.7, 14.8, 14.10, 16.5
Education	11.4, 13.1, 14.9, 14.10, 14.11, 16.5
Classification & Pay	6.1, 6.2
Personnel Development, Promotion, and Advancement	9.1, 11.4, 12.2, 12.8, 14.3, 14.4, 14.5, 14.6, 14.11, 16.5, 16.13
Personnel Utilization	13.1, 13.2, 13.4, 14.1, 14.2, 14.3, 14.4, 14.5, 14.6, 14.11, 16.5
Employee Services	14.6, 14.11

AREAS OF CONCERN	APPLICABLE STANDARDS (from <u>Report on Corrections</u>)
<u>STAFF TRAINING AND DEVELOPMENT</u>	
Policy	9.7, 11.4, 13.1, 13.2, 14.1, 14.2, 14.3, 14.4, 14.5, 14.6, 14.7, 16.5
Procedure	9.6, 9.7, 14.1, 14.2, 14.3, 14.6, 14.10, 14.11
Program Development	14.6, 14.10, 14.11
Preparatory Training	9.6 sub-part 5, 14.2, 14.3, 14.7, 14.11
Inservice Training	9.6

AREAS OF CONCERN	APPLICABLE STANDARDS (from <u>Report on Corrections</u>)
<u>OPERATIONS</u>	
Policy	2.10, 2.12, 2.13, 2.15, 2.18, 4.5, 4.7, 9.7, 4.2, 3.1
Procedure	2.12, 2.13, 2.14, 2.15, 3.1
Progressive Management	6.2, 13.1, 13.2, 14.7
Counseling	11.9
Physical Examination	2.6
Vocational Rehabilitation	2.9, 11.4
Intake	9.4, 9.5, 6.1, 6.2
Emergency Control Measures	2.7, 2.11
Administrative Justice	16.2

AREAS OF CONCERN

APPLICABLE STANDARDS
(from Report on Corrections)

SUPPORT SERVICES

Policy

Procedure

Information Systems

15.1, 15.2, 15.3, 15.4

Detention Systems

4.1, 4.2, 4.4, 4.5, 4.6,
4.7, 4.8, 4.9, 4.10, 9.5,
9.3

Transportation

2.1 #5

Health Care

2.5, 2.6, 9.3, 9.10, 11.1

Legal Service and Materials

2.1 sub-part 5, 2.2, 2.3,
16.13

AREAS OF CONCERN

APPLICABLE STANDARDS
(from Report on Corrections)

EXTRA-DEPARTMENTAL COOPERATION
COORDINATION AND ASSISTANCE

Policy

7.1

Procedure

7.1, 7.2, 7.3, 7.4

Community Relations Development

7.2, 7.3

Diversion

3.1, 7.1

Correlation of Corrections Services

14.8, 14.9

Inter-Coordination of Criminal
Justice Agency

7.2, 14.9

Coordination of Community Resources

7.2, 12.6

Section III

Sequential Array of Actions

The following twenty-one steps are based upon the previous discussion of process for analysis and planning (Section II), and provide guidance in a prescriptive pattern. The "approximate person-days of effort required" are projections based upon experience.



Indicates decision point



Indicates activity requiring time

SEQUENTIAL ARRAY OF ACTIONS

<u>STEP</u>	<u>ACTION</u>	<u>APPROXIMATE PERSON-DAYS OF EFFORT REQUIRED</u>
①	Department decision to compare its organization and operation to the <u>Standards and Goals Report on Corrections</u>	None
② ③	Identify and select various approaches to the comparison and implementation process (staffing, assignments, etc.)	2
④	Develop work plan for program including detailed actions required to meet objectives including assignments of responsibility for each action.	2
⑤	Brief department staff	1
⑥	Acceptance by staff of time phase schedule	None

<u>STEP</u>	<u>ACTION</u>	<u>APPROXIMATE PERSON-DAYS OF EFFORT REQUIRED</u>
7	Develop a general information file	11
8	Compare organization to the recommended standards and goals and specify acceptance, rejection modifications, and additions; time phase by year.	10
9	Review other studies of department, isolate recommendations, and compare to standards and goals.	2
10	Brief staff on analysis and plans and obtain acceptance of those in authority.	1
11	Develop desired department profile (in years - from 1-5 years)	8
12	Determine in - year priorities and time phase anticipated costs and responsibility for implementation.	12
13	Brief department staff.	1
14	Acceptance by those in authority and staff of comparative analysis conclusions, designation of priorities, anticipated costs and responsibilities as assigned.	None
15	Develop evaluation criteria for review of progress and achievements.	4

<u>STEP</u>	<u>ACTION</u>	<u>APPROXIMATE PERSON-DAYS OF EFFORT REQUIRED</u>
16	Develop final plan for submission to those in authority for review and budgetary approval.	15
17	Submit plan to those in authority	4
18	Adopt budgetary plans into normal department budget processs.	None
19	Begin implementation activities	-
20	Develop departmental plans for inclusion in local, regional, or state five year criminal justice plan.	-
21	Determine whether goals and objectives were/are being reached and what changes resulted.	-

Section IV

Sample Work Plan

In order to initiate a planning/implementation effort of this magnitude, a work plan which assigns task responsibility and sets target dates for their completion is required. This sample work plan is enclosed for your use as a guide. Although they have proven to be realistic and workable, you may determine to adopt, reject, or modify the recommended actions and time frames to suit the demands of your own agency.

WORK PLAN FOR STANDARDS AND GOALS PROGRAM DAYS

<u>Step</u>	<u>Action</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>	<u>18</u>	<u>Responsibility</u>
1	Present work plan to command staff and chief executive and obtain acceptance																				
2	Develop General Information file: Identify data elements Gather and analyze data																				
3	Compare department status to recommended standards and goals and time phase by year in order of implementation importance																				
4	Review past management studies of department and isolate recommendations on functions of department (and compare to recommended standards and goals)																				
5	Brief command staff on analysis and planning results and obtain acceptance of chief executive to proceed																				
6	Develop profiles of department +5* years +3* +4* +2* +1*																				

*The 5, 3, 4, 2, 1 sequence is correct since you determine where you want to be +5 and +3 thru +4 changes are easily identified, as for +2 and +1.

WORK PLAN FOR STANDARDS AND GOALS PROGRAM

DAYS

<u>Step</u>	<u>Action</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>	<u>18</u>	<u>Responsibility</u>	
7	Identify and time phase required actions to achieve information file																					
8	Determine resource requirements to accomplish needed improvements or change																					
9	Identify technical and contactual assistance requirements																					
10	Brief command staff on plan and obtain acceptance by chief executive																					
11	Develop evaluation plan to assure quarterly review and analysis of accomplishments against plan and projections of future actions																					
12	Submission of plan by chief executive to appropriate authorities																					
13	Adopt budgetary plans into normal department budget process																					
14	Begin implementation activities																					
15	Develop corrections portion of local (regional) five year criminal justice plan																					

THE CORRECTIONS TASK FORCE

Mr. William E. Sewell, Chairman
Director
Jefferson County Correctional Center
2120 7th Avenue North
Birmingham, Alabama 35203

BOARD MEMBERS

Honorable John M. Baker
Senator
P. O. Box 316
Fort Payne, Alabama 35967

Mr. John P. Braddy
Associate Director
Board of Corrections
101 South Union Street
Montgomery, Alabama 36104

Honorable Robert E. Carter
Attorney at Law
3928 Montclair Road
Birmingham, Alabama 35213

Mrs. Charlotte Dominick
11 Bonita Drive
Birmingham, Alabama 35209

Mr. Harry Fletcher
2057 Commodore Circle
Montgomery, Alabama 36106

Honorable Robert Humphries
Assistant Attorney General
Department of Mental Health
502 Washington Avenue
Montgomery, Alabama 36104

Mr. Bruce Myers
Probation Officer
(Retired)
Route 4, Box 33
Jasper, Alabama 35501

Dr. Ronald H. Rogers
Associate Professor
Coordinator of Government
Programs
Division of Sciences
Auburn University
Montgomery, Alabama 36109

Sheriff Billy Smith
P. O. Drawer E
Linden, Alabama 36748

Mr. David H. Williams
Assistant Director
Pardon and Parole Board
Administrative Building
Room 654
Montgomery, Alabama 36104

THE CORRECTIONS TASK FORCE

ASSOCIATE MEMBERS, EX-OFFICIO MEMBERS AND PARTICIPANTS

Mr. Daniel B. Long
Director of Physical
Fitness Board and
Chairman of the ALEPA
Corrections Committee
Highway Building
Room 740
Montgomery, Alabama 36104

Dr. William E. Osterhoff
Juvenile Justice Grants
Administrator
312 Montgomery Street
Montgomery, Alabama 31604

Dr. Robert T. Sigler
Assistant Professor of
Social Work
Univeristy of Alabama
Tuscaloosa, Alabama

Ms. Harriet Smith
Corrections Planner
501 Adams Avenue
Montgomery, Alabama 36104

Dr. Thomas Vocino
Division of Sciences
Auburn University
Montgomery, Alabama 36109

Section V

Standards and Goals Comparison Worksheets

This section contains analysis forms which can be used by a department to compare its current status in relation to the recommended standards and goals which are duplicated from the Alabama Corrections Task Force Report. They are presented in a format conducive to comparative analysis. Utilization of these worksheets enables anyone knowledgeable in department administration and operations to compare departmental status with the recommended standards and goals.

INSTRUCTIONS FOR USING WORKSHEETS & ABBREVIATION CODE

A	ACCEPT
R	REJECT
C	COMPLIANCE
PC	PARTIAL COMPLIANCE
NC	NON-COMPLIANCE
I	IMPLEMENTATION
RS	RESEARCH
1-5	NUMBER OF YEARS TO IMPLEMENTATION

(use additional sheets of paper as necessary - e.g. for comments).

The person(s) conducting the analysis should read each individual standard and substandard while considering the following:

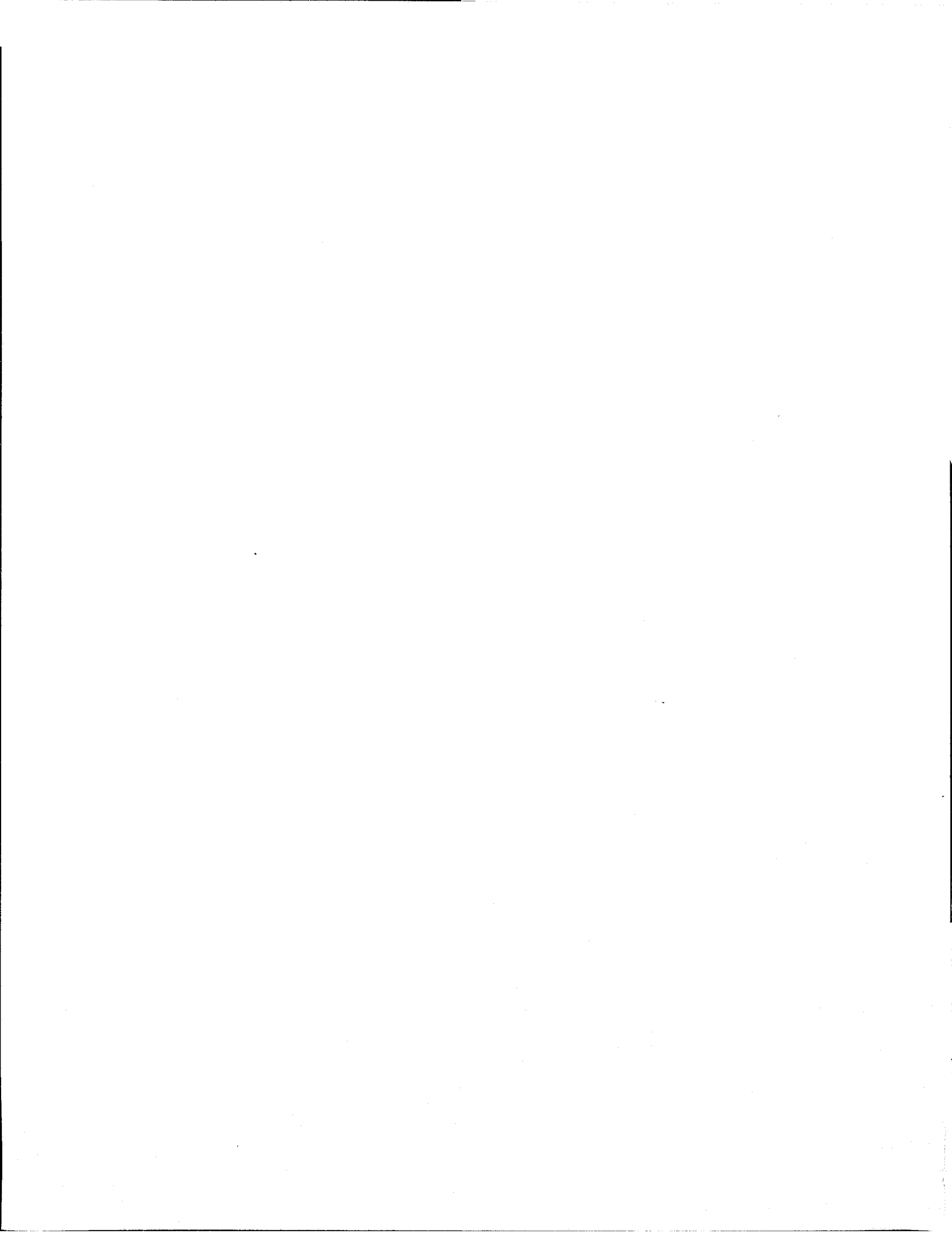
- (a) Do you accept or reject, in whole or in part, the standard or substandard? If you accept or reject, so indicate by placing an "A" (Accept) or "R" (Reject) in the appropriate column in the remarks section.
- (b) Does your department presently meet or exceed the standard being reviewed? If so, place a "C" (Compliance) in the column marked 'C'. If you are in partial compliance, place a "PC" in the column so marked.
- (c) If the department does not meet the standard, place "NC" for 'not complying' in the appropriate column. If the department desires to implement the standard, determine the specific actions and their timing. Actions to be taken might include:
 - (1) Research - in cases where you deem it necessary to explore or study a subject before changing departmental organization, policies, and procedures resulting in the recommended standard being met;
 - (2) Implementation - the actual implementation of programs, actions, policies, and procedures resulting in the recommended standard being met.

Example: If it is desirable to explore the feasibility of establishing a community-based facility in your jurisdiction, it may be necessary to research the topic and develop alternative approaches in the first year and establish the community-based facility in the second. Indicate this decision by placing an "R" (for research) in the First-year column and an "I" (for implementation) in the Second-year column. (Indicate by year number (1, 2, 3, 4, or 5) when you wish to research (RS) and/or implement (I) the standard in the year column.)

In summary, successful use of the Standards and Goals Comparison Worksheets requires that you read and consider each standard carefully, proceed standard-by-standard as they appear without skipping around. Be as detailed and explicit as possible during the comparison, and write down your thoughts.

Please Note: There are two copies of each standard. The second copy is for your agency. The first copy is to be sent to:

Standards and Goals Project
Alabama Law Enforcement Planning Agency
2863 Fairlane Drive
Building F, Suite 49
Executive Park
Montgomery, Alabama 36111



Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>STANDARD 2.1</p> <p><u>ACCESS TO COURTS</u></p> <p>Each correctional agency should, a.s.a.p., develop and implement policies and procedures to fulfill the right of persons under correctional supervision to have access to courts to present any issue cognizable therein, including (1) challenging the legality of their conviction or confinement; (2) seeking redress for illegal conditions or treatment while incarcerated or under correctional control; (3) pursuing remedies in connection with civil legal problems; and (4) asserting against correctional or governmental authority any other rights protected by constitutional or statutory provision or common law.</p> <p>STANDARD 2.2</p> <p><u>ACCESS TO LEGAL SERVICES</u></p> <p>Each correctional agency should, a.s.a.p., develop and implement policies and procedures to fulfill the right of offenders to have access to legal assistance, through counsel or counsel substitute, with problems or proceedings relating to their custody, control, management, or legal affairs while under correctional authority. Correctional authorities should facilitate access to such assistance and assist offenders affirmatively in pursuing their legal rights.</p> <p>STANDARD 2.3</p> <p><u>ACCESS TO LEGAL MATERIALS</u></p> <p>Each correctional agency, as a part of its responsibility to facilitate access to courts for each person under its custody, should immediately establish policies and procedures to fulfill the right of offenders to have reasonable access to legal materials.</p> <p>STANDARD 2.4</p> <p><u>PROTECTION AGAINST PERSONAL ABUSE</u></p> <p>Each correctional agency should establish, a.s.a.p., policies and procedures to fulfill the right of offenders to be free from personal abuse by correctional staff or other offenders. The following should be prohibited:</p> <ol style="list-style-type: none"> 1. Corporal punishment. 2. The use of physical force by correctional staff except as necessary for self-defense, protection of another person from imminent physical attack, or prevention of riot or escape. 3. Solitary or segregated confinement as a disciplinary or punitive measure without procedural safeguards. 						

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<p>4. Intentional deprivation of clothing, bed and bedding, light, ventilation, heat, exercise, balanced diet, or hygienic necessities, any act or lack of care, whether by affirmative action or wilfull neglect, that is likely to injure or significantly impairs the health of any offender.</p> <p>Correctional authorities should:</p> <ol style="list-style-type: none"> 1. Develop institution classification procedures that will identify violence-prone offenders and where such offenders are identified, insure greater supervision. 2. Implement supervision procedures and other techniques that will provide a reasonable measure of safety for offenders from the attacks of other offenders. Technological devices such as closed circuit television should not be exclusively relied upon for such purposes. <p>STANDARD 2.5</p> <p><u>HEALTHFUL SURROUNDINGS</u></p> <p>After a reasonable time to make changes, a residential facility that does not meet the requirements set forth in State health and sanitation laws should be deemed a nuisance and abated.</p> <p>Healthful surroundings, appropriate to the purpose of the area should also be provided in all other areas of the facility. Cleanliness and occupational health and safety rules should be complied with.</p> <p>Independent comprehensive safety and sanitation inspections should be performed annually by qualified personnel: State and local inspectors of food, medical, housing and industrial safety who are independent of the correctional agency. Corrections facilities should be subject to applicable State and local statutes or ordinances.</p> <p>STANDARD 2.6</p> <p><u>MEDICAL CARE</u></p> <p>Each correctional agency should take, as soon as possible, steps to fulfill the right of confined offenders to medical care. This should include services guaranteeing physical, mental, and social well-being as well as treatment for specific diseases or infirmities. Such medical care should be comparable in quality and availability to that obtainable by the general public and should include at least the following:</p> <ol style="list-style-type: none"> 1. A prompt examination by a physician upon commitment to a correctional facility. 2. Medical services performed by persons with appropriate training under the supervision of a licensed physician. 3. Emergency medical treatment on a 24-hour basis. 4. Access to an accredited hospital. 						

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<p>4. Where the review indicates that the offender did not commit the violation or the staff's action was not appropriate, all reference to the incident should be removed from the offender's file.</p> <p>Major violation of rules of conduct are those punishable by sanctions more stringent than those for minor violations, including but not limited to, loss of good time, transfer to segregation or solitary confinement, transfer to a higher level of institutional custody or any other change in status which may tend to affect adversely an offender's time of release or discharge.</p> <p>Rules governing major violations should provide for the following prehearing procedures:</p> <ol style="list-style-type: none"> Someone other than the reporting officer should conduct a complete investigation into the facts of the alleged misconduct to determine if there is probable cause to believe the offender committed a violation. If probable cause exists, a hearing date should be set. The offender should receive a copy of any disciplinary report or charges of the alleged violation and notice of the time and place of the hearing. The offender, if he desires, should receive assistance in preparing for the hearing from a member of the correctional staff, another inmate, or other authorized person (including legal counsel if available.) No sanction for the alleged violation should be imposed until after the hearing except that the offender may be segregated from the rest of the population if the head of the institution finds that he constitutes a threat to other inmates, staff members or himself. <p>Rules governing major violations should provide for a hearing on the alleged violation which should be conducted as follows:</p> <ol style="list-style-type: none"> The hearing should be held as quickly as possible, generally not more than 72 hours after the charges are made. The hearing should be before an impartial officer or board. The offender should be allowed to present evidence or witnesses on his behalf. The offender may be allowed to confront and cross-examine the witnesses against him. The offender should be allowed to select someone, including legal counsel, to assist him at the hearing. The hearing officer or board should be required to find substantial evidence of guilt before imposing a sanction. The hearing officer or board should be required to render its decision in writing setting forth its findings as to controverted facts, its conclusion, and the sanction imposed. If the decision finds that the offender did not commit the violation, all reference to the charge should be removed from the offender's file. <p>Rules governing major violations should provide for internal review of the hearing officer's or board's decision. Such review should be automatic. The reviewing authority should be authorized to accept the decision, order further proceedings, or reduce the sanction imposed.</p>					

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<p>STANDARD 2.13</p> <p><u>PROCEDURES FOR NONDISCIPLINARY CHANGE OF STATUS</u></p> <p>Each correctional agency should, a.s.a.p., promulgate written rules and regulations to prescribe the procedures for determining and changing offender status, including classification, transfers and major changes or decisions, on participation in treatment, education and work programs within the same facility.</p> <ol style="list-style-type: none"> The regulations should: <ol style="list-style-type: none"> Specify criteria for the several classifications to which offenders may be assigned and the privileges and duties of persons in each class. Specify frequency of status reviews or the nature of events that prompt such review. Be made available to offenders who may be affected by them. Provide for notice to the offender when his status is being reviewed. Provide for participation of the offender in decisions affecting his program. The offender should be permitted to make his views known regarding the classification, transfer or program decision under consideration. The offender should have an opportunity to oppose or support proposed changes in status or to initiate a review of his status. Where reviews involving substantially adverse changes in degree, type location or level of custody are conducted, an administrative hearing should be held, involving notice to the offender an opportunity to be heard, and a written report by the correctional authority communicating the final outcome of the review. Where such actions, particularly transfers, must be made on an emergency basis, this procedure should be followed subsequent to the action. In the case of transfers between correctional and mental institutions, whether or not maintained by the correctional authority, such procedures should include specified procedural safeguards available for new or initial commitments to the general population of such institutions. Proceedings for nondisciplinary changes of status should not be used to impose disciplinary sanctions or otherwise punish offenders for violation of rules of conduct or other misbehavior. <p>STANDARD 2.14</p> <p><u>GRIEVANCE PROCEDURE</u></p> <p>Each correctional agency, a.s.a.p., should develop and implement a grievance procedure. The procedure should have the following elements:</p> <ol style="list-style-type: none"> Each person being supervised by the correctional authority should be able to report a grievance. The grievance should be transmitted without alteration, interference, or delay to the person or entity responsible for receiving and investigating grievances. <ol style="list-style-type: none"> Such person or entity preferably should be independent of the correctional authority. It should not, in any case, be concerned with the day-to-day administration of the corrections function that is the subject of the grievance. 					

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<p>b. The person reporting the grievance should not be subject to any adverse action as a result of filing the report.</p> <p>3. Promptly after receipt, each grievance not patently frivolous should be investigated. A written report should be prepared for the correctional authority and the complaining person. The report should set forth the findings of the investigation and the recommendations of the person or entity responsible for making the investigation.</p> <p>4. The correctional authority should respond to each such report, indicating what disposition will be made of the recommendations received.</p> <p style="text-align: center;">STANDARD 2.15</p> <p style="text-align: center;"><u>FREE EXPRESSION AND ASSOCIATION</u></p> <p>Each correctional agency should, as soon as possible, develop policies and procedures to assure that individual offenders are able to exercise their constitutional rights of free expression and association to the same extent and subject to the same limitations as the public at large; except as those expressly taken from him by law.</p> <p style="text-align: center;">STANDARD 2.16</p> <p style="text-align: center;"><u>EXERCISE OF RELIGIOUS BELIEFS AND PRACTICES</u></p> <p>Each correctional agency immediately should develop and implement policies and procedures that will fulfil the right of offenders to exercise their own religious beliefs. These policies and procedures should allow and facilitate the practice of these beliefs to the maximum extent possible, within reason, consistent with Standard 2.15, and reflect the responsibility of the correctional agency.</p> <p>Each correctional agency should give equal status and protection to all religions, traditional or unorthodox. In determining whether practices are religiously motivated, the following factors among others should be considered as supporting a religious foundation for the practice in question:</p> <ol style="list-style-type: none"> 1. Whether there is substantial literature supporting the practice as related to religious principle. 2. Whether there is a formal, organized workshop of shared belief by a recognizable and cohesive group supporting the practice. 3. Whether there is a loose and informal association of persons who share common ethical, moral, or intellectual views supporting the practice. 4. Whether the belief is deeply and sincerely held by the offender. 						

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<p style="text-align: center;">STANDARD 2.17</p> <p style="text-align: center;">ACCESS TO THE PUBLIC</p> <p>Each correctional agency should develop and implement, a.s.a.p., policies and procedures to fulfill the right of offenders to communicate with the public. Correctional regulations limiting such communication should be consistent with Standard 2.15. Questions of right of access to the public arise primarily in the context of regulations affecting mail, personal visitation, and the communication media.</p> <p>MAIL. Offenders should have the right to communicate of correspond with persons or organizations and to send and receive letters, packages, books, periodicals, and any other material that can be lawfully mailed. The following additional guidelines should apply:</p> <ol style="list-style-type: none"> 1. Correctional authorities should not limit the volume of mail to or from a person under supervision. 2. Correctional authorities should have the right to inspect incoming and outgoing mail, but neither incoming nor outgoing mail should be read or censored except in instances where the public interest is clearly involved. Cash, checks, or money orders should be removed from incoming mail and credited to offender's accounts. If contraband is discovered in either incoming or outgoing mail, it may be removed. Only illegal items and items which threaten the security of the institution should be considered contraband. 3. Offenders should receive a reasonable postage allowance to maintain community ties. <p style="text-align: center;">STANDARD 2.18</p> <p style="text-align: center;"><u>REMEDIES FOR VIOLATION OF AN OFFENDER'S RIGHTS</u></p> <p>Each correctional agency, a.s.a.p., should adopt policies and procedures, and where applicable should seek legislation, to insure proper redress where an offender's rights are abridged.</p> <p style="text-align: center;">STANDARD 3.1</p> <p style="text-align: center;"><u>USE OF DIVERSION</u></p> <p>Each local jurisdiction, in cooperation with related State agencies, should develop and implement formally organized programs of diversion that can be applied in the criminal justice process from the time an illegal act occurs to adjudication.</p> <ol style="list-style-type: none"> 1. The planning process and the identification of diversion services to be provided should follow generally and be associated with "total system planning" as outlined in Standard 9.1. <ol style="list-style-type: none"> a. With planning data available, the responsible authorities at each step in the criminal justice process where diversion may occur, should develop priorities, lines of responsibility, courses of procedure, and other policies to serve as guidelines to its use. b. Mechanisms for review and evaluation of policies and practices should be established. 						

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<p>4. Where the review indicates that the offender did not commit the violation or the staff's action was not appropriate, all reference to the incident should be removed from the offender's file.</p> <p>Major violation of rules of conduct are those punishable by sanctions more stringent than those for minor violations, including but not limited to, loss of good time, transfer to segregation or solitary confinement, transfer to a higher level of institutional custody or any other change in status which may tend to affect adversely an offender's time of release or discharge.</p> <p>Rules governing major violations should provide for the following prehearing procedures:</p> <ol style="list-style-type: none"> Someone other than the reporting officer should conduct a complete investigation into the facts of the alleged misconduct to determine if there is probable cause to believe the offender committed a violation. If probable cause exists, a hearing date should be set. The offender should receive a copy of any disciplinary report or charges of the alleged violation and notice of the time and place of the hearing. The offender, if he desires, should receive assistance in preparing for the hearing from a member of the correctional staff, another inmate, or other authorized person (including legal counsel if available.) No sanction for the alleged violation should be imposed until after the hearing except that the offender may be segregated from the rest of the population if the head of the institution finds that he constitutes a threat to other inmates, staff members or himself. <p>Rules governing major violations should provide for a hearing on the alleged violation which should be conducted as follows:</p> <ol style="list-style-type: none"> The hearing should be held as quickly as possible, generally not more than 72 hours after the charges are made. The hearing should be before an impartial officer or board. The offender should be allowed to present evidence or witnesses on his behalf. The offender may be allowed to confront and cross-examine the witnesses against him. The offender should be allowed to select someone, including legal counsel, to assist him at the hearing. The hearing officer or board should be required to find substantial evidence of guilt before imposing a sanction. The hearing officer or board should be required to render its decision in writing setting forth its findings as to controverted facts, its conclusion, and the sanction imposed. If the decision finds that the offender did not commit the violation, all reference to the charge should be removed from the offender's file. <p>Rules governing major violations should provide for internal review of the hearing officer's or board's decision. Such review should be automatic. The reviewing authority should be authorized to accept the decision, order further proceedings, or reduce the sanction imposed.</p>						

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<p>STANDARD 2.13</p> <p><u>PROCEDURES FOR NONDISCIPLINARY CHANGE OF STATUS</u></p> <p>Each correctional agency should, a.s.a.p., promulgate written rules and regulations to prescribe the procedures for determining and changing offender status, including classification, transfers and major changes or decisions on participation in treatment, education and work programs within the same facility.</p> <ol style="list-style-type: none"> The regulations should: <ol style="list-style-type: none"> Specify criteria for the several classifications to which offenders may be assigned and the privileges and duties of persons in each class. Specify frequency of status reviews or the nature of events that prompt such review. Be made available to offenders who may be affected by them. Provide for notice to the offender when his status is being reviewed. Provide for participation of the offender in decisions affecting his program. The offender should be permitted to make his views known regarding the classification, transfer or program decision under consideration. The offender should have an opportunity to oppose or support proposed changes in status or to initiate a review of his status. Where reviews involving substantially adverse changes in degree, type location or level of custody are conducted, an administrative hearing should be held, involving notice to the offender an opportunity to be heard, and a written report by the correctional authority communicating the final outcome of the review. Where such actions, particularly transfers, must be made on an emergency basis, this procedure should be followed subsequent to the action. In the case of transfers between correctional and mental institutions, whether or not maintained by the correctional authority, such procedures should include specified procedural safeguards available for new or initial commitments to the general population of such institutions. Proceedings for nondisciplinary changes of status should not be used to impose disciplinary sanctions or otherwise punish offenders for violation of rules of conduct or other misbehavior. <p>STANDARD 2.14</p> <p><u>GRIEVANCE PROCEDURE</u></p> <p>Each correctional agency, a.s.a.p., should develop and implement a grievance procedure. The procedure should have the following elements:</p> <ol style="list-style-type: none"> Each person being supervised by the correctional authority should be able to report a grievance. The grievance should be transmitted without alteration, interference, or delay to the person or entity responsible for receiving and investigating grievances. <ol style="list-style-type: none"> Such person or entity preferably should be independent of the correctional authority. It should not, in any case, be concerned with the day-to-day administration of the corrections function that is the subject of the grievance. 						

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<p>b. The person reporting the grievance should not be subject to any adverse action as a result of filing the report.</p> <p>3. Promptly after receipt, each grievance not patently frivolous should be investigated. A written report should be prepared for the correctional authority and the complaining person. The report should set forth the findings of the investigation and the recommendations of the person or entity responsible for making the investigation.</p> <p>4. The correctional authority should respond to each such report, indicating what disposition will be made of the recommendations received.</p> <p style="text-align: center;">STANDARD 2.15</p> <p style="text-align: center;"><u>FREE EXPRESSION AND ASSOCIATION</u></p> <p>Each correctional agency should, as soon as possible, develop policies and procedures to assure that individual offenders are able to exercise their constitutional rights of free expression and association to the same extent and subject to the same limitations as the public at large; except as those expressly taken from him by law.</p> <p style="text-align: center;">STANDARD 2.16</p> <p style="text-align: center;"><u>EXERCISE OF RELIGIOUS BELIEFS AND PRACTICES</u></p> <p>Each correctional agency immediately should develop and implement policies and procedures that will fulfil the right of offenders to exercise their own religious beliefs. These policies and procedures should allow and facilitate the practice of these beliefs to the maximum extent possible, within reason, consistent with Standard 2.15, and reflect the responsibility of the correctional agency.</p> <p>Each correctional agency should give equal status and protection to all religions, traditional or unorthodox. In determining whether practices are religiously motivated, the following factors among others should be considered as supporting a religious foundation for the practice in question:</p> <ol style="list-style-type: none"> 1. Whether there is substantial literature supporting the practice as related to religious principle. 2. Whether there is a formal, organized workshop of shared belief by a recognizable and cohesive group supporting the practice. 3. Whether there is a loose and informal association of persons who share common ethical, moral, or intellectual views supporting the practice. 4. Whether the belief is deeply and sincerely held by the offender. 						

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<p style="text-align: center;">STANDARD 2.17</p> <p style="text-align: center;">ACCESS TO THE PUBLIC</p> <p>Each correctional agency should develop and implement, a.s.a.p., policies and procedures to fulfill the right of offenders to communicate with the public. Correctional regulations limiting such communication should be consistent with Standard 2.15. Questions of right of access to the public arise primarily in the context of regulations affecting mail, personal visitation, and the communication media.</p> <p>MAIL. Offenders should have the right to communicate of correspond with persons or organizations and to send and receive letters, packages, books, periodicals, and any other material that can be lawfully mailed. The following additional guidelines should apply:</p> <ol style="list-style-type: none"> 1. Correctional authorities should not limit the volume of mail to or from a person under supervision. 2. Correctional authorities should have the right to inspect incoming and outgoing mail, but neither incoming nor outgoing mail should be read or censored except in instances where the public interest is clearly involved. Cash, checks, or money orders should be removed from incoming mail and credited to offender's accounts. If contraband is discovered in either incoming or outgoing mail, it may be removed. Only illegal items and items which threaten the security of the institution should be considered contraband. 3. Offenders should receive a reasonable postage allowance to maintain community ties. <p style="text-align: center;">STANDARD 2.18</p> <p style="text-align: center;"><u>REMEDIES FOR VIOLATION OF AN OFFENDER'S RIGHTS</u></p> <p>Each correctional agency, a.s.a.p., should adopt policies and procedures, and where applicable should seek legislation, to insure proper redress where an offender's rights are abridged.</p> <p style="text-align: center;">STANDARD 3.1</p> <p style="text-align: center;"><u>USE OF DIVERSION</u></p> <p>Each local jurisdiction, in cooperation with related State agencies, should develop and implement formally organized programs of diversion that can be applied in the criminal justice process from the time an illegal act occurs to adjudication.</p> <ol style="list-style-type: none"> 1. The planning process and the identification of diversion services to be provided should follow generally and be associated with "total system planning" as outlined in Standard 9.1. <ol style="list-style-type: none"> a. With planning data available, the responsible authorities at each step in the criminal justice process where diversion may occur, should develop priorities, lines of responsibility, courses of procedure, and other policies to serve as guidelines to its use. b. Mechanisms for review and evaluation of policies and practices should be established. 						

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<p>c. Criminal justice agencies should seek the cooperation and resources of other community agencies to which persons can be diverted for services relating to their problems and needs.</p> <p>2. Each diversion program should operate under a set of written guidelines that insure periodic review of policies and decisions. The guidelines should specify:</p> <p>a. The objectives of the program and the types of cases to which it is to apply.</p> <p>b. The means to be used to evaluate the outcome of diversion decisions.</p> <p>c. A requirement that the official making the diversion decision state in writing the basis for his determination denying or approving diversion in the case of each offender.</p> <p>d. A requirement that the agency operating diversion programs maintain a current and complete listing of various resource dispositions available to diversion decision-makers.</p> <p>3. The factors to be used in determining whether an offender, following arrest but prior to adjudication, should be selected for diversion to a noncriminal program, should include the following:</p> <p>a. Services to meet the offender's needs and problems are unavailable within the criminal justice system or may be provided more effectively outside the system.</p> <p>b. The arrest has already served as a desired deterrent.</p> <p>c. The needs and interests of the victim and society are served better by diversion than by official processing.</p> <p>d. The offender does not present a substantial danger to others.</p> <p>e. The offender voluntarily accepts the offered alternative to further justice system processing.</p> <p style="text-align: center;">STANDARD 4.1</p> <p style="text-align: center;"><u>COMPREHENSIVE PRETRIAL PROCESS PLANNING</u></p> <p>Each criminal justice jurisdiction, a.s.a.p., should begin to develop a comprehensive plan for improving the pretrial process. In the planning process, the following information should be collected:</p> <p>1. The extent of pretrial detention, including the number of detainees, the number of man-days of detention, and the range of detention by time periods.</p> <p>2. The cost of pretrial release programs and detention.</p> <p>3. The disposition of persons awaiting trial, including the number released on bail, released on non-financial conditions, and detained.</p> <p>4. The disposition of such persons after trial including, for each form of pretrial release or detention, the number of persons who were convicted, who were sentenced to the various available sentencing alternatives, and whose cases were dismissed.</p>						

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<p>5. Effectiveness of pretrial conditions, including the number of releasees who (a) failed to appear, (b) violated conditions of their release, (c) were arrested during the period of their release, or (d) were convicted during the period of their release.</p> <p>6. Conditions of local detention facilities, including the extent to which they meet the standards recommended herein.</p> <p>7. Conditions of treatment of and rules governing persons awaiting trial, including the extent to which such treatment and rules meet the recommendations in Standards 4.8 and 4.9.</p> <p>8. The need for and availability of resources that could be effectively utilized for persons awaiting trial, including the number of arrested persons suffering from problems relating to alcohol, narcotic addiction, or physical or mental disease or defects, and the extent to which community treatment programs are available.</p> <p>9. The length of time required for bringing a criminal case to trial and, where such delay is found to be excessive, the factors causing such delay. The comprehensive plan for the pretrial process should include the following:</p> <p>1. Assessment of the status of programs and facilities relating to pretrial release and detention.</p> <p>2. A plan for improving the programs and facilities relating to pretrial release and detention, including priorities for implementation of the recommendations in this chapter.</p> <p>3. A means of implementing the plan and of discouraging the expenditure of funds for, or the continuation of, programs inconsistent with it.</p> <p>4. A method of evaluating the extent and success of implementation of the improvements.</p> <p>5. A strategy for processing large numbers of persons awaiting trial during mass disturbances, including a means of utilizing additional resources on a temporary basis.</p> <p>The comprehensive plan for the pretrial process should be conducted by a group representing all major components of the criminal justice system that operate in the pretrial area. Included should be representatives of the police, sheriffs, prosecution, public defender, private defense bar, judiciary, court management, probation, corrections, and the community.</p> <p style="text-align: center;">STANDARD 4.2</p> <p style="text-align: center;"><u>CONSTRUCTION POLICY FOR PRETRIAL DETENTION FACILITIES</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should adopt a policy that no new physical facility for detaining persons awaiting trial should be constructed and no funds should be appropriated or made available for such construction without adequate comprehensive planning including pretrial diversion and detention.</p>						

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<p>STANDARD 4.4</p> <p><u>ALTERNATIVES TO PRETRIAL DETENTION</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should, a.s.a.p., seek enabling legislation and develop, authorize, and encourage the use of a variety of alternatives to the detention of persons awaiting trial. The use of these alternatives should be governed by the following:</p> <ol style="list-style-type: none"> Judicial officers on the basis of information available to them should select from the list of the following alternatives the first one that will reasonably assure the appearance of the accused for trial or, if no single condition gives that assurance, a combination of the following: <ol style="list-style-type: none"> Release on recognizance without further conditions. Release on the execution of an unsecured appearance bond in an amount specified. Release into the care of a qualified person or organization reasonably capable of assisting the accused to appear at trial. Release to the supervision of a probation officer or some other public official. Release with imposition of restrictions on activities, associations, movements, and residence reasonably related to securing the appearance of the accused. Release on the basis of financial security to be provided by the accused. Imposition of any other restrictions other than detention reasonably related to securing the appearance of the accused. Detention, with release during certain hours for specified purposes. Detention of the accused. Judicial officers in selecting the form of pretrial release should consider the nature and circumstances of the offense charged, the weight of the evidence against the accused, his ties to the community, his record of convictions, if any, and his record of appearance at court proceedings or of flight to avoid prosecution. No person should be allowed to act as surety for compensation and in no event should the amount of financial security imposed exceed the financial ability of the accused. Willful failure to appear before any court or judicial officer as required should be made a criminal offense. <p>STANDARD 4.5</p> <p><u>PROCEDURES RELATING TO PRETRIAL RELEASE AND DETENTION DECISIONS</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should, a.s.a.p., develop procedures governing pretrial release and detention decisions, as follows:</p> <ol style="list-style-type: none"> A person in the physical custody of a law enforcement agency on the basis of an arrest, with or without a warrant, should be taken before a judicial officer without unnecessary delay. 					

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<ol style="list-style-type: none"> When a law enforcement agency decides to take a person accused of crime into custody, it should immediately notify the appropriate judicial officer or agency designated by him. An investigation should commence immediately to gather information relevant to the pretrial release or detention decision. The nature of the investigation should be flexible and generally exploratory in nature and should provide information about the accused including: <ol style="list-style-type: none"> Current employment status and employment history. Present residence and length of stay at such address. Extent and nature of family relationships. General reputation and character references. Present charges against the accused and penalties possible upon conviction. Likelihood of guilt or weight of evidence against the accused. Prior criminal record. Prior record of compliance with or violation of pretrial release conditions. Other facts relevant to the likelihood that he will appear for trial. Pretrial detention or conditions substantially infringing on liberty should not be imposed on a person accused of crime unless: <ol style="list-style-type: none"> The accused is granted a hearing, as soon as possible, before a judicial officer and is accorded the right to be represented by counsel (appointed counsel if he is indigent), to present evidence on his own behalf, to subpoena witnesses, and to confront and cross-examine the witnesses against him. The judicial officer finds substantial evidence that confinement or restrictive conditions are necessary to insure the presence of the accused for trial. The judicial officer provides the defendant with a written statement of his findings of fact, the reasons for imposing detention or conditions, and the evidence relied upon. Where a defendant is detained prior to trial or where conditions substantially infringing on his liberty are imposed, the defendant should be authorized to seek periodic review of that decision by the judicial officer making the original decision. The defendant also should be authorized to seek appellate review of such a decision. Whenever a defendant is released pending trial subject to conditions, his release should not be revoked unless: <ol style="list-style-type: none"> A judicial officer finds after a hearing that there is substantial evidence of a willful violation of one of the conditions of his release or a court or grand jury has found probable cause to believe the defendant has committed a serious crime while on release. The violation of conditions is of a nature that involves a risk of nonappearance or of criminal activity. The defendant is granted notice of the alleged violation, access to official records regarding his case, the right to be represented by counsel (appointed counsel if he is indigent), to subpoena witnesses in his own behalf, and to confront and cross-examine witnesses against him. The judicial officer provides the defendant a written statement of the findings of fact, the reasons for the revocation, and the evidence relied upon. 					

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<p>c. Criminal justice agencies should seek the cooperation and resources of other community agencies to which persons can be diverted for services relating to their problems and needs.</p> <p>2. Each diversion program should operate under a set of written guidelines that insure periodic review of policies and decisions. The guidelines should specify:</p> <p>a. The objectives of the program and the types of cases to which it is to apply.</p> <p>b. The means to be used to evaluate the outcome of diversion decisions.</p> <p>c. A requirement that the official making the diversion decision state in writing the basis for his determination denying or approving diversion in the case of each offender.</p> <p>d. A requirement that the agency operating diversion programs maintain a current and complete listing of various resource dispositions available to diversion decision-makers.</p> <p>3. The factors to be used in determining whether an offender, following arrest but prior to adjudication, should be selected for diversion to a noncriminal program, should include the following:</p> <p>a. Services to meet the offender's needs and problems are unavailable within the criminal justice system or may be provided more effectively outside the system.</p> <p>b. The arrest has already served as a desired deterrent.</p> <p>c. The needs and interests of the victim and society are served better by diversion than by official processing.</p> <p>d. The offender does not present a substantial danger to others.</p> <p>e. The offender voluntarily accepts the offered alternative to further justice system processing.</p> <p style="text-align: center;">STANDARD 4.1</p> <p style="text-align: center;"><u>COMPREHENSIVE PRETRIAL PROCESS PLANNING</u></p> <p>Each criminal justice jurisdiction, a.s.a.p., should begin to develop a comprehensive plan for improving the pretrial process. In the planning process, the following information should be collected:</p> <p>1. The extent of pretrial detention, including the number of detainees, the number of man-days of detention, and the range of detention by time periods.</p> <p>2. The cost of pretrial release programs and detention.</p> <p>3. The disposition of persons awaiting trial, including the number released on bail, released on non-financial conditions, and detained.</p> <p>4. The disposition of such persons after trial including, for each form of pretrial release or detention, the number of persons who were convicted, who were sentenced to the various available sentencing alternatives, and whose cases were dismissed.</p>						

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<p>5. Effectiveness of pretrial conditions, including the number of releasees who (a) failed to appear, (b) violated conditions of their release, (c) were arrested during the period of their release, or (d) were convicted during the period of their release.</p> <p>6. Conditions of local detention facilities, including the extent to which they meet the standards recommended herein.</p> <p>7. Conditions of treatment of and rules governing persons awaiting trial, including the extent to which such treatment and rules meet the recommendations in Standards 4.8 and 4.9.</p> <p>8. The need for and availability of resources that could be effectively utilized for persons awaiting trial, including the number of arrested persons suffering from problems relating to alcohol, narcotic addiction, or physical or mental disease or defects, and the extent to which community treatment programs are available.</p> <p>9. The length of time required for bringing a criminal case to trial and, where such delay is found to be excessive, the factors causing such delay. The comprehensive plan for the pretrial process should include the following:</p> <p>1. Assessment of the status of programs and facilities relating to pretrial release and detention.</p> <p>2. A plan for improving the programs and facilities relating to pretrial release and detention, including priorities for implementation of the recommendations in this chapter.</p> <p>3. A means of implementing the plan and of discouraging the expenditure of funds for, or the continuation of, programs inconsistent with it.</p> <p>4. A method of evaluating the extent and success of implementation of the improvements.</p> <p>5. A strategy for processing large numbers of persons awaiting trial during mass disturbances, including a means of utilizing additional resources on a temporary basis.</p> <p>The comprehensive plan for the pretrial process should be conducted by a group representing all major components of the criminal justice system that operate in the pretrial area. Included should be representatives of the police, sheriffs, prosecution, public defender, private defense bar, judiciary, court management, probation, corrections, and the community.</p> <p style="text-align: center;">STANDARD 4.2</p> <p style="text-align: center;"><u>CONSTRUCTION POLICY FOR PRETRIAL DETENTION FACILITIES</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should adopt a policy that no new physical facility for detaining persons awaiting trial should be constructed and no funds should be appropriated or made available for such construction without adequate comprehensive planning including pretrial diversion and detention.</p>						

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<p style="text-align: center;">STANDARD 4.4</p> <p style="text-align: center;"><u>ALTERNATIVES TO PRETRIAL DETENTION</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should, a.s.a.p., seek enabling legislation and develop, authorize, and encourage the use of a variety of alternatives to the detention of persons awaiting trial. The use of these alternatives should be governed by the following:</p> <ol style="list-style-type: none"> Judicial officers on the basis of information available to them should select from the list of the following alternatives the first one that will reasonably assure the appearance of the accused for trial or, if no single condition gives that assurance, a combination of the following: <ol style="list-style-type: none"> Release on recognizance without further conditions. Release on the execution of an unsecured appearance bond in an amount specified. Release into the care of a qualified person or organization reasonably capable of assisting the accused to appear at trial. Release to the supervision of a probation officer or some other public official. Release with imposition of restrictions on activities, associations, movements, and residence reasonably related to securing the appearance of the accused. Release on the basis of financial security to be provided by the accused. Imposition of any other restrictions other than detention reasonably related to securing the appearance of the accused. Detention, with release during certain hours for specified purposes. Detention of the accused. Judicial officers in selecting the form of pretrial release should consider the nature and circumstances of the offense charged, the weight of the evidence against the accused, his ties to the community, his record of convictions, if any, and his record of appearance at court proceedings or of flight to avoid prosecution. No person should be allowed to act as surety for compensation and in no event should the amount of financial security imposed exceed the financial ability of the accused. Willful failure to appear before any court or judicial officer as required should be made a criminal offense. <p style="text-align: center;">STANDARD 4.5</p> <p style="text-align: center;"><u>PROCEDURES RELATING TO PRETRIAL RELEASE AND DETENTION DECISIONS</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should, a.s.a.p., develop procedures governing pretrial release and detention decisions, as follows:</p> <ol style="list-style-type: none"> A person in the physical custody of a law enforcement agency on the basis of an arrest, with or without a warrant, should be taken before a judicial officer without unnecessary delay. 						

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<ol style="list-style-type: none"> When a law enforcement agency decides to take a person accused of crime into custody, it should immediately notify the appropriate judicial officer or agency designated by him. An investigation should commence immediately to gather information relevant to the pretrial release or detention decision. The nature of the investigation should be flexible and generally exploratory in nature and should provide information about the accused including: <ol style="list-style-type: none"> Current employment status and employment history. Present residence and length of stay at such address. Extent and nature of family relationships. General reputation and character references. Present charges against the accused and penalties possible upon conviction. Likelihood of guilt or weight of evidence against the accused. Prior criminal record. Prior record of compliance with or violation of pretrial release conditions. Other facts relevant to the likelihood that he will appear for trial. Pretrial detention or conditions substantially infringing on liberty should not be imposed on a person accused of crime unless: <ol style="list-style-type: none"> The accused is granted a hearing, as soon as possible, before a judicial officer and is accorded the right to be represented by counsel (appointed counsel if he is indigent), to present evidence on his own behalf, to subpoena witnesses, and to confront and cross-examine the witnesses against him. The judicial officer finds substantial evidence that confinement or restrictive conditions are necessary to insure the presence of the accused for trial. The judicial officer provides the defendant with a written statement of his findings of fact, the reasons for imposing detention or conditions, and the evidence relied upon. Where a defendant is detained prior to trial or where conditions substantially infringing on his liberty are imposed, the defendant should be authorized to seek periodic review of that decision by the judicial officer making the original decision. The defendant also should be authorized to seek appellate review of such a decision. Whenever a defendant is released pending trial subject to conditions, his release should not be revoked unless: <ol style="list-style-type: none"> A judicial officer finds after a hearing that there is substantial evidence of a willful violation of one of the conditions of his release or a court or grand jury has found probable cause to believe the defendant has committed a serious crime while on release. The violation of conditions is of a nature that involves a risk of nonappearance or of criminal activity. The defendant is granted notice of the alleged violation, access to official records regarding his case, the right to be represented by counsel (appointed counsel if he is indigent), to subpoena witnesses in his own behalf, and to confront and cross-examine witnesses against him. The judicial officer provides the defendant a written statement of the findings of fact, the reasons for the revocation, and the evidence relied upon. 						

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<p>6. The defendant should be authorized to obtain judicial review of a decision revoking his release while awaiting trial.</p> <p>7. The judicial officer or the reviewing court should be authorized to impose different or additional conditions in lieu of revoking the release and detaining the defendant.</p> <p style="text-align: center;">STANDARD 4.6</p> <p style="text-align: center;"><u>ORGANIZATION OF PRETRIAL SERVICES</u></p> <p>The St. of Ala should enact legislation specifically establishing the administrative authority over and responsibility for persons awaiting trial. Such legislation should provide as follows:</p> <ol style="list-style-type: none"> The decision to detain a person prior to trial after the arrest should be made by a judicial officer. Information-gathering services for the judicial officer in making the decision should be provided in the first instance by the law enforcement agency and verified and supplemented by the agency that develops presentence reports. Courts should be authorized to exercise continuing jurisdiction over persons awaiting trial. <p style="text-align: center;">STANDARD 4.7</p> <p style="text-align: center;"><u>PERSONS INCOMPETENT TO STAND TRIAL</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should a. s. a. p., develop procedures and seek enabling legislation, if needed governing persons awaiting trial who are alleged to be or are adjudicated incompetent to stand trial.</p> <p style="text-align: center;">STANDARD 4.8</p> <p style="text-align: center;"><u>RIGHTS OF PRETRIAL DETAINEES</u></p> <p>The St. of Ala. criminal justice jurisdiction, and facility for the detention of adults should, a. s. a. p. develop policies and procedures to insure that the rights of persons detained while awaiting trial are observed.</p> <p style="text-align: center;">STANDARD 4.9</p> <p style="text-align: center;"><u>PROGRAMS FOR PRETRIAL DETAINEES</u></p> <ol style="list-style-type: none"> Persons awaiting trial in detention should not be required to participate in any program of work, treatment, or rehabilitation. The following programs and services which are available on a voluntary basis for persons awaiting trial: <ol style="list-style-type: none"> Educational, vocational, and recreational programs. Treatment programs for problems associated with alcoholism, drug addiction, and mental or physical disease or defects. 					

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<p>c. Counseling programs for problems arising from marital, employment, financial, or social responsibilities.</p> <p>2. Participation in voluntary programs should be on a confidential basis, and the fact of participation or statements made during such participation should not be used at trial. Information on participation and progress in such programs should be available to the sentencing judge following conviction for the purpose of determining sentence.</p> <p style="text-align: center;">STANDARD 4.10</p> <p style="text-align: center;"><u>EXPEDITING CRIMINAL TRIALS</u></p> <p>The State of Alabama should enact legislation, and each criminal justice jurisdiction should develop policies and procedures, to expedite criminal trial and thus minimize pretrial detention.</p> <p style="text-align: center;">STANDARD 5.1</p> <p style="text-align: center;"><u>THE SENTENCING AGENCY</u></p> <p>The State of Alabama should enact legislation abolishing jury sentencing in all cases and authorizing the trial judge to bear full responsibility for sentence imposition within the guidelines established by the legislature.</p> <p style="text-align: center;">STANDARD 5.2</p> <p style="text-align: center;"><u>SENTENCING THE NONDANGEROUS OFFENDER</u></p> <p>Criteria should be established for sentencing offenders. Such criteria should include a requirement that the least drastic sentencing alternative be imposed that is consistent with public safety.</p> <p style="text-align: center;">STANDARD 5.3</p> <p style="text-align: center;"><u>SENTENCING TO EXTENDED TERMS</u></p> <p>State penal code revisions should contain separate provision for sentencing offenders when, in the interest of public protection, it is considered necessary to incapacitate them for substantial periods of time consistent with constitutional safeguards.</p> <p style="text-align: center;">STANDARD 5.4</p> <p style="text-align: center;"><u>PROBATION</u></p> <p>Each sentencing court as soon as possible should revise its policies, procedures, and practices concerning probation, when necessary, enabling legislation should be enacted, as follows:</p>					

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<p>1. A sentence to probation should be for a specific term not exceeding the maximum sentence authorized by law, except that probation for misdemeanants may be for a period not exceeding one year.</p> <p>2. The court should be authorized to impose such conditions as are necessary to provide a benefit to the offender and protection to the public safety. The court also should be authorized to modify or enlarge the conditions of probation at any time prior to expiration or termination of sentence. The conditions imposed in an individual case should be tailored to meet the needs of the defendant and society, and mechanical imposition of uniform conditions on all defendants should be avoided.</p> <p>3. The offender should be provided with a written statement of the conditions imposed and should be granted an explanation of such conditions. The offender should be authorized to request clarification of any condition from the sentencing judge. The offender should also be authorized on his own initiative to petition the sentencing judge for a modification of the conditions imposed.</p> <p>4. Procedures should be adopted authorizing the revocation of a sentence of probation for violation of specific conditions imposed, such procedures to include:</p> <p>a. Authorization for the prompt confinement of probationers who exhibit behavior that is a serious threat to themselves or others and for allowing probationers suspected of violations of a less serious nature to remain in the community until further proceedings are completed.</p> <p>b. A requirement that for those probationers who are arrested for violation of probation, a preliminary hearing be held as soon as possible at or near the site of the alleged violation by a neutral official other than his probation officer to determine whether there is probable cause to believe the probationer violated his probation. At this hearing the probationer should be accorded the following rights:</p> <ol style="list-style-type: none"> (1) To be given notice of the hearing and of the alleged violations. (2) To be heard and to present evidence. (3) To confront and cross-examine adverse witnesses unless there is substantial evidence that the witness will be placed in danger of serious harm by so testifying. (4) To be represented by counsel and to have counsel appointed for him if he is indigent. (5) To have the decisionmaker state his reasons for his decision and the evidence relied on. <p>c. Authorization of informal alternatives to formal revocation proceedings for handling alleged violations of probation. Such alternatives to revocation should include:</p> <ol style="list-style-type: none"> (1) A formal or informal conference with the probationer to reemphasize the necessity of compliance with the conditions. (2) A formal or informal warning that further violations could result in revocation. <p>d. A requirement that, unless waived by the probationer after due notification of his rights, a hearing be held on all alleged violations of probation where revocation is a possibility to determine whether there is substantial evidence to indicate a violation has occurred and if such a violation has occurred, the appropriate disposition.</p>						

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<p>e. A requirement that at the probation revocation hearing the probationer should have notice of the alleged violation, access to official records regarding his case, the right to be represented by counsel including the right to appointed counsel if he is indigent, the right to subpoena witnesses in his own behalf, and the right to confront and cross-examine witnesses against him.</p> <p>f. A requirement that before probation is revoked the court make written findings of fact based upon substantial evidence of a violation of a condition of probation.</p> <p>g. Authorization for the court, upon finding a violation of conditions of probation, to continue the existing sentence with or without modification, to enlarge the conditions, or to impose any other sentence that was available to the court at the time of initial sentencing. In resentencing a probation violator, the following rules should be applicable:</p> <ol style="list-style-type: none"> (1) Criteria and procedures governing initial sentencing decisions should govern resentencing decisions. (2) Failure to comply with conditions of a sentence that impose financial obligations upon the offender should not result in confinement unless such failure is due to a willful refusal to pay. (3) Time served under probation supervision from initial sentencing to the date of violation should be credited against the sentence imposed on resentencing. <p style="text-align: center;">STANDARD 5.5</p> <p style="text-align: center;"><u>FINES</u></p> <p>In enacting penal code revisions, State legislatures should determine the categories of offenses for which a fine is an appropriate sanction and provide a maximum fine for each category. Criteria for the imposition of a fine also should be enacted, to include the following:</p> <ol style="list-style-type: none"> 1. A fine should be imposed where it appears to be a deterrent against the type of offense involved or an appropriate correctional technique for an individual offender. Fines should not be imposed for the purpose of obtaining revenue for the government. 2. A fine should be imposed only if there is a reasonable chance that the offender will be able to pay without undue hardship for himself or his dependents. 3. A fine should be imposed only where the imposition will not interfere seriously with the offender's ability to make reparation or restitution to the victim. <p>Legislation authorizing the imposition of fines also should include the following provisions:</p> <ol style="list-style-type: none"> 1. Authority for the court to impose a fine payable in installments. 2. Authority for the court to revoke part or all of a fine once imposed in order to avoid hardship either to the defendant or others. 3. A prohibition against court imposition of such sentences as "30 dollars or 30 days." 						

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<p>6. The defendant should be authorized to obtain judicial review of a decision revoking his release while awaiting trial.</p> <p>7. The judicial officer or the reviewing court should be authorized to impose different or additional conditions in lieu of revoking the release and detaining the defendant.</p> <p style="text-align: center;">STANDARD 4.6</p> <p style="text-align: center;"><u>ORGANIZATION OF PRETRIAL SERVICES</u></p> <p>The St. of Ala should enact legislation specifically establishing the administrative authority over and responsibility for persons awaiting trial. Such legislation should provide as follows:</p> <p>1. The decision to detain a person prior to trial after the arrest should be made by a judicial officer.</p> <p>2. Information-gathering services for the judicial officer in making the decision should be provided in the first instance by the law enforcement agency and verified and supplemented by the agency that develops presentence reports.</p> <p>3. Courts should be authorized to exercise continuing jurisdiction over persons awaiting trial.</p> <p style="text-align: center;">STANDARD 4.7</p> <p style="text-align: center;"><u>PERSONS INCOMPETENT TO STAND TRIAL</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should a.s.a.p., develop procedures and seek enabling legislation, if needed governing persons awaiting trial who are alleged to be or are adjudicated incompetent to stand trial.</p> <p style="text-align: center;">STANDARD 4.8</p> <p style="text-align: center;"><u>RIGHTS OF PRETRIAL DETAINEES</u></p> <p>The St. of Ala. crim. nal justice jurisdiction, and facility for the detention of adults should, a.s.a.p. develop policies and procedures to insure that the rights of persons detained while awaiting trial are observed.</p> <p style="text-align: center;">STANDARD 4.9</p> <p style="text-align: center;"><u>PROGRAMS FOR PRETRIAL DETAINEES</u></p> <p>1. Persons awaiting trial in detention should not be required to participate in any program of work, treatment, or rehabilitation. The following programs and services which are available on a voluntary basis for persons awaiting trial:</p> <p>a. Educational, vocational, and recreational programs.</p> <p>b. Treatment programs for problems associated with alcoholism, drug addiction, and mental or physical disease or defects.</p>					

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<p>c. Counseling programs for problems arising from marital, employment, financial, or social responsibilities.</p> <p>2. Participation in voluntary programs should be on a confidential basis, and the fact of participation or statements made during such participation should not be used at trial. Information on participation and progress in such programs should be available to the sentencing judge following conviction for the purpose of determining sentence.</p> <p style="text-align: center;">STANDARD 4.10</p> <p style="text-align: center;"><u>EXPEDITING CRIMINAL TRIALS</u></p> <p>The State of Alabama should enact legislation, and each criminal justice jurisdiction should develop policies and procedures, to expedite criminal trial and thus minimize pretrial detention.</p> <p style="text-align: center;">STANDARD 5.1</p> <p style="text-align: center;"><u>THE SENTENCING AGENCY</u></p> <p>The State of Alabama should enact legislation abolishing jury sentencing in all cases and authorizing the trial judge to bear full responsibility for sentence imposition within the guidelines established by the legislature.</p> <p style="text-align: center;">STANDARD 5.2</p> <p style="text-align: center;"><u>SENTENCING THE NONDANGEROUS OFFENDER</u></p> <p>Criteria should be established for sentencing offenders. Such criteria should include a requirement that the least drastic sentencing alternative be imposed that is consistent with public safety.</p> <p style="text-align: center;">STANDARD 5.3</p> <p style="text-align: center;"><u>SENTENCING TO EXTENDED TERMS</u></p> <p>State penal code revisions should contain separate provision for sentencing offenders when, in the interest of public protection, it is considered necessary to incapacitate them for substantial periods of time consistent with constitutional safeguards.</p> <p style="text-align: center;">STANDARD 5.4</p> <p style="text-align: center;"><u>PROBATION</u></p> <p>Each sentencing court as soon as possible should revise its policies, procedures, and practices concerning probation, when necessary, enabling legislation should be enacted, as follows:</p>					

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<p>1. A sentence to probation should be for a specific term not exceeding the maximum sentence authorized by law, except that probation for misdemeanants may be for a period not exceeding one year.</p> <p>2. The court should be authorized to impose such conditions as are necessary to provide a benefit to the offender and protection to the public safety. The court also should be authorized to modify or enlarge the conditions of probation at any time prior to expiration or termination of sentence. The conditions imposed in an individual case should be tailored to meet the needs of the defendant and society, and mechanical imposition of uniform conditions on all defendants should be avoided.</p> <p>3. The offender should be provided with a written statement of the conditions imposed and should be granted an explanation of such conditions. The offender should be authorized to request clarification of any condition from the sentencing judge. The offender should also be authorized on his own initiative to petition the sentencing judge for a modification of the conditions imposed.</p> <p>4. Procedures should be adopted authorizing the revocation of a sentence of probation for violation of specific conditions imposed, such procedures to include:</p> <p>a. Authorization for the prompt confinement of probationers who exhibit behavior that is a serious threat to themselves or others and for allowing probationers suspected of violations of a less serious nature to remain in the community until further proceedings are completed.</p> <p>b. A requirement that for those probationers who are arrested for violation of probation, a preliminary hearing be held as soon as possible at or near the site of the alleged violation by a neutral official other than his probation officer to determine whether there is probable cause to believe the probationer violated his probation. At this hearing the probationer should be accorded the following rights:</p> <ol style="list-style-type: none"> (1) To be given notice of the hearing and of the alleged violations. (2) To be heard and to present evidence. (3) To confront and cross-examine adverse witnesses unless there is substantial evidence that the witness will be placed in danger of serious harm by so testifying. (4) To be represented by counsel and to have counsel appointed for him if he is indigent. (5) To have the decisionmaker state his reasons for his decision and the evidence relied on. <p>c. Authorization of informal alternatives to formal revocation proceedings for handling alleged violations of probation. Such alternatives to revocation should include:</p> <ol style="list-style-type: none"> (1) A formal or informal conference with the probationer to reemphasize the necessity of compliance with the conditions. (2) A formal or informal warning that further violations could result in revocation. <p>d. A requirement that, unless waived by the probationer after due notification of his rights, a hearing be held on all alleged violations of probation where revocation is a possibility to determine whether there is substantial evidence to indicate a violation has occurred and if such a violation has occurred, the appropriate disposition.</p>						

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<p>e. A requirement that at the probation revocation hearing the probationer should have notice of the alleged violation, access to official records regarding his case, the right to be represented by counsel including the right to appointed counsel if he is indigent, the right to subpoena witnesses in his own behalf, and the right to confront and cross-examine witnesses against him.</p> <p>f. A requirement that before probation is revoked the court make written findings of fact based upon substantial evidence of a violation of a condition of probation.</p> <p>g. Authorization for the court, upon finding a violation of conditions of probation, to continue the existing sentence with or without modification, to enlarge the conditions, or to impose any other sentence that was available to the court at the time of initial sentencing. In resentencing a probation violator, the following rules should be applicable:</p> <ol style="list-style-type: none"> (1) Criteria and procedures governing initial sentencing decisions should govern resentencing decisions. (2) Failure to comply with conditions of a sentence that impose financial obligations upon the offender should not result in confinement unless such failure is due to a willful refusal to pay. (3) Time served under probation supervision from initial sentencing to the date of violation should be credited against the sentence imposed on resentencing. <p style="text-align: center;">STANDARD 5.5</p> <p style="text-align: center;"><u>FINES</u></p> <p>In enacting penal code revisions, State legislatures should determine the categories of offenses for which a fine is an appropriate sanction and provide a maximum fine for each category. Criteria for the imposition of a fine also should be enacted, to include the following:</p> <ol style="list-style-type: none"> 1. A fine should be imposed where it appears to be a deterrent against the type of offense involved or an appropriate correctional technique for an individual offender. Fines should not be imposed for the purpose of obtaining revenue for the government. 2. A fine should be imposed only if there is a reasonable chance that the offender will be able to pay without undue hardship for himself or his dependents. 3. A fine should be imposed only where the imposition will not interfere seriously with the offender's ability to make reparation or restitution to the victim. <p>Legislation authorizing the imposition of fines also should include the following provisions:</p> <ol style="list-style-type: none"> 1. Authority for the court to impose a fine payable in installments. 2. Authority for the court to revoke part or all of a fine once imposed in order to avoid hardship either to the defendant or others. 3. A prohibition against court imposition of such sentences as "30 dollars or 30 days." 						

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<p>4. A fine for the imprisonment of a person who intentionally refuses to pay or who fails to make a good-faith effort to obtain funds necessary for payment. Imprisonment solely for inability to pay a fine should not be authorized.</p> <p>Legislation authorizing fines against corporations should include the following special provisions:</p> <ol style="list-style-type: none"> 1. Authority for the court to base fines on sales, profits, or net annual income of a corporation where appropriate to assure a reasonably even impact of the fine on defendants of various means. 2. Authority for the court to proceed against specified corporate officers or against the assets of the corporation where a fine is not paid. <p style="text-align: center;">STANDARD 5.6</p> <p style="text-align: center;"><u>MULTIPLE SENTENCES</u></p> <p>State legislatures should authorize sentencing courts to make disposition of offenders convicted of multiple offenses, as follows:</p> <ol style="list-style-type: none"> 1. Under normal circumstances, when an offender is convicted of multiple offenses separately punishable, or when an offender is convicted of an offense while under sentence on a previous conviction, the court should be authorized to impose concurrent sentences. 2. Where the court finds on substantial evidence that the public safety requires a longer sentence, the court should be authorized to impose consecutive sentences. However, a consecutive sentence should not be imposed if the result would be a maximum sentence more than double the maximum sentence authorized for the most serious of the offenses involved. 3. The sentencing court should have authority to allow a defendant to plead guilty to any other offenses he has committed within the State, after the concurrence of the prosecutor and after determination that the plea is voluntarily made. The court should take each of these offenses into account in setting the sentence. Thereafter, the defendant should not be held further accountable for the crimes to which he has pleaded guilty. 4. The sentencing court should be authorized to impose a sentence that would run concurrently with out-of-State sentences, even though the time will be served in an out-of-State institution. When apprised of either pending charges or outstanding detainers against the defendant in other jurisdictions, the court should be given by interstate agreements the authority to allow the defendant to plead to those charges and to be sentenced, as provided for in the case of intrastate criminal activity. <p style="text-align: center;">STANDARD 5.7</p> <p style="text-align: center;"><u>EFFECT OF GUILTY PLEA IN SENTENCING</u></p> <p>Sentencing courts, a.s.a.p., should adopt a policy that the court in imposing sentence should not consider, as a mitigating factor, that the defendant pleaded guilty or, as an aggravating factor, that the defendant sought the protections of right to trial assured him by the Constitution.</p>					

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<p>This policy should not prevent the court, on substantial evidence, from considering the defendant's contrition, his cooperation with authorities, or his consideration for the victims of his criminal activity, whether demonstrated through a desire to afford restitution or to prevent unseemly public scrutiny and embarrassment to them. The fact that a defendant has pleaded guilty, however, should be considered in no way probative of any of these elements.</p> <p style="text-align: center;">STANDARD 5.8</p> <p style="text-align: center;"><u>CREDIT FOR TIME SERVED</u></p> <p>Sentencing courts, a.s.a.p., should adopt a policy of giving credit to defendants against their maximum terms and against their minimum terms, if any, for time spent in custody and "good time" earned under the following circumstances:</p> <ol style="list-style-type: none"> 1. Time spent in custody arising out of the charge or conduct on which such charge is based prior to arrival at the institution to which the defendant eventually is committed for service of sentence. This should include time spent in custody prior to trial, prior to sentencing, pending appeal, and prior to transportation to the correctional authority. 2. Where an offender is serving multiple sentences, either concurrent or consecutive, and he successfully invalidates one of the sentences, time spent in custody should be credited against the remaining sentence. 3. Where an offender successfully challenges his conviction and is retried and resentenced, all time spent in custody arising out of the former conviction and time spent in custody awaiting the retrial should be credited against any sentence imposed following the retrial. <p>The court should assume the responsibility for assuring that the record reveals in all instances the amount of time to be credited against the offender's sentence and that such record is delivered to the correctional authorities. The correctional authorities should assume the responsibility of granting all credit due an offender at the earliest possible time and of notifying the offender that such credit has been granted.</p> <p>Credit as recommended in this standard should be automatic and a matter of right and not subject to the discretion of the sentencing court or the correctional authorities. The granting of credit should not depend on such factors as the offense committed or the number of prior convictions.</p> <p>Time spent under supervision (in pretrial intervention projects, release on recognizance and bail programs, informal probation, etc.) prior to trial should be considered by the court in imposing sentence. The court should be authorized to grant the offender credit in an amount to be determined in the discretion of the court, depending on the length and intensity of such supervision.</p>					

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<p>STANDARD 5.12</p> <p>SENTENCING INSTITUTES</p> <p>Court systems, a.s.a.p., should adopt the practice of conducting sentencing institutes to provide judges with the background of information they need to fulfill their sentencing responsibilities knowledgeably. The practice should be governed by these considerations:</p> <ol style="list-style-type: none"> 1. Each State should provide for a biennial sentencing institute, which all sentencing judges should be eligible to attend without cost or expense. 2. Each judge who has been appointed or elected since the last convening should be required to attend the institute in order to acquaint himself further with sentencing alternatives available. 3. The institute should concern itself with all aspects of sentencing, among which should be establishment of more detailed sentencing criteria, alternatives to incarceration, and reexamination of sentencing procedures. 4. Defense counsel, prosecutors, police, correctional administrators, and interested members of the bar and other professions should be encouraged to attend. A stipend for at least some persons, including students, should be established. <p>STANDARD 5.13</p> <p>SENTENCING COUNCILS</p> <p>Judges in courts with more than one judge, a.s.a.p., should adopt a policy of meeting regularly in sentencing councils to discuss individuals awaiting sentence, in order to assist the trial judge in arriving at an appropriate sentence. Sentencing councils should operate as follows:</p> <ol style="list-style-type: none"> 1. The sentencing judge should retain the ultimate responsibility for selection of sentence, with the other members of the council acting in an advisory capacity. 2. Prior to the meeting of the council, all members should be provided with presentence reports and other documentary information about the defendant. 3. The council should meet after the sentencing hearing conducted by the sentencing judge but prior to the imposition of sentence. 4. Each member of the council should develop prior to the meeting a recommended sentence for each case with the factors he considers critical. 5. The council should discuss in detail those cases about which there is a substantial diversity of opinion among council members. 6. The council through its discussions should develop sentencing criteria. 					

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<p>7. The council should keep records of its agreements and disagreements and the effect of other judges' recommendations on the sentencing judge's final decision.</p> <p>STANDARD 5.14 REQUIREMENTS FOR PRESENTENCE REPORT AND CONTENT SPECIFICATION</p> <p>Sentencing courts as soon as possible should develop standards for determining when a presentence report should be required and the kind and quantity of information needed to insure more equitable and correctionally appropriate dispositions. The guidelines should reflect the following:</p> <p>1. A presentence report should be presented to the court in every case where there is a potential sentencing disposition involving incarceration and in all cases involving felonies or minors.</p> <p>2. Gradations of presentence reports should be developed between a full report and a short-form report for screening offenders to determine whether more information is desirable or for use when a full report is unnecessary.</p> <p>3. A full presentence report should be prepared where the court determines it to be necessary, and without exception in every case where incarceration for more than 5 years is a possible disposition.</p> <p>4. In the event that an offender is sentenced, either initially or on revocation of a less confining sentence, to either community supervision or total incarceration, the presentence report should be made a part of his official file.</p> <p>5. The full presentence report should contain a complete file on the offender - his background, his prospects of reform, and details of the crime for which he has been convicted. Specifically, the full report should contain at least the following items:</p> <ol style="list-style-type: none"> Complete description of the situation surrounding the criminal activity with which the offender has been charged, including a full synopsis of the trial transcript, if any; the offender's version of the criminal act; and his explanation for the act. The offender's educational background. The offender's employment background, including any military record, his present employment status, and capabilities. The offender's social history, including family relationships, marital status, interests, and activities. Residence history of the offender. The offender's medical history and, if desirable, a psychological or psychiatric report. 						

Standards and Goals	Remarks					
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<p>g. Information about environments to which the offender might return or to which he could be sent should a sentence of nonincarceration or community supervision be imposed.</p> <p>h. Information about any resources available to assist the offender, such as treatment centers, residential facilities, vocational training services, special educational facilities, rehabilitative programs of various institutions, and similar programs.</p> <p>i. Views of the person preparing the report as to the offender's motivations and ambitions, and an assessment of the offender's explanations for his criminal activity.</p> <p>j. A full description of defendant's criminal record, including his version of the offenses, and his explanations for them.</p> <p>k. A recommendation as to disposition.</p> <p>STANDARD 5.15 PREPARATION OF PRESENTENCE REPORT PRIOR TO ADJUDICATION</p> <p>Sentencing courts as soon as possible should develop guidelines as to the preparation of presentence reports prior to adjudication, in order to prevent possible prejudice to the defendant's case and to avoid undue incarceration prior to sentencing. The guidelines should reflect the following:</p> <p>1. No presentence report should be prepared until the defendant has been adjudicated guilty of the charged offense unless:</p> <ol style="list-style-type: none"> The defendant, on advice of counsel, has consented to allow the investigation to proceed before adjudication; and The defendant presently is incarcerated pending trial; and Adequate precautions are taken to assure that nothing disclosed by the presentence investigation comes to the attention of the prosecution, the court, or the jury prior to adjudication. <p>2. Upon a showing that the report has been available to the judge prior to adjudication of guilt, there should be a presumption of prejudice, which the State may rebut at the sentence hearing.</p>						

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<p>STANDARD 5.16</p> <p>DISCLOSURE OF PRESENTENCE REPORT</p> <p>Sentencing courts as soon as possible should adopt a procedure to inform the defendant of the basis for his sentence and afford him the opportunity to challenge it.</p> <p>1. The presentence report and all similar documents should be available to defense counsel and the prosecution.</p> <p>2. The presentence report should be available to both parties within a reasonable time, fixed by the court, prior to the date set for the sentencing hearing. After receipt of the report, the defense counsel may request:</p> <p>a. A presentence conference, to be held within the time remaining before the sentencing hearing.</p> <p>b. A continuance of one week, to allow him further time to review the report and prepare for its rebuttal. Either request may be made orally, with notice to the prosecutor. The request for a continuance should be granted only:</p> <p>(1) If defense counsel can demonstrate surprise at information in the report; and</p> <p>(2) If the defendant presently is incarcerated, he consents to the request.</p> <p>STANDARD 5.17</p> <p>SENTENCING HEARING-RIGHTS OF DEFENDANT</p> <p>Sentencing courts should adopt as soon as possible the practice of holding a hearing prior to imposition of sentence and should develop guidelines for such hearing.</p> <p>STANDARD 5.18</p> <p>SENTENCING HEARING-ROLE OF COUNSEL</p> <p>Sentencing courts as soon as possible should develop and implement guidelines as to the role of defense counsel and prosecution in achieving sentencing objectives.</p> <p>STANDARD 5.19</p> <p><u>IMPOSITION OF SENTENCE</u></p> <p>Sentencing courts as soon as possible should adopt the policy and practice of basing all sentencing decisions on an official record of the sentencing hearing.</p>					

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<p>STANDARD 6.1</p> <p>COMPREHENSIVE CLASSIFICATION SYSTEMS</p> <p>Each correctional agency, whether community-based or institutional, should, a.s.a.p., reexamine its classification system and reorganize it along the following principles:</p> <p>1. Recognizing that corrections is now characterized by a lack of knowledge and deficient resources, and that classification systems therefore are more useful for assessing risk and facilitating the efficient management of offenders than for diagnosis of causation and prescriptions for remedial treatment, classification should be designed to operate on a practicable level and for realistic purposes, guided by the principle that:</p> <p>a. No offender should receive more surveillance or "help" than he requires; and</p> <p>b. No offender should be kept in a more secure condition or status than his potential risk dictates.</p> <p>2. The classification system should be developed under the management concepts discussed in Chapter 13 and issued in written form so that it can be made public and shared. It should specify:</p> <p>a. The objectives of the system based on a hypothesis for the social reintegration of offenders, detailed methods for achieving the objectives, and a monitoring and evaluation mechanism to determine whether the objectives are being met.</p> <p>b. The critical variables of the typology to be used.</p> <p>c. Detailed indicators of the components of the classification categories.</p> <p>d. The structure (committee, unit, team, etc.) and the procedures for balancing the decisions that must be made in relation to programming, custody, personal security, and resource allocation.</p> <p>3. The system should provide full coverage of the offender population, clearly delineated categories, internally consistent groupings, simplicity, and a common language.</p> <p>4. The system should be consistent with individual dignity and basic concepts of fairness (based on objective judgments rather than personal prejudices).</p> <p>5. The system should provide for involvement of the individual in determining the nature and direction of his own goals, and mechanisms for appealing administrative decisions affecting him.</p> <p>6. The system should be adequately staffed, and the agency staff should be trained in its use.</p> <p>7. The system should be sufficiently objective and quantifiable to facilitate research, demonstration, model building, intrasystem comparisons, and administrative decisionmaking.</p>					

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<p>7. The council should keep records of its agreements and disagreements and the effect of other judges' recommendations on the sentencing judge's final decision.</p> <p>STANDARD 5.14 REQUIREMENTS FOR PRESENTENCE REPORT AND CONTENT SPECIFICATION</p> <p>Sentencing courts as soon as possible should develop standards for determining when a presentence report should be required and the kind and quantity of information needed to insure more equitable and correctionally appropriate dispositions. The guidelines should reflect the following:</p> <ol style="list-style-type: none"> 1. A presentence report should be presented to the court in every case where there is a potential sentencing disposition involving incarceration and in all cases involving felonies or minors. 2. Gradations of presentence reports should be developed between a full report and a short-form report for screening offenders to determine whether more information is desirable or for use when a full report is unnecessary. 3. A full presentence report should be prepared where the court determines it to be necessary, and without exception in every case where incarceration for more than 5 years is a possible disposition. 4. In the event that an offender is sentenced, either initially or on revocation of a less confining sentence, to either community supervision or total incarceration, the presentence report should be made a part of his official file. 5. The full presentence report should contain a complete file on the offender - his background, his prospects of reform, and details of the crime for which he has been convicted. Specifically, the full report should contain at least the following items: <ol style="list-style-type: none"> a. Complete description of the situation surrounding the criminal activity with which the offender has been charged, including a full synopsis of the trial transcript, if any; the offender's version of the criminal act; and his explanation for the act. b. The offender's educational background. c. The offender's employment background, including any military record, his present employment status, and capabilities. d. The offender's social history, including family relationships, marital status, interests, and activities. e. Residence history of the offender. f. The offender's medical history and, if desirable, a psychological or psychiatric report. 						

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Standards and Goals	Remarks				
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<p>8. The correctional agency should participate in or be receptive to cross-classification research toward the development of a classification system that could possibly be adopted for common use.</p> <p style="text-align: center;">STANDARD 6.2</p> <p style="text-align: center;">CLASSIFICATION FOR INMATE MANAGEMENT</p> <p>Each correctional agency operating institutions for committed offenders, in connection with and in addition to implementation of Standard 6.1, should re-examine and reorganize its classification system so as to operate in the best interest of the inmate immediately, as follows:</p> <ol style="list-style-type: none"> Whether a reception unit or classification committee or team is utilized within the institution, the administration's classification issuance described in Standard 6.1 also should: <ol style="list-style-type: none"> Describe the makeup of the unit, team, or committee, as well as its duties and responsibilities. Define its responsibilities for custody, employment, and vocational assignments. Indicate what phases of an inmate program may be changed without unit, team, or committee action. Specify procedures relating to inmate transfer from one program to another. Prescribe form and content of the classification interview. Develop written policies regarding initial inmate classification and reclassification. The purpose of initial classification should be: <ol style="list-style-type: none"> To screen inmates for safe and appropriate placements and to determine whether these programs will accomplish the purposes for which inmates are placed in the correctional system, and Through orientation to give new inmates an opportunity to learn of the programs available to them and of the performance expected to gain their release. The purpose of reclassification should be the increasing involvement of offenders in community-based programs as set forth in Standard 7.4, Inmate Involvement in Community Programs. Initial classification should be accomplished as rapidly as possible. Reclassification should be undertaken as frequently as possible. The isolation of quarantine period, if any, should be as brief as possible. 					

Standards and Goals	Remarks				
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<p style="text-align: center;">STANDARD 7.1</p> <p style="text-align: center;">DEVELOPMENT PLAN FOR COMMUNITY-BASED ALTERNATIVES TO CONFINEMENT</p> <p>The St. of Ala. correctional system or correctional system of other units of government should begin, d.s.d.p., to analyze its needs, resources, and gaps in service to develop a systematic plan with timetable and scheme for implementing a range of alternatives to institutionalization. The plan should specify the services to be provided directly by the correctional authority and those to be offered through other community resources. Community advisory assistance (discussed in Standard 7.3) is essential. The plan should be developed within the framework of total system planning discussed in Chapter 9, Local Adult Institutions, and State planning discussed in Chapter 13, Organization and Administration.</p> <p>Minimum alternatives to be included in the plan should be the following:</p> <ol style="list-style-type: none"> Diversion mechanisms and programs prior to trial and sentence. Nonresidential supervision programs in addition to probation and parole. Residential alternatives to incarceration. Community resources open to confined populations and institutional resources available to the entire community. Prerelease programs. Community facilities for released offenders in the critical reentry phase, with provision for short-term return as needed. <p style="text-align: center;">STANDARD 7.2</p> <p style="text-align: center;">MARSHALING AND COORDINATING COMMUNITY RESOURCES</p> <p>The St. of Ala. correctional system or the systems of other units of government should take appropriate action, d.s.d.p., to establish effective working relationships with the major social institutions, organizations, and agencies of the community, including the following:</p> <ol style="list-style-type: none"> Employment resources - private industry, labor unions, employment services, civil service systems. Educational resources - vocational and technical, secondary college and university, adult basic education, private and commercial training, government and private job development and skills training. Social welfare services - public assistance, housing, rehabilitation services, mental health services, counseling assistance, neighborhood centers, unemployment compensation, private social service agencies of all kinds. 					

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>4. The law enforcement system - Federal, State, and local law enforcement personnel, particularly specialized units providing public information, diversion, and services to juveniles.</p> <p>5. Other relevant community organizations and groups - ethnic and cultural groups, recreational and social organizations, religious and self-help groups, and others devoted to political or social action.</p> <p>At the management level, correctional agencies should seek to involve representatives of these community resources in policy development and interagency procedures for consultation, coordinated planning, joint action, and shared programs and facilities. Correctional authorities also should enlist the aid of such bodies in formation of a broad-based and aggressive lobby that will speak for correctional and inmate needs and support community correctional programs.</p> <p>At the operating level, correctional agencies should initiate procedures to work cooperatively in obtaining services needed by offenders.</p> <p style="text-align: center;">STANDARD 7.3</p> <p>CORRECTIONS' RESPONSIBILITY FOR CITIZEN INVOLVEMENT</p> <p>The St. of Ala. correctional system should create, a.s.a.p., (a) a multipurpose public information and education unit, to inform the general public on correctional issues and to organize support for and overcome resistance to general reform efforts and specific community-based projects; and (b) an administrative unit responsible for securing citizen involvement in a variety of ways within corrections, including advisory and policymaking roles, direct service roles, and cooperative endeavors with correctional clients.</p> <p>1. The unit responsible for securing citizen involvement should develop and make public a written policy on selection process, term of service, tasks, responsibilities, and authority for any advisory or policymaking body.</p> <p>2. The citizen involvement unit should be specifically assigned the management of volunteer personnel serving in direct service capacities with correctional clientele, to include:</p> <ol style="list-style-type: none"> Design and coordination of volunteer tasks. Screening and selection of appropriate persons. Orientation to the system and training as required for particular tasks. Professional supervision of volunteer staff. Development of appropriate personnel practices for volunteers, including personnel records, advancement opportunities, and other rewards. <p>3. The unit should be responsible for providing for supervision of offenders who are serving in volunteer roles.</p>						

Standards and Goals	Remarks					
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<p>4. The unit should seek to diversify institutional programs by obtaining needed resources from the community that can be used in the institution and by examining and causing the periodic reevaluation of any procedures inhibiting the participation of inmates in any community program.</p> <p>5. The unit should lead in establishing and operating community-based programs emanating from the institution or from a satellite facility and, on an ongoing basis, seek to develop new opportunities for community contacts enabling inmate participants and custodial staff to regularize and maximize normal interaction with community residents and institutions.</p> <p style="text-align: center;">STANDARD 7.4</p> <p style="text-align: center;">INMATE INVOLVEMENT IN COMMUNITY PROGRAMS</p> <p>Correctional agencies should begin, a.s.a.p., to develop arrangements and procedures for offenders sentenced to correctional institutions to assume increasing individual responsibility and community contact. A variety of levels of individual choice, supervision, and community contact should be specified in these arrangements, with explicit statements as to how the transitions between levels are to be accomplished. Progress from one level to another should be based on specified behavioral criteria rather than on sentence, time served, or subjective judgments regarding attitudes.</p> <p>The arrangements and procedures should be incorporated in the classification system to be used at an institution and reflect the following:</p> <p>1. When an offender is received at a correctional institution, he should meet with the classification unit (committee, team, or the like) to develop a plan for increasing personal responsibility and community contact.</p> <p>2. At the initial meeting, behavioral objectives should be established, to be accomplished within a specified period. After that time another meeting should be held to make adjustments in the individual's plan which, assuming that the objectives have been met, will provide for transition to a lower level of custody and increasing personal responsibility and community involvement.</p> <p>3. Similarly, at regular time intervals, each inmate's status should be reviewed, and if no strong reason exist to the contrary, further favorable adjustments should be made.</p> <p>4. Allowing for individual differences in time and progress or lack of progress, the inmate should move through a series of levels broadly encompassing movement from (a) initial security involving few outside privileges and minimal contact with community participants in institutional programs to (b) lesser degrees of custody with participation in institutional and community programs involving both citizens and offenders, to (c) partial-release programs under which he would sleep in the institution but have maximum participation in institutional and outside activities involving community residents, to (d) residence in a halfway house or similar noninstitutional residence, to (e) residence in the community at the place of his choice with moderate supervision, and finally to release from correctional supervision.</p>						

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<p>8. The correctional agency should participate in or be receptive to cross-classification research toward the development of a classification system that could possibly be adopted for common use.</p> <p style="text-align: center;">STANDARD 6.2</p> <p style="text-align: center;">CLASSIFICATION FOR INMATE MANAGEMENT</p> <p>Each correctional agency operating institutions for committed offenders, in connection with and in addition to implementation of Standard 6.1, should re-examine and reorganize its classification system so as to operate in the best interest of the inmate immediately, as follows:</p> <p>1. Whether a reception unit or classification committee or team is utilized within the institution, the administration's classification issuance described in Standard 6.1 also should:</p> <ol style="list-style-type: none"> a. Describe the makeup of the unit, team, or committee, as well as its duties and responsibilities. b. Define its responsibilities for custody, employment, and vocational assignments. c. Indicate what phases of an inmate program may be changed without unit, team, or committee action. d. Specify procedures relating to inmate transfer from one program to another. e. Prescribe form and content of the classification interview. f. Develop written policies regarding initial inmate classification and reclassification. <p>2. The purpose of initial classification should be:</p> <ol style="list-style-type: none"> a. To screen inmates for safe and appropriate placements and to determine whether these programs will accomplish the purposes for which inmates are placed in the correctional system, and b. Through orientation to give new inmates an opportunity to learn of the programs available to them and of the performance expected to gain their release. <p>3. The purpose of reclassification should be the increasing involvement of offenders in community-based programs as set forth in Standard 7.4, Inmate Involvement in Community Programs.</p> <p>4. Initial classification should be accomplished as rapidly as possible.</p> <p>5. Reclassification should be undertaken as frequently as possible.</p> <p>6. The isolation of quarantine period, if any, should be as brief as possible.</p>						

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<p>4. The law enforcement system - Federal, State, and local law enforcement personnel, particularly specialized units providing public information, diversion, and services to juveniles.</p> <p>5. Other relevant community organizations and groups - ethnic and cultural groups, recreational and social organizations, religious and self-help groups, and others devoted to political or social action.</p> <p>At the management level, correctional agencies should seek to involve representatives of these community resources in policy development and interagency procedures for consultation, coordinated planning, joint action, and shared programs and facilities. Correctional authorities also should enlist the aid of such bodies in formation of a broad-based and aggressive lobby that will speak for correctional and inmate needs and support community correctional programs.</p> <p>At the operating level, correctional agencies should initiate procedures to work cooperatively in obtaining services needed by offenders.</p> <p style="text-align: center;">STANDARD 7.3</p> <p style="text-align: center;">CORRECTIONS' RESPONSIBILITY FOR CITIZEN INVOLVEMENT</p> <p>The St. of Ala. correctional system should create, a.s.a.p., (a) a multipurpose public information and education unit, to inform the general public on correctional issues and to organize support for and overcome resistance to general reform efforts and specific community-based projects; and (b) an administrative unit responsible for securing citizen involvement in a variety of ways within corrections, including advisory and policymaking roles, direct service roles, and cooperative endeavors with correctional clients.</p> <p>1. The unit responsible for securing citizen involvement should develop and make public a written policy on selection process, term of service, tasks, responsibilities, and authority for any advisory or policymaking body.</p> <p>2. The citizen involvement unit should be specifically assigned the management of volunteer personnel serving in direct service capacities with correctional clientele, to include:</p> <ol style="list-style-type: none"> Design and coordination of volunteer tasks. Screening and selection of appropriate persons. Orientation to the system and training as required for particular tasks. Professional supervision of volunteer staff. Development of appropriate personnel practices for volunteers, including personnel records, advancement opportunities, and other rewards. <p>3. The unit should be responsible for providing for supervision of offenders who are serving in volunteer roles.</p>						

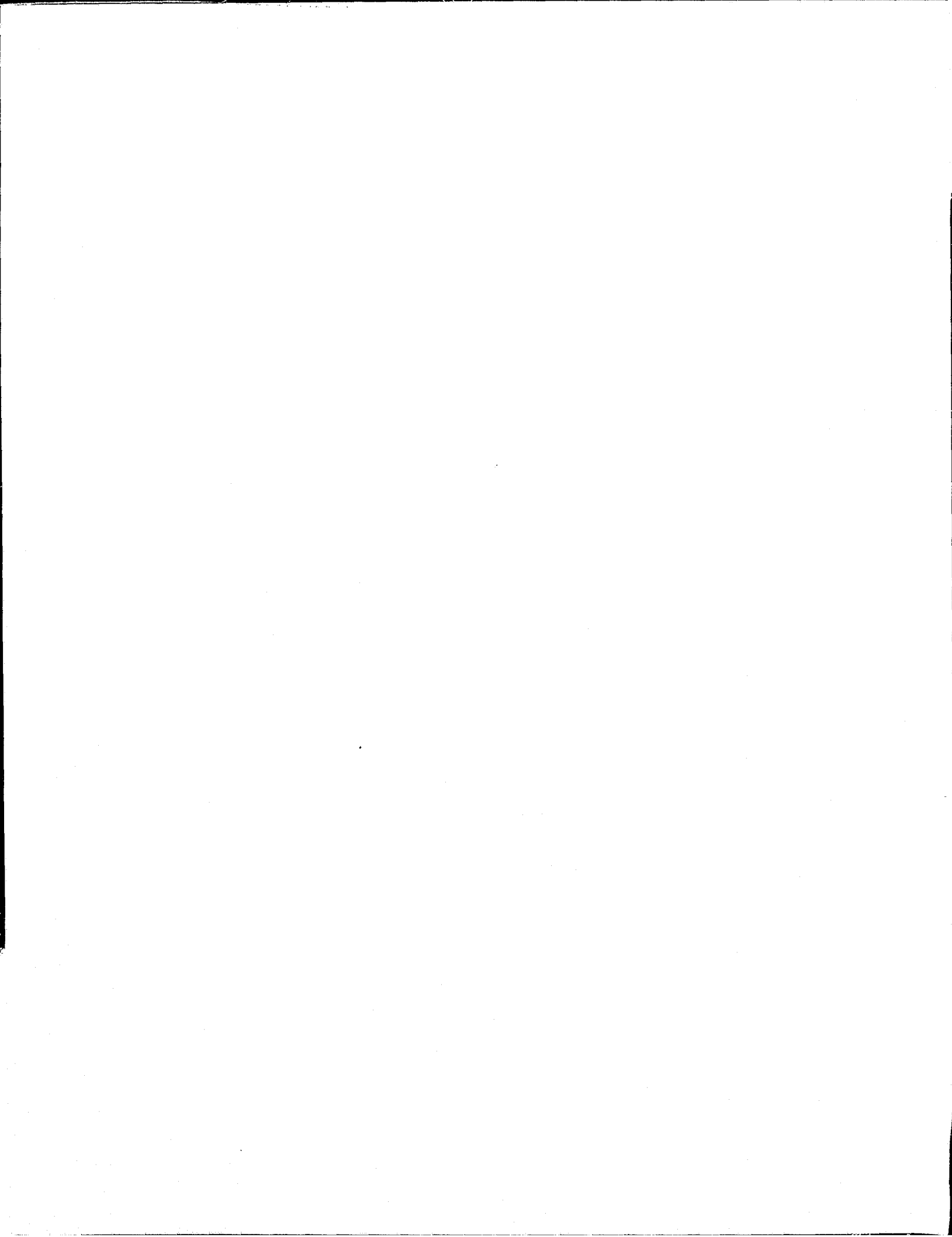
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<p>4. The unit should seek to diversify institutional programs by obtaining needed resources from the community that can be used in the institution and by examining and causing the periodic reevaluation of any procedures inhibiting the participation of inmates in any community program.</p> <p>5. The unit should lead in establishing and operating community-based programs emanating from the institution or from a satellite facility and, on an ongoing basis, seek to develop new opportunities for community contacts enabling inmate participants and custodial staff to regularize and maximize normal interaction with community residents and institutions.</p> <p style="text-align: center;">STANDARD 7.4</p> <p style="text-align: center;">INMATE INVOLVEMENT IN COMMUNITY PROGRAMS</p> <p>Correctional agencies should begin, a.s.a.p., to develop arrangements and procedures for offenders sentenced to correctional institutions to assume increasing individual responsibility and community contact. A variety of levels of individual choice, supervision, and community contact should be specified in these arrangements, with explicit statements as to how the transitions between levels are to be accomplished. Progress from one level to another should be based on specified behavioral criteria rather than on sentence, time served, or subjective judgments regarding attitudes.</p> <p>The arrangements and procedures should be incorporated in the classification system to be used at an institution and reflect the following:</p> <ol style="list-style-type: none"> When an offender is received at a correctional institution, he should meet with the classification unit (committee, team, or the like) to develop a plan for increasing personal responsibility and community contact. At the initial meeting, behavioral objectives should be established, to be accomplished within a specified period. After that time another meeting should be held to make adjustments in the individual's plan which, assuming that the objectives have been met, will provide for transition to a lower level of custody and increasing personal responsibility and community involvement. Similarly, at regular time intervals, each inmate's status should be reviewed, and if no strong reason exist to the contrary, further favorable adjustments should be made. Allowing for individual differences in time and progress or lack of progress, the inmate should move through a series of levels broadly encompassing movement from (a) initial security involving few outside privileges and minimal contact with community participants in institutional programs to (b) lesser degrees of custody with participation in institutional and community programs involving both citizens and offenders, to (c) partial-release programs under which he would sleep in the institution but have maximum participation in institutional and outside activities involving community residents, to (d) residence in a halfway house or similar noninstitutional residence, to (e) residence in the community at the place of his choice with moderate supervision, and finally to release from correctional supervision. 						

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<p>5. The presumption should be in favor of decreasing levels of supervision and increasing levels of individual responsibility.</p> <p>6. When an inmate fails to meet behavioral objectives, the team may decide to keep him in the same status for another period or move him back. On the other hand, his behavioral achievements may indicate that he can be moved forward rapidly without having to go through all the successive stages.</p> <p>7. Throughout the process, the primary emphasis should be on individualization - on behavioral changes based on the individual's interests, abilities, and priorities. Offenders also should be afforded opportunities to give of their talents, time, and efforts to others, including other inmates and community residents.</p> <p>8. A guiding principle should be the use of positive reinforcement in bringing about behavioral improvements rather than negative reinforcement in the form of punishment.</p> <p style="text-align: center;">STANDARD 9.1 <u>TOTAL SYSTEM PLANNING</u></p> <p>State and local corrections systems and planning agencies should, a.s.a.p. undertake, on a cooperative basis, planning for community corrections based on a total system concept that encompasses the full range of offenders' needs and the overall goal of crime reduction. Total system planning for a particular area should include the following concepts.</p> <p>1. While the actual methodology may vary, total system planning should include these phases:</p> <p>a. A problem definition phase, including initial demarcation of the specific service area, as determined by the scope of the problem to be addressed. Its identification results in a preliminary statement of the correctional problem.</p> <p>b. Data survey and analysis designed to obtain comprehensive information on population trends and demography, judicial practices, offender profiles, service area resources, geographic and physical characteristics, and political and governmental composition. Such information is needed to assess service area needs and capability and to determine priorities.</p> <p>c. A program linkage phase involving examination of various ways to meet the problems identified. The linkages should emphasize service area resources that can be used to provide community-based correctional programs as alternatives to incarceration. Identification and development of diversion programs by program linkage will have significant implications for a service area's detention capacity and program requirements.</p>						

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<p>d. A definition and description of the correctional delivery system for the service area developed on the basis of results of the previous phases. Facility and nonfacility program requirements should be included.</p> <p>e. Program and facility design, which proceed from delivery system definition. The resulting overall community correctional system design will vary with specific service area characteristics, but it should follow either a regional or a network approach.</p> <p>(1) A network service delivery system should be developed for urban service areas with large offender populations. This system should have dispersed components (programs and facilities) that are integrated operationally and administratively. The network should include all components necessary to meet the needs of clientele and the community. Court intake, social investigation, and pretrial release and detention programs should be located near the courts. Other residential and nonresidential components should be located in the clients' communities or neighborhoods and should use existing community resources.</p> <p>(2) A regionalized service delivery system should be developed for service areas that are sparsely populated and include a number of cities, towns, or villages. Such a system may be city-county or multicounty in composition and scope. Major facility and program components should be consolidated in a central area or municipality. Components should include intake and social investigations services, pretrial release services, pretrial and posttrial residential facilities, special programs, and resource coordination. Extended components, such as prerelease, work/education release, alcoholic and narcotic addict treatment, and related program coordination units, should be located in smaller population centers with provision for operational and administrative coordination with the centralized components. The centralized system component should be located in close proximity to court services and be accessible to private and public transportation.</p> <p>2. All correctional planning should include consideration of the physical, social, and aesthetic impact imposed by any facility or network. Such consideration should be based on the National Environmental Policy Act of 1969.</p> <p>3. All planning efforts should be made in the context of the master plan of the statewide correctional planning body.</p> <p>4. Individual program needs, such as detention centers, should not be considered apart from the overall correctional service plan or the relevant aspects of</p>						

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<p>social service systems (health, education, public assistance, etc.) that have potential for sharing facilities, resources, and experience.</p> <p>5. All community correctional planning should give highest priority to diversion from the criminal justice system and utilization of existing community resources.</p> <p style="text-align: center;">STANDARD 9.2</p> <p style="text-align: center;"><u>STATE OPERATION AND CONTROL OF LOCAL INSTITUTIONS</u></p> <p>1. Community-based resources should be developed initially through subsidy contract programs, subject to State standards, which reimburse the local unit of government for accepting State commitments.</p> <p>2. Coordinated planning for community-based correctional services should be implemented immediately on a State and regional basis. This planning should take place in conjunction with the state correctional system's planning.</p> <p>3. Special training and other programs by the State agencies should be available to offenders in the community by utilizing mobile service delivery or specialized regional centers.</p> <p>4. Program personnel should be recruited from the immediate community or service area to the maximum extent possible. Employees' ties with the local community and identification with the offender population should be considered essential to community involvement in the correctional program. At the same time, professional services should not be sacrificed, and State training programs should be provided to upgrade employee skills.</p> <p style="text-align: center;">STANDARD 9.3</p> <p style="text-align: center;"><u>STATE INSPECTION OF LOCAL FACILITIES</u></p> <p>State legislatures should, (a.s.a.p.) authorize the formulation of State standards for correctional facilities and operational procedures and State inspection to insure compliance, including such features as:</p> <p>1. Access of inspectors to a facility and the persons therein.</p> <p>2. Inspection of:</p> <p>a. Administrative area, including record-keeping procedures.</p> <p>b. Health and medical services.</p> <p>c. Offenders' leisure activities.</p> <p>d. Offenders' employment.</p> <p>e. Offenders' education and work programs.</p> <p>f. Offenders' housing.</p> <p>g. Offenders' recreation programs.</p>					

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<p>h. Food service.</p> <p>i. Observation of rights of offenders.</p> <p>3. If the evaluation finds the facility's programs do not meet prescribed standards, State authorities should be informed in writing of the existing conditions and deficiencies. The State authorities should be empowered to make an inspection to ascertain the facts about the existing condition of the facility.</p> <p>4. The State agency should have authority to require those in charge of the facility to take necessary measures to bring the facility up to standards.</p> <p>5. In the event that the facility's staff fails to implement the necessary changes within a reasonable time, the State agency should have authority to condemn the facility.</p> <p>6. Once a facility is condemned, it should be unlawful to commit or confine any persons to it. Prisoners should be relocated to facilities that meet established standards until a new or renovated facility is available. Provisions should be made for distribution of offenders and payment of expenses for relocated prisoners by the detaining jurisdiction.</p> <p style="text-align: center;">STANDARD 9.4</p> <p style="text-align: center;"><u>ADULT INTAKE SERVICES</u></p> <p>Action should be taken to pursue enabling legislation where necessary, to establish coordinated and directed adult intake services to:</p> <p>1. Perform investigative services for pretrial intake screening. Such services should be conducted within 3 days and provide data for decisions regarding appropriateness of summons release, release on recognizance, community bail, conditional pretrial release, or other forms of pretrial release. Persons should not be placed in detention solely for the purpose of facilitating such services.</p> <p>2. Emphasize diversion of alleged offenders from the criminal justice system and referral to alternative community-based programs (halfway houses, drug treatment programs, and other residential and non-residential adult programs). The principal task is identifying the need and matching community services to it.</p> <p>3. Offer initial and ongoing assessment, evaluation, and classification services to other agencies as requested.</p> <p>4. Provide assessment, evaluation, and classification services that assist program planning for sentenced offenders.</p> <p>5. Arrange secure residential detention for pretrial detainees at an existing community or regional correctional center or jail, or at a separate facility for pretrial detainees where feasible. Most alleged offenders awaiting trial should be diverted to release programs, and the remaining population should be only those who represent a serious threat to the safety of others.</p> <p>The following principles should be followed in establishing, planning, and operating intake services for adults:</p> <p>1. Intake services should be under supervision of the judiciary.</p> <p>2. Ideally, intake services should operate in conjunction with a community correctional facility.</p>					



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<p>3. Initiation of intake services should in no way imply that the client or recipient of its services is guilty. Protection of the rights of the accused must be maintained at every phase of the process.</p> <p>4. Confidentiality should be maintained at all times.</p> <p>5. Social inventory and offender classification should be a significant component of intake services.</p> <p>6. Specialized services should be purchased in the community on a contractual basis.</p> <p>7. The following persons should be available to intake service programs, either as staff members or by contract.</p> <ol style="list-style-type: none"> Psychiatrists. Clinical psychologists. Social workers. Interviewers. Education specialists. <p style="text-align: center;">STANDARD 9.5</p> <p style="text-align: center;"><u>PRETRIAL DETENTION ADMISSION PROCESS</u></p> <p>County, city or regional jails or community correctional centers should, a.s.a.p., reorganize their admission processing for residential care as follows:</p> <ol style="list-style-type: none"> In addition to providing appropriate safeguards for the community, admission processing for pretrial detention should establish conditions and qualities conducive to overall correctional goals. Detention center admission staffing should be sufficient to avoid use of holding rooms for excessive periods of time. Emphasis should be given to prompt processing that allows the individual to be aware of his circumstances and avoid undue anxiety. The admission process should be conducted within the security perimeter, with adequate physical separation from other portions of the facility and from the discharge process. Intake processing should include a hot water shower with soap, the option of clothing issue, and proper checking and storage of personal effects. All personal property and clothing taken from the individual upon admission should be recorded and stored, and a receipt issued to him. The detaining facility is responsible for the effects until they are returned to their owner. Proper record keeping in the admission process is necessary in the interest of the individual as well as the criminal justice system. Such records should include: name and vital statistics; a brief personal, social, and occupational history; usual identity data; results of the initial medical examination; and results of the initial intake interview. Emphasis should be directed to individualizing the record-taking operation, since it is an imposition on the innocent and represents a component of the correctional process for the guilty. 						

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<p>7. Each person should be interviewed by a counselor, social worker, or other program staff member as soon as possible after reception. Interviews should be conducted in private, and the interviewing area furnished with reasonable comfort.</p> <p>8. A thorough medical examination of each person should be made by a physician. It should be mandatory that the physician's orders be followed.</p> <p style="text-align: center;">STANDARD 9.6</p> <p style="text-align: center;"><u>STAFFING PATTERNS</u></p> <p>Every jurisdiction operating locally based correctional institutions and programs should, a.s.a.p., establish these criteria for staff:</p> <ol style="list-style-type: none"> All personnel should be placed on a merit or civil service status, with all employees except as noted below assigned to the facility on a full-time basis, only qualified personnel who meet minimum professional criteria should be assigned to the facility on a full- or part-time basis as required. Correctional personnel should receive salaries equal to those of persons with comparable qualifications and seniority in the jurisdiction's police and fire departments. Only personnel trained in corrections should be assigned to staffs of local correctional centers. Qualifications for correctional staff members should be set at the State level and include requirement of a high school diploma. A program of preservice and inservice training and staff development should be given all personnel. Provision of such a program should be a responsibility of the State government. New correctional workers should receive preservice training in the fundamentals of facility operation, correctional programming, and their role in the correctional process. With all workers, responsibilities and salaries should increase with training and experience. Correctional personnel should be responsible for maintenance and security operations as well as for participation in the facility's in-house correctional programming for residents. In all instances where correctional personnel engage in counseling and other forms of correctional programming, professionals should serve in a supervisory and advisory capacity. The same professionals should oversee the activities of volunteer workers within the institution. In addition, they themselves should engage in counseling and other activities as needs indicate. Wherever feasible, professional services should be purchased on a contract basis from practitioners in the community or from other governmental agencies. Relevant State agencies should be provided space in the institution to offer services. Similarly, other criminal justice employees should be encouraged to utilize the facility, particularly parole and probation officers. Correctional personnel should be involved in screening and classification of inmates. 						

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<p>10. Every correctional worker should be assigned to a specific aspect of the facility's programming, such as the educational program, recreation activities, or supervision of maintenance tasks.</p> <p>11. An adequate staff-inmate ratio should be maintained with the specific number on duty adjusted to fit the relative requirements for three shifts.</p> <p style="text-align: center;">STANDARD 9.7 <u>INTERNAL POLICIES</u></p> <p>Every jurisdiction operating locally based correctional institutions and programs for adults should, <u>(I.S.A.P.)</u> adopt those internal policies that are consistent with minimum standards presently in existence.</p> <p>1. A system of classification should be used to provide the basis for residential assignment and program planning for individuals. Segregation of diverse categories of incarcerated persons, as well as identification of special supervision and treatment requirements, should be observed.</p> <p>a. The mentally ill should not be housed in a detention facility.</p> <p>b. Since local correctional facilities are not equipped to treat addicts, they should be diverted to narcotic treatment centers. When drug users are admitted to the facility because of criminal charges not related to their drug use, immediate medical attention and treatment should be administered by a physician.</p> <p>c. Since local correctional facilities are not proper locations for treatment of alcoholics, all such offenders should be diverted to detoxification centers and given a medical examination. Alcoholics with delirium tremens should be transferred immediately to a hospital for proper treatment.</p> <p>d. Prisoners who suffer from various disabilities should have separate housing and close supervision to prevent mistreatment by other inmates. Any potential suicide risk should be under careful supervision. Epileptics, diabetics and persons with other special problems should be treated as recommended by the staff physician.</p> <p>e. Beyond segregating these groups, serious and multiple offenders should be kept separate from those whose charge or conviction is for a first or minor offense. In particular, persons charged with non-criminal offenses (for example, traffic cases) should not be detained before trial. The State government should insist on the separation of pretrial and posttrial inmates, except where it can be demonstrated conclusively that separation is not possible and every alternative is being used to reduce pretrial detention.</p> <p>2. Detention rules and regulations should be provided each new admission and posted in each separate area of the facility. These regulations should cover items discussed in Chapter 2, Rights of Offenders.</p>					

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<p>3. Every inmate has the right to visits from family and friends. Each facility should have at least 14 regular visiting hours weekly, with at least five between 7:00 and 10:00 p.m. Visiting hours should be expanded beyond this minimum to the extent possible. The environment in which visits take place should be designed and operated under conditions as normal as possible. Maximum security arrangements should be reserved for the few cases in which they are necessary.</p> <p>4. The institution's medical program should obtain assistance from external medical and health resources (State agencies, medical societies, professional groups, hospitals, and clinics). Specifically:</p> <p>a. Each inmate should be examined by a physician within 24 hours after admission to determine his physical and mental condition. If the physician is not immediately available, a preliminary medical inspection should be administered by the receiving officer to detect any injury or illness requiring immediate medical attention and possible segregation from other inmates until the physician can see him.</p> <p>b. Every facility should have a formal sick call procedure that gives inmates the opportunity to present their request directly to a member of the staff and obtain medical attention from the physician.</p> <p>c. Every facility should be able to provide the services of a qualified dentist. Eyeglass fitting and other special services such as provision of prosthetic devices should be made available.</p> <p>d. Personal medical records should be kept for each inmate, containing condition on admission, previous medical history, illness or injury during confinement and treatment provided, and condition at time of release.</p> <p>e. All personnel should be trained to administer first aid.</p> <p>5. Three meals daily should be provided at regular and reasonable hours. Meals should be of sufficient quantity, well-prepared, served in an attractive manner, and nutritionally balanced. Service should be prompt, so that hot food remains hot and cold food remains cold. Each facility should also have a commissary service.</p> <p>6. The inmates' lives and health are the responsibility of the facility. Hence the facility should implement sanitation and safety procedures that help protect the inmate from disease, injury, and personal danger.</p> <p>7. Each detention facility should have written provisions that deal with its management and administration. Proper legal authority, legal custody and charge of the facility, commitment and confinement rules transfer and transportation of inmates, and emergency procedures are among the topics that should be covered.</p> <p>8. The use of an inmate trusty system should be prohibited.</p>					

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<p>3. Initiation of intake services should in no way imply that the client or recipient of its services is guilty. Protection of the rights of the accused must be maintained at every phase of the process.</p> <p>4. Confidentiality should be maintained at all times.</p> <p>5. Social inventory and offender classification should be a significant component of intake services.</p> <p>6. Specialized services should be purchased in the community on a contractual basis.</p> <p>7. The following persons should be available to intake service programs, either as staff members or by contract.</p> <ol style="list-style-type: none"> Psychiatrists. Clinical psychologists. Social workers. Interviewers. Education specialists. <p style="text-align: center;">STANDARD 9.5</p> <p style="text-align: center;"><u>PRETRIAL DETENTION ADMISSION PROCESS</u></p> <p>County, city or regional jails or community correctional centers should, a.s.a.p., reorganize their admission processing for residential care as follows:</p> <ol style="list-style-type: none"> In addition to providing appropriate safeguards for the community, admission processing for pretrial detention should establish conditions and qualities conducive to overall correctional goals. Detention center admission staffing should be sufficient to avoid use of holding rooms for excessive periods of time. Emphasis should be given to prompt processing that allows the individual to be aware of his circumstances and avoid undue anxiety. The admission process should be conducted within the security perimeter, with adequate physical separation from other portions of the facility and from the discharge process. Intake processing should include a hot water shower with soap, the option of clothing issue, and proper checking and storage of personal effects. All personal property and clothing taken from the individual upon admission should be recorded and stored, and a receipt issued to him. The detaining facility is responsible for the effects until they are returned to their owner. Proper record keeping in the admission process is necessary in the interest of the individual as well as the criminal justice system. Such records should include: name and vital statistics; a brief personal, social, and occupational history; usual identity data; results of the initial medical examination; and results of the initial intake interview. Emphasis should be directed to individualizing the record-taking operation, since it is an imposition on the innocent and represents a component of the correctional process for the guilty. 						

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<p>7. Each person should be interviewed by a counselor, social worker, or other program staff member as soon as possible after reception. Interviews should be conducted in private, and the interviewing area furnished with reasonable comfort.</p> <p>8. A thorough medical examination of each person should be made by a physician. It should be mandatory that the physician's orders be followed.</p> <p style="text-align: center;">STANDARD 9.6</p> <p style="text-align: center;"><u>STAFFING PATTERNS</u></p> <p>Every jurisdiction operating locally based correctional institutions and programs should, a.s.a.p., establish these criteria for staff:</p> <ol style="list-style-type: none"> All personnel should be placed on a merit or civil service status, with all employees except as noted below assigned to the facility on a full-time basis, only qualified personnel who meet minimum professional criteria should be assigned to the facility on a full- or part-time basis as required. Correctional personnel should receive salaries equal to those of persons with comparable qualifications and seniority in the jurisdiction's police and fire departments. Only personnel trained in corrections should be assigned to staffs of local correctional centers. Qualifications for correctional staff members should be set at the State level and include requirement of a high school diploma. A program of preservice and inservice training and staff development should be given all personnel. Provision of such a program should be a responsibility of the State government. New correctional workers should receive preservice training in the fundamentals of facility operation, correctional programming, and their role in the correctional process. With all workers, responsibilities and salaries should increase with training and experience. Correctional personnel should be responsible for maintenance and security operations as well as for participation in the facility's in-house correctional programming for residents. In all instances where correctional personnel engage in counseling and other forms of correctional programming, professionals should serve in a supervisory and advisory capacity. The same professionals should oversee the activities of volunteer workers within the institution. In addition, they themselves should engage in counseling and other activities as needs indicate. Wherever feasible, professional services should be purchased on a contract basis from practitioners in the community or from other governmental agencies. Relevant State agencies should be provided space in the institution to offer services. Similarly, other criminal justice employees should be encouraged to utilize the facility, particularly parole and probation officers. Correctional personnel should be involved in screening and classification of inmates. 						

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<p>10. Every correctional worker should be assigned to a specific aspect of the facility's programming, such as the educational program, recreation activities, or supervision of maintenance tasks.</p> <p>11. An adequate staff-inmate ratio should be maintained with the specific number on duty adjusted to fit the relative requirements for three shifts.</p> <p style="text-align: center;">STANDARD 9.7</p> <p style="text-align: center;"><u>INTERNAL POLICIES</u></p> <p>Every jurisdiction operating locally based correctional institutions and programs for adults should, a.s.a.p., adopt those internal policies that are consistent with minimum standards presently in existence.</p> <p>1. A system of classification should be used to provide the basis for residential assignment and program planning for individuals. Segregation of diverse categories of incarcerated persons, as well as identification of special supervision and treatment requirements, should be observed.</p> <p>a. The mentally ill should not be housed in a detention facility.</p> <p>b. Since local correctional facilities are not equipped to treat addicts, they should be diverted to narcotic treatment centers. When drug users are admitted to the facility because of criminal charges not related to their drug use, immediate medical attention and treatment should be administered by a physician.</p> <p>c. Since local correctional facilities are not proper locations for treatment of alcoholics, all such offenders should be diverted to detoxification centers and given a medical examination. Alcoholics with delirium tremens should be transferred immediately to a hospital for proper treatment.</p> <p>d. Prisoners who suffer from various disabilities should have separate housing and close supervision to prevent mistreatment by other inmates. Any potential suicide risk should be under careful supervision. Epileptics, diabetics, and persons with other special problems should be treated as recommended by the staff physician.</p> <p>e. Beyond segregating these groups, serious and multiple offenders should be kept separate from those whose charge or conviction is for a first or minor offense. In particular, persons charged with non-criminal offenses (for example, traffic cases) should not be detained before trial. The State government should insist on the separation of pretrial and posttrial inmates, except where it can be demonstrated conclusively that separation is not possible and every alternative is being used to reduce pretrial detention.</p> <p>2. Detention rules and regulations should be provided each new admission and posted in each separate area of the facility. These regulations should cover items discussed in Chapter 2, Rights of Offenders.</p>						

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<p>3. Every inmate has the right to visits from family and friends. Each facility should have at least 14 regular visiting hours weekly, with at least five between 7:00 and 10:00 p.m. Visiting hours should be expanded beyond this minimum to the extent possible. The environment in which visits take place should be designed and operated under conditions as normal as possible. Maximum security arrangements should be reserved for the few cases in which they are necessary.</p> <p>4. The institution's medical program should obtain assistance from external medical and health resources (State agencies, medical societies, professional groups, hospitals, and clinics). Specifically:</p> <p>a. Each inmate should be examined by a physician within 24 hours after admission to determine his physical and mental condition. If the physician is not immediately available, a preliminary medical inspection should be administered by the receiving officer to detect any injury or illness requiring immediate medical attention and possible segregation from other inmates until the physician can see him.</p> <p>b. Every facility should have a formal sick call procedure that gives inmates the opportunity to present their request directly to a member of the staff and obtain medical attention from the physician.</p> <p>c. Every facility should be able to provide the services of a qualified dentist. Eyeglass fitting and other special services such as provision of prosthetic devices should be made available.</p> <p>d. Personal medical records should be kept for each inmate, containing condition on admission, previous medical history, illness or injury during confinement and treatment provided, and condition at time of release.</p> <p>e. All personnel should be trained to administer first aid.</p> <p>5. Three meals daily should be provided at regular and reasonable hours. Meals should be of sufficient quantity, well-prepared, served in an attractive manner, and nutritionally balanced. Service should be prompt, so that hot food remains hot and cold food remains cold. Each facility should also have a commissary service.</p> <p>6. The inmates' lives and health are the responsibility of the facility. Hence the facility should implement sanitation and safety procedures that help protect the inmate from disease, injury, and personal danger.</p> <p>7. Each detention facility should have written provisions that deal with its management and administration. Proper legal authority, legal custody and charge of the facility, commitment and confinement rules transfer and transportation of inmates, and emergency procedures are among the topics that should be covered.</p> <p>8. The use of an inmate trusty system should be prohibited.</p>						

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<p align="center">STANDARD 9.8</p> <p align="center"><u>LOCAL CORRECTIONAL FACILITY PROGRAMMING</u></p> <p>Every jurisdiction operating locally based correctional facilities and programs for adults should, <u>a.s.a.p.</u>, adopt the following programming practices:</p> <ol style="list-style-type: none"> 1. A decision-making body should be established to follow and direct the inmate's progress through the local correctional system. Members should include a parole and probation supervisor, the administrator of the correctional facility or his immediate subordinates, professionals whose services are purchased by the institution, representatives of community organizations running programs in the institution or with its residents, and inmates. This body should serve as a central information-gathering point. It should discuss with an individual inmate all major decisions pertaining to him. 2. Educational programs should be available to all residents in cooperation with the local school district. Particular emphasis should be given to self-paced learning programs, packaged instructional materials, and utilization of volunteers and para-professionals as instructors. 3. Vocational programs should be provided by the appropriate State or local agencies. It is desirable that overall direction be provided on the State level to allow variety and to permit inmates to transfer among institutions in order to take advantage of training opportunities. 4. A job placement program should be operated at all community correctional centers as part of the vocational training program. Such programs should be operated by State employment agencies and local groups representing employers and local unions. 5. Each local institution should provide counseling services. Individuals showing acute problems will require professional services. Other individuals may require, on a day-to-day basis, situational counseling that can be provided by correctional workers supervised by professionals. 6. Qualified volunteers should be recruited and trained as counselors, instructors, teachers, and recreational therapists and other appropriate roles. 7. A range of activities to provide physical exercise should be available both in the facility and through the use of local recreational resources. Other leisure activities should be supported by access to library materials, television, writing materials, playing cards, and games. 8. In general, internal programs should be aimed only at that part of the institutional population unable to take advantage of ongoing programs in the community. 9. Meetings with the administrator or appropriate staff of the institution should be available to all individuals and groups. 						

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<p align="center">STANDARD 9.9</p> <p align="center"><u>JAIL RELEASE PROGRAMS</u></p> <p>Every jurisdiction operating locally based correctional facilities and programs for convicted adults, <u>a.s.a.p.</u>, should develop release programs drawing community leadership, social agencies, and business interest into action with the criminal justice system.</p> <ol style="list-style-type: none"> 1. Since release programs rely heavily on the participant's self-discipline and personal responsibility, the offender should be involved as a member of the program planning team. 2. Release programs have special potential for utilizing specialized community services to meet offenders' special needs. This capability avoids the necessity of service duplication within corrections. 3. Weekend visits and home furloughs should be planned regularly, so that eligible individuals can maintain ties with family and friends. 4. Work release should be made available to persons in all offense categories who do not present a serious threat to others. 5. The offender in a work-release program should be paid at prevailing wages. The individual and the work-release agency may agree to allocation of earnings to cover subsistence, transportation cost, compensation to victims, family support payments, and spending money. The work-release agency should maintain strict accounting procedures open to inspection by the client and others. 6. Program location should give high priority to the proximity of job opportunities. Various modes of transportation may need to be utilized. 7. Work release may be operated initially from an existing jail facility, but this is not a long-term solution. Rented and converted buildings (such as YMCA's, YWCA's, motels, hotels) should be considered to separate the transitional program from the image of incarceration that accompanies the traditional jail. 8. When the release program is combined with a local correctional facility, there should be separate access to the work-release residence and activity areas. 9. Educational or study release should be available to all inmates (pretrial and convicted) who do not present a serious threat to others. Arrangements with the local school district and nearby colleges should allow participation at any level required (literacy training, adult basic education, high school or general educational development equivalency, and college level). 10. Arrangements should be made to encourage offender participation in local civic and social groups. Particular emphasis should be given to involving the offender in public education and the community in correction efforts. 						

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<p>STANDARD 9.10</p> <p><u>LOCAL FACILITY EVALUATION AND PLANNING</u></p> <p>Jurisdictions evaluating the physical plants of existing local facilities for adults or planning new facilities should be guided by the following considerations:</p> <ol style="list-style-type: none"> A comprehensive survey and analysis should be made of criminal justice needs and projections in a particular service area. <ol style="list-style-type: none"> Evaluation of population levels and projections should assume maximum use of pretrial release programs and post-adjudication alternatives to incarceration. Diversion of sociomedical problem cases (alcoholics, narcotic addicts, mentally ill, and vagrants) should be provided for. Facility planning, location, and construction should: <ol style="list-style-type: none"> Develop, maintain, and strengthen offenders' ties with the community. Therefore, convenient access to work, school, family, recreation, professional services, and community activities should be maximized. Increase the likelihood of community acceptance, the availability of contracted programs and purchased professional services, and attractiveness to volunteers, para-professionals, and professional staff. Afford easy access to the courts and legal services to facilitate intake screening, presentence investigations, postsentence programming, and pretrial detention. A spatial "activity design" should be developed. <ol style="list-style-type: none"> Planning of sleeping, dining, counseling, visiting, movement, programs, and other functions should be directed at optimizing the conditions of each. Unnecessary distance between staff and resident territories should be eliminated. Transitional spaces should be provided that can be used by "outside" and inmate participants and give a feeling of openness. Security elements and detention provisions should not dominate facility design. <ol style="list-style-type: none"> Appropriate levels of security should be achieved through a range of unobtrusive measures that avoid the ubiquitous "cage" and "closed" environment. Environmental conditions comparable to normal living should be provided to support development of normal behavior patterns. When possible, all inmates should be accommodated in individual rooms arranged in residential clusters of 8 to 24 rooms to achieve separation of accused and sentenced persons, male and female offenders, and varying security levels and to reduce the depersonalization of institutional living. 					

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<ol style="list-style-type: none"> A range of facility types and the quality and kinds of space comprising them should be developed to provide for sequential movement of inmates through different programs and physical spaces consistent with their progress. Applicable health, sanitation, space, safety, construction, environmental, and custody codes and regulations must be taken into account. Consideration must be given to resources available and the most efficient use of funds. <ol style="list-style-type: none"> Expenditures on security hardware should be minimized. Existing community resources should be used for provision of correctional services to the maximum feasible extent. Shared use of facilities with other social agencies not conventionally associated with corrections should be investigated. Facility design should emphasize flexibility and amenability to change in anticipation of fluctuating conditions and needs and to achieve highest return on capital investment. Prisoners should be handled in a manner consistent with humane standards. <ol style="list-style-type: none"> Use of closed-circuit television and other electronic surveillance is detrimental to program objectives, particularly when used as a substitute for direct staff-resident interaction. Experience in the use of such equipment also has proved unsatisfactory for any purposes other than traffic control or surveillance of institutional areas where inmates' presence is not authorized. Individual residence space should provide sensory stimulation and opportunity for self-expression and personalizing the environment. Existing community facilities should be explored as potential replacement for, or adjuncts to, a proposed facility. Planning for network facilities should include no single component, or institution, housing more than 300 persons. <p>STANDARD 10.1</p> <p><u>ORGANIZATION OF PROBATION</u></p> <p>Each State with locally or judicially administered probation should take action, in implementing Standard 16.4, Unifying Correctional Programs, to place probation organizationally in the executive branch of State government. The State correctional agency should be given responsibility for:</p> <ol style="list-style-type: none"> Establishing statewide goals, policies, and priorities that can be translated into measurable objectives by those delivering services. Program planning and development of innovative service strategies. 					

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<p>STANDARD 9.8</p> <p><u>LOCAL CORRECTIONAL FACILITY PROGRAMMING</u></p> <p>Every jurisdiction operating locally based correctional facilities and programs for adults should, <u>A.S.A.P.</u>, adopt the following programming practices:</p> <ol style="list-style-type: none"> 1. A decision-making body should be established to follow and direct the inmate's progress through the local correctional system. Members should include a parole and probation supervisor, the administrator of the correctional facility or his immediate subordinates, professionals whose services are purchased by the institution, representatives of community organizations running programs in the institution or with its residents, and inmates. This body should serve as a central information-gathering point. It should discuss with an individual inmate all major decisions pertaining to him. 2. Educational programs should be available to all residents in cooperation with the local school district. Particular emphasis should be given to self-pacing learning programs, packaged instructional materials, and utilization of volunteers and para-professionals as instructors. 3. Vocational programs should be provided by the appropriate State or local agencies. It is desirable that overall direction be provided on the State level to allow variety and to permit inmates to transfer among institutions in order to take advantage of training opportunities. 4. A job placement program should be operated at all community correctional centers as part of the vocational training program. Such programs should be operated by State employment agencies and local groups representing employers and local unions. 5. Each local institution should provide counseling services. Individuals showing acute problems will require professional services. Other individuals may require, on a day-to-day basis, situational counseling that can be provided by correctional workers supervised by professionals. 6. Qualified volunteers should be recruited and trained as counselors, instructors, teachers, and recreational therapists and other appropriate roles. 7. A range of activities to provide physical exercise should be available both in the facility and through the use of local recreational resources. Other leisure activities should be supported by access to library materials, television, writing materials, playing cards, and games. 8. In general, internal programs should be aimed only at that part of the institutional population unable to take advantage of ongoing programs in the community. 9. Meetings with the administrator or appropriate staff of the institution should be available to all individuals and groups. 						

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<p>STANDARD 9.9</p> <p><u>JAIL RELEASE PROGRAMS</u></p> <p>Every jurisdiction operating locally based correctional facilities and programs for convicted adults, <u>A.S.A.P.</u>, should develop release programs drawing community leadership, social agencies, and business interest into action with the criminal justice system.</p> <ol style="list-style-type: none"> 1. Since release programs rely heavily on the participant's self-discipline and personal responsibility, the offender should be involved as a member of the program planning team. 2. Release programs have special potential for utilizing specialized community services to meet offenders' special needs. This capability avoids the necessity of service duplication within corrections. 3. Weekend visits and home furloughs should be planned regularly, so that eligible individuals can maintain ties with family and friends. 4. Work release should be made available to persons in all offense categories who do not present a serious threat to others. 5. The offender in a work-release program should be paid at prevailing wages. The individual and the work-release agency may agree to allocation of earnings to cover subsistence, transportation cost, compensation to victims, family support payments, and spending money. The work-release agency should maintain strict accounting procedures open to inspection by the client and others. 6. Program location should give high priority to the proximity of job opportunities. Various modes of transportation may need to be utilized. 7. Work release may be operated initially from an existing jail facility, but this is not a long-term solution. Rented and converted buildings (such as YMCA's, YWCA's, motels, hotels) should be considered to separate the transitional program from the image of incarceration that accompanies the traditional jail. 8. When the release program is combined with a local correctional facility, there should be separate access to the work-release residence and activity areas. 9. Educational or study release should be available to all inmates (pretrial and convicted) who do not present a serious threat to others. Arrangements with the local school district and nearby colleges should allow participation at any level required (literacy training, adult basic education, high school or general educational development equivalency, and college level). 10. Arrangements should be made to encourage offender participation in local civic and social groups. Particular emphasis should be given to involving the offender in public education and the community in correction efforts. 						

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<p style="text-align: center;">STANDARD 9.10</p> <p style="text-align: center;"><u>LOCAL FACILITY EVALUATION AND PLANNING</u></p> <p>Jurisdictions evaluating the physical plants of existing local facilities for adults or planning new facilities should be guided by the following considerations:</p> <ol style="list-style-type: none"> 1. A comprehensive survey and analysis should be made of criminal justice needs and projections in a particular service area. <ol style="list-style-type: none"> a. Evaluation of population levels and projections should assume maximum use of pretrial release programs and post-adjudication alternatives to incarceration. b. Diversion of sociomedical problem cases (alcoholics, narcotic addicts, mentally ill, and vagrants) should be provided for. 2. Facility planning, location, and construction should: <ol style="list-style-type: none"> a. Develop, maintain, and strengthen offenders' ties with the community. Therefore, convenient access to work, school, family, recreation, professional services, and community activities should be maximized. b. Increase the likelihood of community acceptance, the availability of contracted programs and purchased professional services, and attractiveness to volunteers, para-professionals, and professional staff. c. Afford easy access to the courts and legal services to facilitate intake screening, presentence investigations, postsentence programming, and pretrial detention. 3. A spatial "activity design" should be developed. <ol style="list-style-type: none"> a. Planning of sleeping, dining, counseling, visiting, movement, programs, and other functions should be directed at optimizing the conditions of each. b. Unnecessary distance between staff and resident territories should be eliminated. c. Transitional spaces should be provided that can be used by "outside" and inmate participants and give a feeling of openness. 4. Security elements and detention provisions should not dominate facility design. <ol style="list-style-type: none"> a. Appropriate levels of security should be achieved through a range of unobtrusive measures that avoid the ubiquitous "cage" and "closed" environment. b. Environmental conditions comparable to normal living should be provided to support development of normal behavior patterns. c. When possible, all inmates should be accommodated in individual rooms arranged in residential clusters of 8 to 24 rooms to achieve separation of accused and sentenced persons, male and female offenders, and varying security levels and to reduce the depersonalization of institutional living. 					

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<ol style="list-style-type: none"> d. A range of facility types and the quality and kinds of space comprising them should be developed to provide for sequential movement of inmates through different programs and physical spaces consistent with their progress. 5. Applicable health, sanitation, space, safety, construction, environmental, and custody codes and regulations must be taken into account. 6. Consideration must be given to resources available and the most efficient use of funds. <ol style="list-style-type: none"> a. Expenditures on security hardware should be minimized. b. Existing community resources should be used for provision of correctional services to the maximum feasible extent. c. Shared use of facilities with other social agencies not conventionally associated with corrections should be investigated. d. Facility design should emphasize flexibility and amenability to change in anticipation of fluctuating conditions and needs and to achieve highest return on capital investment. 7. Prisoners should be handled in a manner consistent with humane standards. <ol style="list-style-type: none"> a. Use of closed-circuit television and other electronic surveillance is detrimental to program objectives, particularly when used as a substitute for direct staff-resident interaction. Experience in the use of such equipment also has proved unsatisfactory for any purposes other than traffic control or surveillance of institutional areas where inmates' presence is not authorized. b. Individual residence space should provide sensory stimulation and opportunity for self-expression and personalizing the environment. 8. Existing community facilities should be explored as potential replacement for, or adjuncts to, a proposed facility. 9. Planning for network facilities should include no single component, or institution, housing more than 300 persons. <p style="text-align: center;">STANDARD 10.1</p> <p style="text-align: center;"><u>ORGANIZATION OF PROBATION</u></p> <p>Each State with locally or judicially administered probation should take action, in implementing Standard 16.4, Unifying Correctional Programs, to place probation organizationally in the executive branch of State government. The State correctional agency should be given responsibility for:</p> <ol style="list-style-type: none"> 1. Establishing statewide goals, policies, and priorities that can be translated into measurable objectives by those delivering services. 2. Program planning and development of innovative service strategies. 					

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<p>3. Staff development and training.</p> <p>4. Planning for manpower needs and recruitment.</p> <p>5. Collecting statistics, monitoring services, and conducting research and evaluation.</p> <p>6. Offering consultation to courts, legislative bodies, and local executives.</p> <p>7. Coordinating the activities of separate systems for delivery of services to the courts and to probationers until separate staffs to perform services to the courts are established within the courts system. During the period when probation is being placed under direct State operation, the State correctional agency should be given authority to supervise local probation and to operate regional units in rural areas where population does not justify creation or continuation of local probation. In addition to the responsibilities previously listed, the State correctional agency should be given responsibility for:</p> <p>1. Establishing standards relating to personnel, services to courts, services to probationers, and records to be maintained, including format of reports to courts, statistics, and fiscal controls.</p> <p>2. Consultation to local probation agencies, including evaluation of services with recommendations for improvement; assisting local systems to develop uniform record and statistical reporting procedures conforming to State standards; and aiding in local staff development efforts.</p> <p>3. Assistance in evaluating the number and types of staff needed in each jurisdiction.</p> <p>4. Financial assistance through reimbursement or subsidy to those probation agencies meeting standards set forth in this chapter.</p> <p style="text-align: center;">STANDARD 10.2 <u>SERVICES TO PROBATIONERS</u></p> <p>Each probation system should develop a goal-oriented service delivery system that seeks to remove or reduce barriers confronting probationers. The needs of probationers should be identified, priorities established, and resources allocated based on established goals of the probation system. (See Standards 5.14 and 5.15 and the narrative of Chapter 16 for probation's services to the courts).</p> <p>1 Services provided directly should be limited to activities defined as belonging distinctly to probation. Other needed services should be procured from other agencies that have primary responsibility for them. It is essential that funds be provided for purchase of services.</p> <p>2. The staff delivering services to probationers in urban areas should be separate and distinct from the staff delivering services to the courts, although they may be part of the same agency. The staff delivering services to probationers should be located in the communities where probationers live and in service centers with access to programs of allied human services.</p>						

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<p>3. The probation system should be organized to deliver to probationers a range of services by a range of staff. Various modules should be used for organizing staff and probationers into workloads or task groups, not caseloads. The modules should include staff teams related to groups of probationers and differentiated programs based on offender typologies.</p> <p style="text-align: center;">STANDARD 10.3 <u>MISDEMEANANT PROBATION</u></p> <p>The State should develop additional probation manpower and resources to assure that the courts may use probation for persons convicted of misdemeanors in all cases for which this disposition may be appropriate. All standards of this report that apply to probation are intended to cover both misdemeanor and felony probation. Other than the possible length of probation terms, there should be no distinction between misdemeanor and felony probation as to organization, manpower, or services.</p> <p style="text-align: center;">STANDARD 10.4 <u>PROBATION MANPOWER</u></p> <p>The State should develop a comprehensive manpower development and training program to recruit, screen, utilize, train, educate, and evaluate a full range of probation personnel, including volunteers, women, and ex-offenders. The program should range from entry level to top level positions and should include the following:</p> <p>1. Provision should be made for effective utilization of a range of manpower on a full- or part-time basis by using a systems approach to identify service objectives and by specifying the job tasks and range of personnel necessary to meet the objectives. Jobs should be re-examined periodically to insure that organizational objectives are being met.</p> <p>2. In addition to probation officers, there should be new career lines in probation, all built into career ladders.</p> <p>3. Advancement (salary and status) should be along two tracks: service delivery and administration.</p> <p>4. Educational qualification for probation officers should be graduation from an accredited four-year college.</p> <p style="text-align: center;">STANDARD 10.5 <u>PROBATION IN RELEASE ON RECOGNIZANCE PROGRAMS</u></p> <p>Each community or metropolitan area of more than 100,000 persons that does not already have an effective release on recognizance program should, a.s.a.p., develop, in cooperation with the court, staff and procedures to investigate arrested adult defendants for possible release on recognizance (ROE) while awaiting trial, to avoid unnecessary use of detention in jail.</p>						

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<p>1. The staff used in the ROR investigations should not be probation officers but persons trained in interviewing, investigation techniques, and report preparation.</p> <p>2. The staff should collect information relating to defendant's residence, past and present; employment status; financial condition; prior record, if any; and family, relatives, or others, particularly those living in the immediate area who may assist him in attending court at the proper time.</p> <p>3. Where appropriate, staff making the investigation should recommend to the court any conditions that should be imposed on the defendant if released on recognizance.</p> <p>4. The ROR staff should assist in providing pretrial intervention services for persons released on recognizance.</p> <p style="text-align: center;">STANDARD 11.1</p> <p style="text-align: center;"><u>PLANNING NEW CORRECTIONAL INSTITUTIONS</u></p> <p>Each correctional agency administering State institutions for adult offenders should adopt, a.s.a.p., a policy of not building new institutions for adults unless an analysis of the total criminal justice and adult corrections systems produces a clear finding that no alternative is possible. The analysis should conform generally to the "total system planning" discussed in Chapter 9. If this effort proves conclusively that a new institution for adults is essential, these factors should characterize the planning and design process:</p> <ol style="list-style-type: none"> 1. A collaborative planning effort should identify the purpose of the physical plant. 2. The size of the inmate population of the projected institution should be small enough to allow security without excessive regimentation, surveillance equipment or repressive hardware. 3. The location of the institution should be selected on the basis of its proximity to: <ol style="list-style-type: none"> a. The communities from which the inmates come. b. Areas capable of providing or attracting adequate numbers of qualified line and professional staff members of racial and ethnic origin compatible with the inmate population, and capable of supporting staff lifestyles and community service requirements. c. Areas that have community services and activities to support the correctional goal, including social services, schools, hospitals, universities, and employment opportunities. d. The courts and auxiliary correctional agencies. e. Public transportation. 4. The physical environment of a new institution should be designed with consideration to: <ol style="list-style-type: none"> a. Provision of privacy and personal space. b. Minimization of noise. c. Reduction of sensory deprivation. d. Encouragement of constructive inmate-staff relationships. e. Provision of adequate utility services. 						

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<p>5. Provision also should be made for:</p> <ol style="list-style-type: none"> a. Dignified facilities for inmate visiting. b. Individual and group counseling. c. Education, vocational training, and workshops designed to accommodate small numbers of inmates and facilitate supervision. d. Recreation yards for each housing unit as well as larger recreational facilities accessible to the entire inmate population. e. Medical and hospital facilities. <p style="text-align: center;">STANDARD 11.2</p> <p style="text-align: center;"><u>MODIFICATION OF EXISTING INSTITUTIONS</u></p> <p>Each correctional agency administering State institutions for juvenile or adult offenders should undertake, a.s.a.p., systematic re-examining existing institutions to minimize their use, and, for those who must be incarcerated, modifying the institutions to minimize the deleterious effects of excessive regimentation and harmful physical environments imposed by physical plants.</p> <ol style="list-style-type: none"> 1. A collaborative planning effort should be made to determine the legitimate role of each institution in the correctional system. 2. If the average population of an institution is too large to facilitate the purposes stated in paragraph 2 of Standard 11.1, it should be reduced. 3. Consideration should be given to the abandonment of adult institutions that do not fit the location criteria of paragraph 3 of Standard 11.1. 4. The physical environments of the adult institutions to be retained should be modified to achieve the objectives stated in paragraph 4 of Standard 11.1. 5. Plant modification of retained institutions should also be undertaken to provide larger, more dignified, and more informal visiting facilities; spaces for formal and informal individual and group counseling, education and vocational training, workshops, recreational facilities, and medical and hospital facilities, and such additional program spaces as may fit the identified purposes of the institution. 6. A re-examination of the purposes and physical facilities of each existing institution should be undertaken in connection with continuing long-range planning for the entire corrections system. <p style="text-align: center;">STANDARD 11.3</p> <p style="text-align: center;"><u>SOCIAL ENVIRONMENT OF INSTITUTIONS</u></p> <p>Each correctional agency operating juvenile or adult institutions, and each institution, should undertake, a.s.a.p., to re-examine and revise its policies, procedures, and practices to bring about an institutional social setting that will stimulate offenders to change their behavior and to participate on their own initiative in programs intended to assist them in re-integrating into the community.</p>						

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<p>3. Staff development and training.</p> <p>4. Planning for manpower needs and recruitment.</p> <p>5. Collecting statistics, monitoring services, and conducting research and evaluation.</p> <p>6. Offering consultation to courts, legislative bodies, and local executives.</p> <p>7. Coordinating the activities of separate systems for delivery of services to the courts and to probationers until separate staffs to perform services to the courts are established within the courts system. During the period when probation is being placed under direct State operation, the State correctional agency should be given authority to supervise local probation and to operate regional units in rural areas where population does not justify creation or continuation of local probation. In addition to the responsibilities previously listed, the State correctional agency should be given responsibility for:</p> <p>1. Establishing standards relating to personnel, services to courts, services to probationers, and records to be maintained, including format of reports to courts, statistics, and fiscal controls.</p> <p>2. Consultation to local probation agencies, including evaluation of services with recommendations for improvement; assisting local systems to develop uniform record and statistical reporting procedures conforming to State standards; and aiding in local staff development efforts.</p> <p>3. Assistance in evaluating the number and types of staff needed in each jurisdiction.</p> <p>4. Financial assistance through reimbursement or subsidy to those probation agencies meeting standards set forth in this chapter.</p> <p style="text-align: center;">STANDARD 10.2</p> <p style="text-align: center;"><u>SERVICES TO PROBATIONERS</u></p> <p>Each probation system should develop a goal-oriented service delivery system that seeks to remove or reduce barriers confronting probationers. The needs of probationers should be identified, priorities established, and resources allocated based on established goals of the probation system. (See Standards 5.14 and 5.15 and the narrative of Chapter 16 for probation's services to the courts).</p> <p>1 Services provided directly should be limited to activities defined as belonging distinctly to probation. Other needed services should be procured from other agencies that have primary responsibility for them. It is essential that funds be provided for purchase of services.</p> <p>2. The staff delivering services to probationers in urban areas should be separate and distinct from the staff delivering services to the courts, although they may be part of the same agency. The staff delivering services to probationers should be located in the communities where probationers live and in service centers with access to programs of allied human services.</p>						

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<p>3. The probation system should be organized to deliver to probationers a range of services by a range of staff. Various modules should be used for organizing staff and probationers into workloads or task groups, not caseloads. The modules should include staff teams related to groups of probationers and differentiated programs based on offender typologies.</p> <p style="text-align: center;">STANDARD 10.3</p> <p style="text-align: center;"><u>MISDEMEANANT PROBATION</u></p> <p>The State should develop additional probation manpower and resources to assure that the courts may use probation for persons convicted of misdemeanors in all cases for which this disposition may be appropriate. All standards of this report that apply to probation are intended to cover both misdemeanor and felony probation. Other than the possible length of probation terms, there should be no distinction between misdemeanor and felony probation as to organization, manpower, or services.</p> <p style="text-align: center;">STANDARD 10.4</p> <p style="text-align: center;"><u>PROBATION MANPOWER</u></p> <p>The State should develop a comprehensive manpower development and training program to recruit, screen, utilize, train, educate, and evaluate a full range of probation personnel, including volunteers, women, and ex-offenders. The program should range from entry level to top level positions and should include the following:</p> <p>1. Provision should be made for effective utilization of a range of manpower on a full- or part-time basis by using a systems approach to identify service objectives and by specifying the job tasks and range of personnel necessary to meet the objectives. Jobs should be re-examined periodically to insure that organizational objectives are being met.</p> <p>2. In addition to probation officers, there should be new career lines in probation, all built into career ladders.</p> <p>3. Advancement (salary and status) should be along two tracks: service delivery and administration.</p> <p>4. Educational qualification for probation officers should be graduation from an accredited four-year college.</p> <p style="text-align: center;">STANDARD 10.5</p> <p style="text-align: center;"><u>PROBATION IN RELEASE ON RECOGNIZANCE PROGRAMS</u></p> <p>Each community or metropolitan area of more than 100,000 persons that does not already have an effective release on recognizance program should, a.s.a.p., develop, in cooperation with the court, staff and procedures to investigate arrested adult defendants for possible release on recognizance (ROB) while awaiting trial, to avoid unnecessary use of detention in jail.</p>						

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<p>1. The staff used in the ROR investigations should not be probation officers but persons trained in interviewing, investigation techniques, and report preparation.</p> <p>2. The staff should collect information relating to defendant's residence, past and present; employment status; financial condition; prior record, if any; and family, relatives, or others, particularly those living in the immediate area who may assist him in attending court at the proper time.</p> <p>3. Where appropriate, staff making the investigation should recommend to the court any conditions that should be imposed on the defendant if released on recognizance.</p> <p>4. The ROR staff should assist in providing pretrial intervention services for persons released on recognizance.</p> <p style="text-align: center;">STANDARD 11.1</p> <p style="text-align: center;"><u>PLANNING NEW CORRECTIONAL INSTITUTIONS</u></p> <p>Each correctional agency administering State institutions for adult offenders should adopt, <u>A.S.A.P.</u>, a policy of not building new institutions for adults unless an analysis of the total criminal justice and adult corrections systems produces a clear finding that no alternative is possible. The analysis should conform generally to the "total system planning" discussed in Chapter 9. If this effort proves conclusively that a new institution for adults is essential, these factors should characterize the planning and design process:</p> <ol style="list-style-type: none"> 1. A collaborative planning effort should identify the purpose of the physical plant. 2. The size of the inmate population of the projected institution should be small enough to allow security without excessive regimentation, surveillance equipment or repressive hardware. 3. The location of the institution should be selected on the basis of its proximity to: <ol style="list-style-type: none"> a. The communities from which the inmates come. b. Areas capable of providing or attracting adequate numbers of qualified line and professional staff members of racial and ethnic origin compatible with the inmate population, and capable of supporting staff lifestyles and community service requirements. c. Areas that have community services and activities to support the correctional goal, including social services, schools, hospitals, universities, and employment opportunities. d. The courts and auxiliary correctional agencies. e. Public transportation. 4. The physical environment of a new institution should be designed with consideration to: <ol style="list-style-type: none"> a. Provision of privacy and personal space. b. Minimization of noise. c. Reduction of sensory deprivation. d. Encouragement of constructive inmate-staff relationships. e. Provision of adequate utility services. 						

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<p>5. Provision also should be made for:</p> <ol style="list-style-type: none"> a. Dignified facilities for inmate visiting. b. Individual and group counseling. c. Education, vocational training, and workshops designed to accommodate small numbers of inmates and facilitate supervision. d. Recreation yards for each housing unit as well as larger recreational facilities accessible to the entire inmate population. e. Medical and hospital facilities. <p style="text-align: center;">STANDARD 11.2</p> <p style="text-align: center;"><u>MODIFICATION OF EXISTING INSTITUTIONS</u></p> <p>Each correctional agency administering State institutions for juvenile or adult offenders should undertake, <u>A.S.A.P.</u>, systematic re-examining existing institutions to minimize their use, and, for those who must be incarcerated, modifying the institutions to minimize the deleterious effects of excessive regimentation and harmful physical environments imposed by physical plants.</p> <ol style="list-style-type: none"> 1. A collaborative planning effort should be made to determine the legitimate role of each institution in the correctional system. 2. If the average population of an institution is too large to facilitate the purposes stated in paragraph 2 of Standard 11.1, it should be reduced. 3. Consideration should be given to the abandonment of adult institutions that do not fit the location criteria of paragraph 3 of Standard 11.1. 4. The physical environments of the adult institutions to be retained should be modified to achieve the objectives stated in paragraph 4 of Standard 11.1. 5. Plant modification of retained institutions should also be undertaken to provide larger, more dignified, and more informal visiting facilities; spaces for formal and informal individual and group counseling, education and vocational training, workshops, recreational facilities, and medical and hospital facilities, and such additional program spaces as may fit the identified purposes of the institution. 6. A re-examination of the purposes and physical facilities of each existing institution should be undertaken in connection with continuing long-range planning for the entire corrections system. <p style="text-align: center;">STANDARD 11.3</p> <p style="text-align: center;"><u>SOCIAL ENVIRONMENT OF INSTITUTIONS</u></p> <p>Each correctional agency operating juvenile or adult institutions, and each institution, should undertake, <u>A.S.A.P.</u>, to re-examine and revise its policies, procedures, and practices to bring about an institutional social setting that will stimulate offenders to change their behavior and to participate on their own initiative in programs intended to assist them in re-integrating into the community.</p>						

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<p>1. The institution's organizational structure should permit open communication and provide for maximum input in the decision-making process.</p> <p>2. The correctional agency and the institution should make explicit their correctional goals and program thrust.</p> <p>3. The institution should adopt policies and practices that will preserve the individual identity of the inmate and normalize institutional settings.</p> <p>4. Each institution should make provision for the unique problems faced by minority offenders and take these problems into consideration in practices and procedures.</p> <p>5. The institution should actively develop the maximum possible interaction between community and institution, including involvement of community members in planning and in intramural and extramural activities.</p> <p>6. The institution should apply only the minimum amount of security measures, both physical and procedural, that are necessary for the protection of the public, the staff, and inmates, and its disciplinary measures should emphasize rewards for good behavior rather than the threat of punishment for misbehavior.</p> <p style="text-align: center;">STANDARD 11.4</p> <p style="text-align: center;"><u>EDUCATION AND VOCATIONAL TRAINING</u></p> <p>Each institution for juveniles or adults should re-examine, at least its educational and vocational training programs to insure that they meet standards that will individualize education and training. These programs should be geared directly to the reintegration of the offender into the community. It is recognized that techniques and practices for juveniles may be somewhat different from those required for adults, but the principles are similar. Usually the programs for juveniles and youths are more adequately equipped and staffed, but this distinction should not continue. It is assumed that intensive efforts will be made to upgrade adult institutions and that juvenile institutions will be phased down in favor of community programs and facilities.</p> <p>1. Each institution should have a comprehensive, continuous educational program for inmates.</p> <p>a. The educational department of the institution should establish a system of accountability to include:</p> <p>(1) An annual internal evaluation of achievement data to measure the effectiveness of the instruction program against stated performance objectives.</p> <p>(2) An appraisal comparable to an accreditation process, employing community representatives, educational department staff, and inmate students to evaluate the system against specific objectives. This appraisal should be repeated at least every three years.</p> <p>b. The educational curriculum should be developed with inmate involvement. Individualized and personalized programming should be provided.</p>						

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<p>c. The educational department should have at least one learning laboratory for basic skill instruction. Occupational education should be correlated with basic academic subjects.</p> <p>d. In addition to meeting State certification requirements, teachers should have additional course work in social education, reading instruction, and abnormal psychology. Teachers in juvenile institutions also should be certified to teach exceptional children, have experience teaching inner city children, and have expertise in educational technology.</p> <p>e. Each educational department should make arrangements for educational programs at local colleges where possible, using educational opportunities programs, work-study programs for continuing education, and work-furlough programs.</p> <p>f. Each educational department should have a guidance counselor (preferably a certificated school psychologist) and a student personnel worker. School records of juveniles should be available to these persons at the time of commitment.</p> <p>g. Social and coping skills should be part of the educational curriculum, particularly consumer and family life education.</p> <p>2. Each institution should have prevocational and vocational training programs to enhance the offender's marketable skills.</p> <p>a. The vocational training program should be part of a reintegrative continuum, which includes determination of needs, establishment of program objectives, vocational training, and assimilation into the labor market.</p> <p>b. The vocational training and curriculum should be designed in short, intensive training modules.</p> <p>c. Individual prescriptions for vocational training programs should include integration of academic work, remedial reading and math, high school graduation, and strong emphasis on the socialization of the individual as well as development of trade skills and knowledge.</p> <p>d. Vocational programs for offenders should be intended to meet their individual needs and not the needs of the instructor or the institution. Individual programs should be developed in cooperation with each inmate.</p> <p>e. Vocational programs should be selected on the basis of the following factors related to increasing offenders' marketable skills:</p> <p>(1) Vocational needs analysis of the inmate population.</p> <p>(2) Job market analysis of existing or emerging occupations.</p> <p>(3) Job performance or specification analysis, including skills and knowledge needed to acquire the occupation.</p> <p>f. Vocational education and training programs should be made relevant to the employment world.</p> <p>(1) Programs of study about the work world and job readiness should be included in prevocational or orientation courses.</p>						

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<p>(2) Work sampling and tool technology programs should be completed before assignment to a training program.</p> <p>(3) Use of vocational skill clusters, which provide the student with the opportunity to obtain basic skills and knowledge for job entry into several related occupations, should be incorporated into vocational training programs.</p> <p>g. All vocational training programs should have a set of measurable behavioral objectives appropriate to the program. These objectives should comprise a portion of the instructor's performance evaluation.</p> <p>h. Vocational instructors should be licensed or credentialed under rules and regulations for public education in the State or jurisdiction.</p> <p>i. Active inservice instructor training programs should provide vocational staff with information on the latest trends, methods, and innovations in their fields.</p> <p>j. Equipment should require the same range and level of skills to operate as that used by private industry.</p> <p>k. Trades advisory councils should involve labor and management to assist and advise in the ongoing growth and development of the vocational program.</p> <p>1. Private industry should be encouraged to establish training programs within the residential facility and to commit certain numbers of jobs to graduates from these training programs.</p> <p>m. The institution should seek active cooperative programs and community resources in vocational fields with community colleges, federally funded projects such as Job Corps, Neighborhood Youth Corps, and Manpower Development Training Act programs, and private community action groups.</p> <p>n. On-the-job training and work release or work furloughs should be used to the fullest extent possible.</p> <p>o. An active job placement program should be established to help residents find employment related to skills training received.</p> <p>3. Features applicable both to educational and vocational training programs should include the following:</p> <p>a. Emphasis should be placed on programmed instruction, which allows maximum flexibility in scheduling, enables students to proceed at their own pace, gives immediate feedback, and permits individualized instruction.</p> <p>b. A variety of instructional materials -- including audio tapes, teaching machines, books, computers, and television -- should be used to stimulate individual motivation and interest.</p> <p>c. Selected offenders should participate in instructional roles.</p> <p>d. Community resources should be fully utilized.</p> <p>e. Correspondence courses should be incorporated into educational and vocational training programs to make available to inmates specialized instruction that cannot be obtained in the institution or the community.</p>					

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<p>f. Credit should be awarded for educational and vocational programs equivalent to or the same as that associated with these programs in the free world.</p> <p style="text-align: center;">STANDARD 11.5 <u>SPECIAL OFFENDER TYPES</u></p> <p>Each correctional agency operating major institutions and each institution, should reexamine, periodically, its policies, procedures and programs for the handling of special problem offenders - the drug abusers, the recalcitrant offender, the emotionally disturbed and those associated with organized crime - and implement substantially the following:</p> <p>1. The commitment of drug abusers to correctional institutions should be discouraged, and correctional administrators should actively press for the development of alternative methods of dealing with drug abusers, preferably community-based alternatives. Recognizing, however, that some drug abusers will commit crimes sufficiently serious to warrant a formal sentence and commitment, each institution must experiment with and work toward the development of institutional programs that can be related eventually to community programs following parole or release and that have more promise in dealing effectively with addiction.</p> <p>2. Each institution should make special programmatic provisions consistent with constitutional safeguards other than mere segregation for inmates who are serious behavior problems and an immediate danger to others.</p> <p>a. The classification process should be used to attempt to obtain an understanding of the recalcitrant offender and to work out performance objectives with him.</p> <p>b. A variety of staff should be provided to meet the different needs of these offenders.</p> <p>(1) Staff selections should be made through in-depth interviews. In addition to broad education and experience backgrounds, personal qualities of tolerance and maturity are essential.</p> <p>(2) Continuous on-the-job staff evaluation and administrative flexibility in removing ineffective staff are needed to meet the stringent demands of these positions.</p> <p>(3) Training programs designed to implement new knowledge and techniques are mandatory.</p> <p>c. Recalcitrant offenders who are too dangerous to be kept in the general institutional population, should be housed in a separate unit of not more than 26 individual rooms providing safety and comfort.</p> <p>d. Procedures should be established to monitor the programs and services for recalcitrant offenders, and evaluation and research should be conducted by both internal and outside personnel.</p>					

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<p>1. The institution's organizational structure should permit open communication and provide for maximum input in the decision-making process.</p> <p>2. The correctional agency and the institution should make explicit their correctional goals and program thrust.</p> <p>3. The institution should adopt policies and practices that will preserve the individual identity of the inmate and normalize institutional settings.</p> <p>4. Each institution should make provision for the unique problems faced by minority offenders and take these problems into consideration in practices and procedures.</p> <p>5. The institution should actively develop the maximum possible interaction between community and institution, including involvement of community members in planning and in intramural and extramural activities.</p> <p>6. The institution should apply only the minimum amount of security measures, both physical and procedural, that are necessary for the protection of the public, the staff, and inmates, and its disciplinary measures should emphasize rewards for good behavior rather than the threat of punishment for misbehavior.</p> <p style="text-align: center;">STANDARD 11.4</p> <p style="text-align: center;"><u>EDUCATION AND VOCATIONAL TRAINING</u></p> <p>Each institution for juveniles or adults should re-examine, <i>a.s.u.p.</i>, its educational and vocational training programs to insure that they meet standards that will individualize education and training. These programs should be geared directly to the reintegration of the offender into the community. It is recognized that techniques and practices for juveniles may be somewhat different from those required for adults, but the principles are similar. Usually the programs for juveniles and youths are more adequately equipped and staffed, but this distinction should not continue. It is assumed that intensive efforts will be made to upgrade adult institutions and that juvenile institutions will be phased down in favor of community programs and facilities.</p> <p>1. Each institution should have a comprehensive, continuous educational program for inmates.</p> <p>a. The educational department of the institution should establish a system of accountability to include:</p> <p>(1) An annual internal evaluation of achievement data to measure the effectiveness of the instruction program against stated performance objectives.</p> <p>(2) An appraisal comparable to an accreditation process, employing community representatives, educational department staff, and inmate students to evaluate the system against specific objectives. This appraisal should be repeated at least every three years.</p> <p>b. The educational curriculum should be developed with inmate involvement. Individualized and personalized programming should be provided.</p>						

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<p>3. Each correctional agency should provide for the psychiatric treatment of emotionally disturbed offenders. Psychotic offenders should be transferred to mental health facilities. Correctional institution treatment of the emotionally disturbed should be under the supervision and direction of professionally qualified personnel.</p> <p>4. Each correctional agency and institution to which convicted offenders associated with organized crime are committed should adopt special policies governing their management during the time they are incarcerated.</p> <p style="text-align: center;">STANDARD 11.6</p> <p style="text-align: center;"><u>WOMEN IN MAJOR INSTITUTIONS</u></p> <p>Each State correctional agency operating institutions to which women offenders are committed should re-examine a.s.a.p., its policies, procedures, and programs for women offenders, and make such adjustments as may be indicated to make these policies, procedures, and programs more relevant to the problems and needs of women.</p> <p>1. Facilities for women offenders should be considered an integral part of the overall corrections system, rather than an isolated activity or the responsibility of an unrelated agency.</p> <p>2. Comprehensive evaluation of the woman offender should be developed through research. Each State should determine differences in the needs between male and female offenders and implement differential programming.</p> <p>3. Appropriate vocational training programs should be implemented. Vocational programs that promote dependency and exist solely for administrative ease should be abolished. A comprehensive research effort should be initiated to determine the aptitudes and abilities of the female institutional population. This information should be coordinated with labor statistics predicting job availability. From data so obtained, creative vocational training should be developed which will provide a woman with skills necessary to allow independence.</p> <p>4. Classification systems should be investigated to determine their applicability to the female offender. If necessary, systems should be modified or completely restructured to provide information necessary for an adequate program.</p> <p>5. Adequate diversionary methods for female offenders should be implemented. Community programs should be available to women. Special attempts should be made to create alternative programs in community centers and halfway houses or other arrangements which would allow the woman to maintain contact with her family.</p> <p>6. State correctional agencies with such small numbers of women inmates as to make adequate facilities and programming uneconomical should make every effort to find alternatives to imprisonment for them, including parole and local residential facilities.</p> <p>7. Male and female institutions of adaptable design and comparable populations should be converted to co-educational facilities.</p>						

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<p>a. In co-educational facilities, classification and diagnostic procedures should also give consideration to offenders; problems with relation to the opposite sex, and co-educational programs should be provided to meet those needs.</p> <p>b. Programs within the facility should be open to both sexes.</p> <p>c. Staff of both sexes should be hired who have interest, ability and training in coping with the problems of both male and female offenders. Assignments of staff and offenders to programs and activities should not be based on the sex of either.</p> <p style="text-align: center;">STANDARD 11.7</p> <p style="text-align: center;"><u>RELIGIOUS PROGRAMS</u></p> <p>Each institution should, a.s.a.p., adopt policies and practices to insure the development of a full range of religious programs for those who desire these programs.</p> <p>1. Program planning procedures should include religious history and practices of the individual, to maximize his opportunities to pursue the religious faith of his choice while confined.</p> <p>2. The chaplain should play an integral part in institutional programs.</p> <p>3. To prevent the chaplain from becoming institutionalized and losing touch with the significance of religion in free society, sabbaticals should be required. The chaplain should return to the community and participate in religious activities during the sabbatical. Sabbatical leave also should include further studies, including study of religions and sects alien to the chaplain but existing in his institution. Funds should be provided for this purpose.</p> <p>4. The chaplain should locate religious resources in the civilian community for those offenders who desire assistance on release.</p> <p>5. The correctional administrator should develop an adaptive attitude toward the growing numbers of religious sects and beliefs and provide reasonable assistance to their practice.</p> <p>6. Community representatives of various faiths should be encouraged to participate in religious services and other activities within the institution.</p> <p style="text-align: center;">STANDARD 11.8</p> <p style="text-align: center;"><u>RECREATION PROGRAMS</u></p> <p>Each institution should develop and implement, a.s.a.p., policies and practices for the provision of recreation activities as an important resource for changing behavior patterns of offenders.</p> <p>1. Every institution should have a full-time trained and qualified recreation director with responsibility for the total recreation program of that facility. He also should be responsible for integration of the program with the total planning for the offender.</p>						

Remarks

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<p>2. Program planning for every offender should include specific information concerning interests and capabilities related to leisure-time activities.</p> <p>3. Recreation should provide ongoing interaction with the community while the offender is incarcerated. This can be accomplished by bringing volunteers and community members into the institution and taking offenders into the community for recreational activities. Institutional restriction in policy and practice which bars use of community recreational resources should be relaxed to the maximum extent possible.</p> <p>4. The range of recreational activities to be made available to inmates should be broad in order to meet a wide range of interests and talents and stimulate the development of the constructive use of leisure time that can be followed when the offender is re-integrated into the community. Recreational activities to be offered inmates should include music, athletics, painting, writing, drama, handcrafts, and similar pursuits that reflect the legitimate leisure-time activities of free citizens.</p> <p style="text-align: center;">STANDARD 11.9 <u>COUNSELING PROGRAMS</u></p> <p>Each Institution should begin, <u>d.s.d.p.</u>, to develop planned, organized, ongoing counseling programs, in conjunction with the implementation of Standard 11.3, Social Environment of Institutions, which is intended to provide a social-emotional climate conducive to the motivation of behavioral change and interpersonal growth.</p> <p>1. Effective counseling programs should be provided.</p> <p>2. Institutional organization should support counseling programs by coordinating group living, education, work, and recreational programs to maintain an overall supportive climate. This should be accomplished through a participative management approach.</p> <p>3. Each institution should have a full-time counseling supervisor responsible for developing and maintaining an overall institutional program through training and supervising staff and volunteers. A bachelor's degree with training in social work, group work, and counseling psychology should be required. Each unit should have at least one qualified counselor to train and supervise non-professional staff. Trained ex-offenders and para-professionals with well-defined roles should be used.</p> <p>4. Counseling within institutions should be given high priority in resources and time.</p> <p style="text-align: center;">STANDARD 11.10 <u>PRISON LABOR AND INDUSTRIES</u></p> <p>Each correctional agency and each institution operating industrial and labor programs should take steps, <u>d.s.d.p.</u>, to reorganize their programs to support the reintegrative purpose of correctional institutions.</p> <p>1. Prison industries should be diversified and job specifications defined to fit work assignments to offenders' needs as determined by release planning.</p>						

Remarks

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<p>2. All work should form part of a designed training program with provisions for:</p> <p>a. Involving the offender in the decision concerning his assignment.</p> <p>b. Giving him the opportunity to achieve on a productive job to further his confidence in his ability to work.</p> <p>c. Assisting him to learn and develop his skills in a number of job areas.</p> <p>d. Instilling good working habits by providing incentives.</p> <p>3. Joint bodies consisting of institution management, inmates, labor organizations, and industry should be responsible for planning and implementing a work program useful to the offender, efficient, and closely related to skills in demand outside the prison.</p> <p>4. Training modules integrated into a total training plan for individual offenders should be provided. Such plans must be periodically monitored and flexible enough to provide for modification in line with individual needs.</p> <p>5. Where job training needs cannot be met within the institution, placement in private industry or work-furlough programs should be implemented consistent with security needs.</p> <p>6. Inmates should be compensated for all work performed that is of economic benefit to the correctional authority or another public or private entity. As a long-range objective to be implemented by <u>1978</u>, such compensation should be at rates representing the prevailing wage for work of the same type in the vicinity of the correctional facility.</p> <p style="text-align: center;">STANDARD 12.2 <u>PAROLE AUTHORITY PERSONNEL</u></p> <p>The <u>St. of Ala.</u> should specify by statute the qualifications and conditions of appointment of parole board members.</p> <p>1. Parole boards for adult offenders should consist of full-time members.</p> <p>2. Members should possess academic training in fields such as criminology, education, psychology, psychiatry, law, social work, or sociology or other social and behavioral sciences.</p> <p>3. Members should have a high degree of skill in comprehending legal issues and statistical information and an ability to develop and promulgate policy.</p> <p>4. Members should be appointed by the governor for six-year terms from panel of nominees selected by a broadley representative advisory group of the community.</p> <p>5. Parole boards in the small states should consist of no less than three full-time members. In most States, they should not exceed five members.</p> <p>6. Parole board members should be compensated at a rate equal to that of a judge of a court of general jurisdiction.</p>						

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<p>3. Each correctional agency should provide for the psychiatric treatment of emotionally disturbed offenders. Psychotic offenders should be transferred to mental health facilities. Correctional institution treatment of the emotionally disturbed should be under the supervision and direction of professionally qualified personnel.</p> <p>4. Each correctional agency and institution to which convicted offenders associated with organized crime are committed should adopt special policies governing their management during the time they are incarcerated.</p> <p style="text-align: center;">STANDARD 11.6</p> <p style="text-align: center;"><u>WOMEN IN MAJOR INSTITUTIONS</u></p> <p>Each State correctional agency operating institutions to which women offenders are committed should re-examine a.s.d.p., its policies, procedures, and programs for women offenders, and make such adjustments as may be indicated to make these policies, procedures, and programs more relevant to the problems and needs of women.</p> <p>1. Facilities for women offenders should be considered an integral part of the overall corrections system, rather than an isolated activity or the responsibility of an unrelated agency.</p> <p>2. Comprehensive evaluation of the woman offender should be developed through research. Each State should determine differences in the needs between male and female offenders and implement differential programming.</p> <p>3. Appropriate vocational training programs should be implemented. Vocational programs that promote dependency and exist solely for administrative ease should be abolished. A comprehensive research effort should be initiated to determine the aptitudes and abilities of the female institutional population. This information should be coordinated with labor statistics predicting job availability. From data so obtained, creative vocational training should be developed which will provide a woman with skills necessary to allow independence.</p> <p>4. Classification systems should be investigated to determine their applicability to the female offender. If necessary, systems should be modified or completely restructured to provide information necessary for an adequate program.</p> <p>5. Adequate diversionary methods for female offenders should be implemented. Community programs should be available to women. Special attempts should be made to create alternative programs in community centers and halfway houses or other arrangements which would allow the woman to maintain contact with her family.</p> <p>6. State correctional agencies with such small numbers of women inmates as to make adequate facilities and programming uneconomical should make every effort to find alternatives to imprisonment for them, including parole and local residential facilities.</p> <p>7. Make and female institutions of adaptable design and comparable populations should be converted to co-educational facilities.</p>						

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<p>a. In co-educational facilities, classification and diagnostic procedures should also give consideration to offenders; problems with relation to the opposite sex, and co-educational programs should be provided to meet those needs.</p> <p>b. Programs within the facility should be open to both sexes.</p> <p>c. Staff of both sexes should be hired who have interest, ability and training in coping with the problems of both male and female offenders. Assignments of staff and offenders to programs and activities should not be based on the sex of either.</p> <p style="text-align: center;">STANDARD 11.7</p> <p style="text-align: center;"><u>RELIGIOUS PROGRAMS</u></p> <p>Each institution should, a.s.d.p., adopt policies and practices to insure the development of a full range of religious programs for those who desire these programs.</p> <p>1. Program planning procedures should include religious history and practices of the individual, to maximize his opportunities to pursue the religious faith of his choice while confined.</p> <p>2. The chaplain should play an integral part in institutional programs.</p> <p>3. To prevent the chaplain from becoming institutionalized and losing touch with the significance of religion in free society, sabbaticals should be required. The chaplain should return to the community and participate in religious activities during the sabbatical. Sabbatical leave also should include further studies, including study of religions and sects alien to the chaplain but existing in his institution. Funds should be provided for this purpose.</p> <p>4. The chaplain should locate religious resources in the civilian community for those offenders who desire assistance on release.</p> <p>5. The correctional administrator should develop an adaptive attitude toward the growing numbers of religious sects and beliefs and provide reasonable assistance to their practice.</p> <p>6. Community representatives of various faiths should be encouraged to participate in religious services and other activities within the institution.</p> <p style="text-align: center;">STANDARD 11.8</p> <p style="text-align: center;"><u>RECREATION PROGRAMS</u></p> <p>Each institution should develop and implement, a.s.d.p., policies and practices for the provision of recreation activities as an important resource for changing behavior patterns of offenders.</p> <p>1. Every institution should have a full-time trained and qualified recreation director with responsibility for the total recreation program of that facility. He also should be responsible for integration of the program with the total planning for the offender.</p>						

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<p>2. All work should form part of a designed training program with provisions for:</p> <p>a. Involving the offender in the decision concerning his assignment.</p> <p>b. Giving him the opportunity to achieve on a productive job to further his confidence in his ability to work.</p> <p>c. Assisting him to learn and develop his skills in a number of job areas.</p> <p>d. Instilling good working habits by providing incentives.</p> <p>3. Joint bodies consisting of institution management, inmates, labor organizations, and industry should be responsible for planning and implementing a work program useful to the offender, efficient, and closely related to skills in demand outside the prison.</p> <p>4. Training modules integrated into a total training plan for individual offenders should be provided. Such plans must be periodically monitored and flexible enough to provide for modification in line with individual needs.</p> <p>5. Where job training needs cannot be met within the institution, placement in private industry on work-furlough programs should be implemented consistent with security needs.</p> <p>6. Inmates should be compensated for all work performed that is of economic benefit to the correctional authority or another public or private entity. As a long-range objective to be implemented by 1978, such compensation should be at rates representing the prevailing wage for work of the same type in the vicinity of the correctional facility.</p> <p style="text-align: center;">STANDARD 12.2 <u>PAROLE AUTHORITY PERSONNEL</u></p> <p>The State should specify by statute the qualifications and conditions of appointment of parole board members.</p> <p>1. Parole boards for adult offenders should consist of full-time members.</p> <p>2. Members should possess academic training in fields such as criminology, education, psychology, psychiatry, law, social work, or sociology or other social and behavioral sciences.</p> <p>3. Members should have a high degree of skill in comprehending legal issues and statistical information and an ability to develop and promulgate policy.</p> <p>4. Members should be appointed by the governor for six-year terms from panel of nominees selected by a broadly representative advisory group of the community.</p> <p>5. Parole boards in the small states should consist of no less than three full-time members. In most States, they should not exceed five members.</p> <p>6. Parole board members should be compensated at a rate equal to that of a judge of a court of general jurisdiction.</p>						

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<p>7. Hearing examiners should have backgrounds similar to that of members but need not be as specialized. Their education and experiential qualifications should allow them to understand programs, to relate to people, and to make sound and reasonable decisions.</p> <p>8. Parole board members should participate in continuing training on a national basis. The exchange of parole board members and hearing examiners between states for training purposes should be supported and encouraged.</p> <p style="text-align: center;">STANDARD 12.3</p> <p style="text-align: center;"><u>THE PAROLE GRANT HEARING</u></p> <p>Each parole jurisdiction, a.s.a.p., should develop policies for parole release hearings that include opportunities for personal and adequate participation by the inmates concerned; procedural guidelines to insure proper, fair, and thorough consideration of every case; prompt decisions and personal notification of decisions to inmates; and provision for accurate records of deliberations and conclusions.</p> <p>A proper parole grant process should have the following characteristics:</p> <ol style="list-style-type: none"> 1. The institutional hearing examiner will hear each parole review case and, based upon the board's policy, write a specific recommendation for granting, denying, or revoking parole. The Board of Pardons and Paroles will render a final decision as to whether or not to grant, deny, or revoke parole, using the hearing examiner's recommendation and report, the offender's central file, and any other relevant inputs. If parole is denied, the inmate should be entitled to an appeal hearing conducted <u>de novo</u> by the Board of Pardons and Paroles. 2. At these hearings, decisions should be directed toward the quality and pertinence of program objectives agreed upon by the inmate and the institution staff. 3. Board representatives should monitor and approve programs that can have the effect of releasing the inmate without further board hearings. 4. Each jurisdiction should have a statutory requirement, patterned after the Model Penal Code, under which offenders must be released on parole when first eligible unless certain specific conditions exist. 5. When a release date is not agreed upon, a further hearing date within one year should be set. 6. A parole board member or hearing examiner should hold no more than 20 hearings in any full day. 7. Whenever possible, inmates should be notified of any decisions directly and personally by the board member or representative before he leaves the institution. 8. The person hearing the case should specify in detail and in writing the reasons for his decision, whether to grant parole or to deny or defer it. 9. Parole procedures should permit disclosure of information on which the hearing examiner bases his recommendations. Sensitive information may be withheld, but in such cases nondisclosure should be noted in the record so that subsequent reviewers will know what information was not available to the offender. 					

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<p>10. Parole procedures should permit representation of offenders under appropriate conditions, if required. Such representation should conform generally to Standard 2.2 on Access to Legal Services.</p> <p style="text-align: center;">STANDARD 12.4</p> <p style="text-align: center;"><u>REVOCATION HEARINGS</u></p> <p>Each parole jurisdiction, a.s.a.p., should develop and implement a system of revocation procedures to permit the prompt confinement of parolees exhibiting behavior that poses a serious threat to others. At the same time, it should provide careful controls, methods of fact-finding, and possible alternatives to keep as many offenders as possible in the community. Return to the institution should be used as a last resort, even when a factual basis for revocation can be demonstrated.</p> <ol style="list-style-type: none"> 1. Warrants to arrest and hold alleged parole violators should be issued and signed by parole board members. Tight control should be developed over the process of issuing such warrants. They should never be issued unless there is sufficient evidence of probable serious violation. In some instances, there may be a need to detain alleged parole violators. In general, however, detention is not required and is to be discouraged. Any parolee who is detained should be granted a prompt preliminary hearing. Administrative arrest and detention should never be used simply to permit investigation of possible violations. 2. Parolees alleged to have committed a new crime but without other violations of conditions sufficient to require parole revocation should be eligible for bail or other release pending the outcome of the new charges, as determined by the Court. 3. A preliminary hearing conducted by an individual not previously directly involved in the case should be held promptly on all alleged parole violations, including convictions of new crimes, in or near the community in which the violation occurred unless waived by the parolee after due notification of his rights. The purpose should be to determine whether there is probable cause or reasonable grounds to believe that the arrested parolee has committed acts that would constitute a violation of parole conditions and a determination of the value question of whether the case should be carried further, even if probable cause exists. The parolee should be given notice that the hearing will take place and of what parole violations have been alleged. He should have the right to present evidence, to confront and cross-examine witnesses, and to be represented by counsel. <p>The person who conducts the hearing should make a summary of what transpired at the hearing and the information he used to determine whether probable cause existed to hold the parolee for the final decision of the parole board on revocation. If the evidence is insufficient to support further hearing, or if it is otherwise determined that revocation would not be desirable, the offender should be released to the community immediately.</p> <ol style="list-style-type: none"> 4. At parole revocation hearings, the parolee should have written notice of the alleged infractions of his rules or conditions; access to official records regarding his case; the right to be represented by counsel, including the right to appointed counsel if he is indigent; the opportunity to be heard in person; the right to subpoena witnesses in his own behalf; and the right to cross-examine witnesses or otherwise to challenge allegations or evidence held by the State. Hearing examiners should be empowered to hear and decide parole revocation cases under policies established by the parole board. 					

Remarks

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<p>Parole should not be revoked unless there is substantial evidence of a violation of one of the conditions of parole. The hearing examiner should provide a written statement of findings, the reasons for the decision, and the evidence relied upon.</p> <p>5. Each jurisdiction should develop alternatives to parole revocation, such as warnings, short-time local confinement, special conditions of future parole, variations in intensity of supervision or surveillance, fines, and referral to other community resources. Such alternative measures should be utilized as often as is practicable.</p> <p>6. If return to a correctional institution is warranted, the offender should be scheduled for subsequent appearances for parole considerations when appropriate. There should be no automatic prohibition against reparole of a parole violator.</p> <p style="text-align: center;">STANDARD 12.6</p> <p style="text-align: center;"><u>COMMUNITY SERVICES FOR PAROLEES</u></p> <p>The U. of Ala. should begin, a.s.a.p., to develop a diverse range of programs to meet the needs of parolees. These services should be drawn to the greatest extent possible from community programs available to all citizens, with parole staff providing linkage between services and the parolees needing or desiring them.</p> <ol style="list-style-type: none"> Stringent review procedures should be adopted, so that parolees not requiring supervision are released from supervision immediately and those requiring minimal attention are placed in minimum supervision caseloads. Parole officers should be selected and trained to fulfill the role of community resource manager. Parole staff should participate fully in developing coordinated delivery systems of human services. Funds should be made available for parolees without interest charge. Parole staff should have authority to waive repayment to fit the individual case. State funds should be available to offenders, so that some mechanism similar to unemployment benefits may be available to inmates at the time of their release, in order to tide them over until they find a job. All States should use, as much as possible, a requirement that offenders have a visible means of support, rather than a promise of a specific job, before authorizing their release on parole. Parole and State employment staffs should develop effective communication systems at the local level. Joint meetings and training sessions should be undertaken. Each parole agency should have one or more persons attached to the central office to act as liaison with major program agencies, such as the Office of Economic Opportunity, Office of Vocational Rehabilitation, and Department of Labor. Institutional vocational training tied directly to specific subsequent job placements should be supported. Parole boards should encourage institutions to maintain effective quality control over programs. 																

Remarks

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<p>11. Small community-based group homes should be available to parole staff for prerelease programs, for crises, and as a substitute to recommitment to an institution in appropriately reviewed cases of parole violation.</p> <p>12. Funds should be made available to parole staffs to purchase needed community resources for parolees.</p> <p style="text-align: center;">STANDARD 12.7</p> <p style="text-align: center;"><u>MEASURES OF CONTROL</u></p> <p>The U. of Ala. should take, a.s.a.p. action to reduce parole rules to an absolute minimum, retaining only those critical in the individual case, and to provide for effective means of enforcing the conditions established.</p> <ol style="list-style-type: none"> After considering suggestions from correctional staff and preferences of the individual, parole boards should establish in each case the specific parole conditions appropriate for the individual offender. Parole staff should be able to request the board to amend rules to fit the needs of each case and should be empowered to require the parolee to obey any such rule when put in writing, pending the final action of the parole board. Special caseloads for intensive supervision should be established and staffed by personnel of suitable skill and temperament. Careful review procedures should be established to determine which offenders should be assigned or removed from such caseloads. Parole officers should develop close liaison with police agencies, so that any formal arrests necessary can be made by police. <p style="text-align: center;">STANDARD 12.8</p> <p style="text-align: center;"><u>MANPOWER FOR PAROLE</u></p> <p>The St. of Ala. should develop a comprehensive manpower and training program which would make it possible to recruit persons with a wide variety of skills, including significant numbers of minority group members and volunteers train and use them effectively in parole programs.</p> <p>Among the elements of State manpower and training programs for corrections that are prescribed in Chapter 14, the following apply with special force to parole.</p> <ol style="list-style-type: none"> A functional workload system linking specific tasks to different categories of parolees should be instituted by each State and should form the basis of allocating manpower resources. The bachelor's degree should constitute the requisite educational level for the beginning parole officer. Provisions should be made for the employment of parole personnel having less than a college degree to work with parole officers on a team basis, carrying out the tasks appropriate to their individual skills. Career ladders that offer opportunities for advancement of persons with less than college degrees should be provided. 																	

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<p>7. Hearing examiners should have backgrounds similar to that of members but need not be as specialized. Their education and experiential qualifications should allow them to understand programs, to relate to people, and to make sound and reasonable decisions.</p> <p>8. Parole board members should participate in continuing training on a national basis. The exchange of parole board members and hearing examiners between states for training purposes should be supported and encouraged.</p> <p style="text-align: center;">STANDARD 12.3 <u>THE PAROLE GRANT HEARING</u></p> <p>Each parole jurisdiction, a.s.a.p., should develop policies for parole release hearings that include opportunities for personal and adequate participation by the inmates concerned; procedural guidelines to insure proper, fair, and thorough consideration of every case; prompt decisions and personal notification of decisions to inmates; and provision for accurate records of deliberations and conclusions.</p> <p>A proper parole grant process should have the following characteristics:</p> <ol style="list-style-type: none"> 1. The institutional hearing examiner will hear each parole review case and, based upon the board's policy, write a specific recommendation for granting, denying, or revoking parole. The Board of Pardons and Paroles will render a final decision as to whether or not to grant, deny, or revoke parole, using the hearing examiner's recommendation and report, the offender's central file, and any other relevant inputs. If parole is denied, the inmate should be entitled to an appeal hearing conducted <u>de nova</u> by the Board of Pardons and Paroles. 2. At these hearings, decisions should be directed toward the quality and pertinence of program objectives agreed upon by the inmate and the institution staff. 3. Board representatives should monitor and approve programs that can have the effect of releasing the inmate without further board hearings. 4. Each jurisdiction should have a statutory requirement, patterned after the Model Penal Code, under which offenders must be released on parole when first eligible unless certain specific conditions exist. 5. When a release date is not agreed upon, a further hearing date within one year should be set. 6. A parole board member or hearing examiner should hold no more than 20 hearings in any full day. 7. Whenever possible, inmates should be notified of any decisions directly and personally by the board member or representative before he leaves the institution. 8. The person hearing the case should specify in detail and in writing the reasons for his decision, whether to grant parole or to deny or defer it. 9. Parole procedures should permit disclosure of information on which the hearing examiner bases his recommendations. Sensitive information may be withheld, but in such cases nondisclosure should be noted in the record so that subsequent reviewers will know what information was not available to the offender. 						

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<p>10. Parole procedures should permit representation of offenders under appropriate conditions, if required. Such representation should conform generally to Standard 2.2 on Access to Legal Services.</p> <p style="text-align: center;">STANDARD 12.4 <u>REVOCATION HEARINGS</u></p> <p>Each parole jurisdiction, a.s.a.p., should develop and implement a system of revocation procedures to permit the prompt confinement of parolees exhibiting behavior that poses a serious threat to others. At the same time, it should provide careful controls, methods of fact-finding, and possible alternatives to keep as many offenders as possible in the community. Return to the institution should be used as a last resort, even when a factual basis for revocation can be demonstrated.</p> <ol style="list-style-type: none"> 1. Warrants to arrest and hold alleged parole violators should be issued and signed by parole board members. Tight control should be developed over the process of issuing such warrants. They should never be issued unless there is sufficient evidence of probable serious violation. In some instances, there may be a need to detain alleged parole violators. In general, however, detention is not required and is to be discouraged. Any parolee who is detained should be granted a prompt preliminary hearing. Administrative arrest and detention should never be used simply to permit investigation of possible violations. 2. Parolees alleged to have committed a new crime but without other violations of conditions sufficient to require parole revocation should be eligible for bail or other release pending the outcome of the new charges, as determined by the Court. 3. A preliminary hearing conducted by an individual not previously directly involved in the case should be held promptly on all alleged parole violations, including convictions of new crimes, in or near the community in which the violation occurred unless waived by the parolee after due notification of his rights. The purpose should be to determine whether there is probable cause or reasonable grounds to believe that the arrested parolee has committed acts that would constitute a violation of parole conditions and a determination of the value question of whether the case should be carried further, even if probable cause exists. The parolee should be given notice that the hearing will take place and of what parole violations have been alleged. He should have the right to present evidence, to confront and cross-examine witnesses, and to be represented by counsel. <p>The person who conducts the hearing should make a summary of what transpired at the hearing and the information he used to determine whether probable cause existed to hold the parolee for the final decision of the parole board on revocation. If the evidence is insufficient to support further hearing, or if it is otherwise determined that revocation would not be desirable, the offender should be released to the community immediately.</p> <ol style="list-style-type: none"> 4. At parole revocation hearings, the parolee should have written notice of the alleged infractions of his rules or conditions; access to official records regarding his case; the right to be represented by counsel, including the right to appointed counsel if he is indigent; the opportunity to be heard in person; the right to subpoena witnesses in his own behalf; and the right to cross-examine witnesses or otherwise to challenge allegations or evidence held by the State. Hearing examiners should be empowered to hear and decide parole revocation cases under policies established by the parole board. 						

Remarks

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<p>Parole should not be revoked unless there is substantial evidence of a violation of one of the conditions of parole. The hearing examiner should provide a written statement of findings, the reasons for the decision, and the evidence relied upon.</p> <p>5. Each jurisdiction should develop alternatives to parole revocation, such as warnings, short-time local confinement, special conditions of future parole, variations in intensity of supervision or surveillance, fines, and referral to other community resources. Such alternative measures should be utilized as often as is practicable.</p> <p>6. If return to a correctional institution is warranted, the offender should be scheduled for subsequent appearances for parole considerations when appropriate. There should be no automatic prohibition against reparole of a parole violator.</p> <p style="text-align: center;">STANDARD 12.6</p> <p style="text-align: center;"><u>COMMUNITY SERVICES FOR PAROLEES</u></p> <p>The St. of Ala. should begin, a.s.a.p., to develop a diverse range of programs to meet the needs of parolees. These services should be drawn to the greatest extent possible from community programs available to all citizens, with parole staff providing linkage between services and the parolees needing or desiring them.</p> <ol style="list-style-type: none"> Stringent review procedures should be adopted, so that parolees not requiring supervision are released from supervision immediately and those requiring minimal attention are placed in minimum supervision caseloads. Parole officers should be selected and trained to fulfill the role of community resource manager. Parole staff should participate fully in developing coordinated delivery systems of human services. Funds should be made available for parolees without interest charge. Parole staff should have authority to waive repayment to fit the individual case. State funds should be available to offenders, so that some mechanism similar to unemployment benefits may be available to inmates at the time of their release, in order to tide them over until they find a job. All States should use, as much as possible, a requirement that offenders have a visible means of support, rather than a promise of a specific job, before authorizing their release on parole. Parole and State employment staffs should develop effective communication systems at the local level. Joint meetings and training sessions should be undertaken. Each parole agency should have one or more persons attached to the central office to act as liaison with major program agencies, such as the Office of Economic Opportunity, Office of Vocational Rehabilitation, and Department of Labor. Institutional vocational training tied directly to specific subsequent job placements should be supported. Parole boards should encourage institutions to maintain effective quality control over programs. 						

Remarks

Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p>11. Small community-based group homes should be available to parole staff for prerelease programs, for crises, and as a substitute to recommitment to an institution in appropriately reviewed cases of parole violation.</p> <p>12. Funds should be made available to parole staffs to purchase needed community resources for parolees.</p> <p style="text-align: center;">STANDARD 12.7</p> <p style="text-align: center;"><u>MEASURES OF CONTROL</u></p> <p>The St. of Ala. should take, a.s.a.p. action to reduce parole rules to an absolute minimum, retaining only those critical in the individual case, and to provide for effective means of enforcing the conditions established.</p> <ol style="list-style-type: none"> After considering suggestions from correctional staff and preferences of the individual, parole boards should establish in each case the specific parole conditions appropriate for the individual offender. Parole staff should be able to request the board to amend rules to fit the needs of each case and should be empowered to require the parolee to obey any such rule when put in writing, pending the final decision of the parole board. Special caseloads for intensive supervision should be established and staffed by personnel of suitable skill and temperament. Careful review procedures should be established to determine which offenders should be assigned or removed from such caseloads. Parole officers should develop close liaison with police agencies, so that any formal arrests necessary can be made by police. <p style="text-align: center;">STANDARD 12.8</p> <p style="text-align: center;"><u>MANPOWER FOR PAROLE</u></p> <p>The St. of Ala. should develop a comprehensive manpower and training program which would make it possible to recruit persons with a wide variety of skills, including significant numbers of minority group members and volunteers train and use them effectively in parole programs.</p> <p>Among the elements of State manpower and training programs for corrections that are prescribed in Chapter 14, the following apply with special force to parole.</p> <ol style="list-style-type: none"> A functional workload system linking specific tasks to different categories of parolees should be instituted by each State and should form the basis of allocating manpower resources. The bachelor's degree should constitute the requisite educational level for the beginning parole officer. Provisions should be made for the employment of parole personnel having less than a college degree to work with parole officers on a team basis, carrying out the tasks appropriate to their individual skills. Career ladders that offer opportunities for advancement of persons with less than college degrees should be provided. 						

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<p>5. Recruitment efforts should be designed to produce a staff roughly proportional in ethnic background to the offender population being served.</p> <p>6. Ex-offenders should receive high priority consideration for employment in parole agencies.</p> <p>7. Use of volunteers should be extended substantially.</p> <p>8. Training programs designed to deal with the organizational issues and the kinds of personnel required by the program should be established in each parole agency.</p> <p style="text-align: center;">STANDARD 13.1</p> <p style="text-align: center;"><u>PROFESSIONAL CORRECTIONAL MANAGEMENT</u></p> <p>Each corrections agency should begin, a.s.a.p., to train a management staff that can provide, at minimums, the following system capabilities:</p> <ol style="list-style-type: none"> 1. Managerial attitude and administrative procedures permitting each employee to have more say about what he does, including more responsibility for deciding how to proceed for setting goals and producing effective rehabilitation programs. 2. A management philosophy encouraging delegation of work-related authority to the employee level and acceptance of employee decisions, with the recognition that such diffusion of authority does not mean managerial abdication but rather that decisions can be made by the persons most involved and thus presumably best qualified. 3. Administrative flexibility to organize employees into teams or groups, recognizing that individuals involved in small working units become concerned with helping their teammates and achieving common goals. 4. Desire and administrative capacity to eliminate consciously as many as possible of the visible distinctions between employee categories, thereby shifting organizational emphasis from an authority or status orientation to a goal orientation. 5. The capability of accomplishing promotion from within the system through a carefully designed and properly implemented career development program. <p style="text-align: center;">STANDARD 13.2</p> <p style="text-align: center;"><u>PLANNING AND ORGANIZATION</u></p> <p>Each correctional agency should begin, a.s.a.p., to develop an operational, integrated process of long-, intermediate-, and short-range planning for administrative and operation functions. This should include:</p> <ol style="list-style-type: none"> 1. An established procedure open to as many employees as possible for establishing and reviewing organizational goals and objectives at least annually. 2. A research capability for adequately identifying the key social, economic, and functional influences impinging on that agency and for predicting the future impact of each influence (See Chapter 15.). 					

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<p>3. The capability to monitor, at least annually, progress toward previously specified objectives.</p> <p>4. An administrative capability for properly assessing the future support services required for effective implementation of formulated plans.</p> <p>These functions should be combined in one organizational unit responsible to the chief executive officer but drawing heavily on objectives, plans, and information from each organizational subunit.</p> <p>Each agency should have an operating cost-accounting system as soon as practical which should include the following capabilities:</p> <ol style="list-style-type: none"> 1. Classification of all offender functions and activities in terms of specific action programs. 2. Allocation of costs to specific action programs. 3. Administrative conduct, through program analysis, of ongoing programmatic analyses for management. <p style="text-align: center;">STANDARD 13.4</p> <p style="text-align: center;"><u>WORK STOPPAGES AND JOB ACTIONS</u></p> <p>Correctional administrators should, a.s.a.p., make preparations to be able to deal with any concerted work stoppage or job action by correctional employees.</p> <p style="text-align: center;">STANDARD 14.1</p> <p style="text-align: center;"><u>RECRUITMENT OF CORRECTIONAL STAFF</u></p> <p>Correctional agencies should begin, a.s.a.p., to develop personnel policies and practices that will improve the image of corrections and facilitate the fair and effective selection of the best persons for correctional positions.</p> <p>In the recruitment of personnel, agencies should:</p> <ol style="list-style-type: none"> 1. Eliminate all political patronage for staff election. 2. Eliminate such personnel practices as: <ol style="list-style-type: none"> a. Unreasonable age or sex restrictions. b. Unreasonable physical restrictions (e.g., height, weight). c. Barriers to hiring physically handicapped. d. Questionable personality tests. e. Legal or administrative barriers to hiring ex-offenders. f. Unnecessarily long requirements for experience in correctional work. g. Residency requirements. 3. Actively recruit from minority groups, women, young persons, and prospective indigenous workers, and see that employment announcements reach these groups and the general public. 					

Remarks

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<p>4. Make a task analysis of each correctional position (to be updated periodically) to determine those tasks, skills, and qualities needed. Testing based solely on these relevant features should be designed to assure that proper qualifications are considered for each position.</p> <p>5. Use an open system of selection in which any testing device used is related to a specific job and is a practical test of a person's ability to perform that job.</p> <p style="text-align: center;">STANDARD 14.2</p> <p style="text-align: center;"><u>RECRUITMENT FROM MINORITY GROUPS</u></p> <p>Correctional agencies should take, a.s.a.p., affirmative action to recruit and employ minority groups for all positions.</p> <p>1. All job qualifications and hiring policies should be reexamined with the assistance of equal employment specialists from outside the hiring agency. All assumptions (implicit and explicit) in qualifications and policies should be reviewed for demonstrated relationship to successful job performance. Particular attention should be devoted to the meaning and relevance of such criteria as age, educational background, specified experience requirements, physical characteristics, prior criminal record, or "good moral character" specifications, and "sensitive job" designations. All arbitrary obstacles to employment should be eliminated.</p> <p>2. If examinations are deemed necessary, outside assistance should be enlisted to insure that all tests, written and oral, are related significantly to the work to be performed and are not culturally biased.</p> <p>3. Training programs, more intensive and comprehensive than standard programs, should be designed to replace educational and previous experience requirements. Training programs should be concerned also with improving relationships among culturally diverse staff and clients.</p> <p>4. Recruitment should involve a community relations effort in areas where the general population does not reflect the ethnic and cultural diversity of the correctional population.</p> <p style="text-align: center;">STANDARD 14.3</p> <p style="text-align: center;"><u>EMPLOYMENT OF WOMEN</u></p> <p>Correctional agencies, a.s.a.p., should develop policies and implement practices to recruit and hire more women for all types of positions in corrections, to include the following:</p> <p>1. Change in correctional agency policy to eliminate discrimination against women for correctional work.</p> <p>2. Provision for lateral entry to allow immediate placement of women in administrative positions.</p> <p>3. Development of better criteria for selection of staff for correctional work, removing unreasonable obstacles to employment of women.</p> <p>4. Assumption by the personnel system of aggressive leadership in giving women a full role in corrections.</p>							

Remarks

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<p style="text-align: center;">STANDARD 14.4</p> <p style="text-align: center;"><u>EMPLOYMENT OF EX-OFFENDERS</u></p> <p>Correctional agencies should take, a.s.a.p., affirmative action to recruit and employ capable and qualified ex-offenders in correctional roles.</p> <p>1. Policies and practices restricting the hiring of ex-offenders should be reviewed and, where found unreasonable, eliminated or changed.</p> <p>2. Correctional agencies should recruit and employ capable and qualified ex-offenders in correctional roles.</p> <p>3. Training programs should be developed to prepare ex-offenders to work in various correctional positions, and career development should be extended to them so they can advance in the system.</p> <p style="text-align: center;">STANDARD 14.5</p> <p style="text-align: center;"><u>EMPLOYMENT OF VOLUNTEERS</u></p> <p>Correctional agencies, a.s.a.p., should begin to recruit and use volunteers from all ranks of life as a valuable additional resource in correctional programs and operations, as follows:</p> <p>1. Volunteers should be recruited from the ranks of minority groups, the poor, inner-city residents, ex-offenders who can serve as success models, and professionals who can bring special expertise to the field.</p> <p>2. Training should be provided volunteers to give them an understanding of the needs and life-styles common among offenders and to acquaint them with the objectives and problems of corrections.</p> <p>3. A paid volunteer coordinator should be provided for efficient program operation.</p> <p>4. Administrators should plan for and bring about full participation of volunteers in their programs; volunteers should be included in organizational development efforts.</p> <p>5. Recognition should be given to volunteers making exceptional contribution to an agency.</p> <p style="text-align: center;">STANDARD 14.6</p> <p style="text-align: center;"><u>PERSONNEL PRACTICES FOR RETAINING STAFF</u></p> <p>Correctional agencies should, a.s.a.p., reexamine and revise personnel practices to create a favorable organizational climate and eliminate legitimate causes of employee dissatisfaction in order to retain capable staff. Policies should be developed that would provide:</p> <p>1. Salaries for all personnel that are competitive with other parts of the criminal justice system as well as with comparable occupation groups of the private sector of the local economy. An annual cost-of-living adjustment should be mandatory.</p>							

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<p>2. Opportunities for staff advancement within the system. The system also should be opened to provide opportunities for lateral entry and promotional mobility within jurisdictional lines.</p> <p>3. Elimination of excessive and unnecessary paperwork and chains of command that are too rigidly structured and bureaucratic in function, with the objective of facilitating communication and decision making so as to encourage innovation and initiative.</p> <p>4. Appropriate recognition for jobs well done.</p> <p>5. Workload distribution and schedules based on flexible staffing arrangements. Size of the workload should be only one determinant. Also to be included should be such others as nature of cases, team assignments, and the needs of offenders and the community.</p> <p>6. A criminal justice career pension system to include investment in an annuity and equity system for each correctional worker. The system should permit movement within elements of the criminal justice system and from one corrections agency to another without loss of benefits.</p> <p style="text-align: center;">STANDARD 14.7 <u>PROGRESSIVE MANAGEMENT</u></p> <p>Correctional agencies should adopt, a.s.a.p., a program of progressive management in which everyone involved -- managers, staff and offenders -- shares in identifying problems, finding mutually agreeable solutions, setting goals and objectives, defining new roles for participants, and evaluating effectiveness of these processes.</p> <p style="text-align: center;">STANDARD 14.8 <u>REDISTRIBUTION OF CORRECTIONAL MANPOWER RESOURCES TO COMMUNITY-BASED PROGRAMS</u></p> <p>Correctional and other agencies, in implementing the recommendations of Chapters 7 and 11 for reducing the use of major institutions and increasing the use of community resources for correctional purposes, should undertake immediate cooperative studies to determine proper redistribution of manpower from institutional to community-based programs. This plan should include the following:</p> <ol style="list-style-type: none"> 1. Development of a statewide correctional manpower profile including appropriate data on each worker. 2. Proposals for retraining staff relocated by institutional closures. 3. A process of updating information on program effectiveness and needed role changes for correctional staff working in community-based programs. 4. Methods for formal, official corrections to cooperate effectively with informal and private correctional efforts found increasingly in the community. Both should develop collaboratively rather than competitively. 					

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<p style="text-align: center;">STANDARD 14.9 <u>COORDINATED STATE PLAN FOR CRIMINAL JUSTICE EDUCATION</u></p> <p>The St. of Ala. should establish a State plan for coordinating criminal justice education to assure a sound academic continuum from an associate of arts through graduate studies in criminal justice, to allocate education resources to sections of the State with defined needs, and to work toward proper placement of persons completing these programs.</p> <ol style="list-style-type: none"> 1. Where a State higher education coordinating agency exists, it should be utilized to formulate and implement the plan. 2. Educational leaders, State planners, and criminal justice staff members should meet to chart current and future statewide distribution and location of academic programs, based on proven needs and resources. 3. Award of Law Enforcement Education Program funds should be based on a sound educational plan. 4. Preservice graduates of criminal justice education programs should be assisted in finding proper employment. <p>Each unified State correctional system should insure that proper incentives are provided for participation in higher education programs.</p> <ol style="list-style-type: none"> 1. Inservice graduates of criminal justice education programs should be aided in proper job advancement of reassignment. 2. Rewards (either increased salary or new work assignments) should be provided to encourage in-service staff to pursue these educational opportunities. <p style="text-align: center;">STANDARD 14.10 <u>INTERN AND WORK-STUDY PROGRAMS</u></p> <p>Correctional agencies should, a.s.a.p., begin to plan, support, and implement internship and work-study programs to attract students to corrections as a career and improve the relationship between educational institutions and the field of practice.</p> <p>These programs should include the following:</p> <ol style="list-style-type: none"> 1. Recruitment efforts concentrating on minority groups, women, and socially concerned students. 2. Careful linking between the academic component, work assignments, and practical experiences for the students. 3. Collaborative planning for program objectives and execution agreeable to university faculty, student interns, and agency staff. 4. Evaluation of each program. 5. Realistic pay for students. 					

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<p>6. Follow-up with participating students to encourage entrance into correctional work.</p> <p style="text-align: center;">STANDARD 14.11 <u>STAFF DEVELOPMENT</u></p> <p>Correctional agencies as soon as possible should plan and implement a staff development program that prepares and sustains all staff members.</p> <p style="text-align: center;">STANDARD 15.1 <u>STATE CORRECTIONAL INFORMATION SYSTEMS</u></p> <p>The State of Alabama by 1978 will develop and maintain correctional information systems to collect, store, analyze, and display information for planning, operational control, offender tracking, and program review for all state and county correctional programs and agencies. The development of these systems will be consistent with the design of the total Criminal Justice Information System adopted by the State of Alabama.</p> <p style="text-align: center;">STANDARD 15.2 <u>STAFFING FOR CORRECTIONAL RESEARCH AND INFORMATION SYSTEMS</u></p> <p>The State of Alabama in the implementation of Standards 15.1, will provide minimum staff capabilities for the analysis and interpretation of information as deemed necessary.</p> <p style="text-align: center;">STANDARD 15.3 <u>DESIGN CHARACTERISTICS OF A CORRECTIONAL INFORMATION SYSTEM</u></p> <p>The State of Alabama, in the establishment of its information system under Standard 15.1, will design it to facilitate four distinct functions:</p> <ol style="list-style-type: none"> Offender accounting. Administrative-management decision making. Ongoing departmental research. Rapid response to ad hoc inquiries. <p>The design of the correctional information system will insure capability for provision of the following kind of information and analysis:</p> <ol style="list-style-type: none"> Point-in-time net results — routine analysis of program status. Period-in-time reports — a statement of flow and change over a specified period for the same items available in the point-in-time net results report. 						

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<p>3. Automatic notifications — the system will be designed to generate exception reports for immediate delivery.</p> <p>4. Statistical-analytical relationships — reports of correlations between certain variables and outcomes, and analysis of statistical results.</p> <p style="text-align: center;">STANDARD 15.4 <u>DEVELOPMENT OF A CORRECTIONAL DATA BASE</u></p> <p>The State of Alabama, in the establishment of its information system under Standard 15.1, will design its data base to satisfy the following general requirements:</p> <ol style="list-style-type: none"> The information statistics functions of offender accounting administrative decision making, ongoing research, and rapid response to questions will be reflected in the design. The data base will allow easy compilation of statistical reports including sections tabulated for given points in time a recapitulation for the full year, and analysis of other characteristics. The data base will include all data required at decision points in the correctional system. Corrections data in the design will be supportive of the offender based transaction system. The corrections information statistics system will be designed and implemented to accommodate expansion of the data base. The design of the corrections data base will recognize that change is continual. Procedures to assure smooth transitions will be established. <p style="text-align: center;">STANDARD 15.5 <u>EVALUATING THE PERFORMANCE OF THE CORRECTIONAL SYSTEM</u></p> <p>Each correctional agency, a.s.a.p., should begin to make performance measurements on two evaluative levels - overall performance or system reviews as measured by recidivism, and program reviews that emphasize measurement of more immediate program goal achievement. Agencies allocating funds for correctional programs should require such measurements. Measurement and review should reflect these considerations:</p> <ol style="list-style-type: none"> For system reviews, measurement of recidivism should be primary evaluative criterion. The following definition of recidivism should be adopted nationally by all correctional agencies to facilitate comparisons among jurisdictions and compilation of national figures: <p>Recidivism is measured by (1) criminal acts that resulted in conviction by a court, when committed by individuals who are under correctional supervision or who have been released from correctional supervision within the previous three years, and by (2) technical violations of probation or parole in which a sentencing or paroling authority took action that resulted in an adverse change in the offender's legal status.</p>						

Standards and Goals	Remarks				
	Accept	Reject	C	PC	NO
<p>2. Opportunities for staff advancement within the system. The system also should be opened to provide opportunities for lateral entry and promotional mobility within jurisdictional lines.</p> <p>3. Elimination of excessive and unnecessary paperwork and chains of command that are too rigidly structured and bureaucratic in function, with the objective of facilitating communication and decision making so as to encourage innovation and initiative.</p> <p>4. Appropriate recognition for jobs well done.</p> <p>5. Workload distribution and schedules based on flexible staffing arrangements. Size of the workload should be only one determinant. Also to be included should be such others as nature of cases, team assignments, and the needs of offenders and the community.</p> <p>6. A criminal justice career pension system to include investment in an annuity and equity system for each correctional worker. The system should permit movement within elements of the criminal justice system and from one corrections agency to another without loss of benefits.</p> <p style="text-align: center;">STANDARD 14.7 <u>PROGRESSIVE MANAGEMENT</u></p> <p>Correctional agencies should adopt, a.s.a.p., a program of progressive management in which everyone involved -- managers, staff and offenders -- shares in identifying problems, finding mutually agreeable solutions, setting goals and objectives, defining new roles for participants, and evaluating effectiveness of these processes.</p> <p style="text-align: center;">STANDARD 14.8 <u>REDISTRIBUTION OF CORRECTIONAL MANPOWER RESOURCES TO COMMUNITY-BASED PROGRAMS</u></p> <p>Correctional and other agencies, in implementing the recommendations of Chapters 7 and 11 for reducing the use of major institutions and increasing the use of community resources for correctional purposes, should undertake immediate cooperative studies to determine proper redistribution of manpower from institutional to community-based programs. This plan should include the following:</p> <ol style="list-style-type: none"> 1. Development of a statewide correctional manpower profile including appropriate data on each worker. 2. Proposals for retraining staff relocated by institutional closures. 3. A process of updating information on program effectiveness and needed role changes for correctional staff working in community-based programs. 4. Methods for formal, official corrections to cooperate effectively with informal and private correctional efforts found increasingly in the community. Both should develop collaboratively rather than competitively. 					

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	Accept	Reject	C	PC	NO
<p style="text-align: center;">STANDARD 14.9 <u>COORDINATED STATE PLAN FOR CRIMINAL JUSTICE EDUCATION</u></p> <p>The State of Ala. should establish a State plan for coordinating criminal justice education to assure a sound academic continuum from an associate of arts through graduate studies in criminal justice, to allocate education resources to sections of the State with defined needs, and to work toward proper placement of persons completing these programs.</p> <ol style="list-style-type: none"> 1. Where a State higher education coordinating agency exists, it should be utilized to formulate and implement the plan. 2. Educational leaders, State planners, and criminal justice staff members should meet to chart current and future statewide distribution and location of academic programs, based on proven needs and resources. 3. Award of Law Enforcement Education Program funds should be based on a sound educational plan. 4. Preservice graduates of criminal justice education programs should be assisted in finding proper employment. <p>Each unified State correctional system should insure that proper incentives are provided for participation in higher education programs.</p> <ol style="list-style-type: none"> 1. Inservice graduates of criminal justice education programs should be aided in proper job advancement of reassignment. 2. Rewards (either increased salary or new work assignments) should be provided to encourage in-service staff to pursue these educational opportunities. <p style="text-align: center;">STANDARD 14.10 <u>INTERN AND WORK-STUDY PROGRAMS</u></p> <p>Correctional agencies should, a.s.a.p., begin to plan, support, and implement internship and work-study programs to attract students to corrections as a career and improve the relationship between educational institutions and the field of practice.</p> <p>These programs should include the following:</p> <ol style="list-style-type: none"> 1. Recruitment efforts concentrating on minority groups, women, and socially concerned students. 2. Careful linking between the academic component, work assignments, and practical experiences for the students. 3. Collaborative planning for program objectives and execution agreeable to university faculty, student interns, and agency staff. 4. Evaluation of each program. 5. Realistic pay for students. 					

Standards and Goals	Remarks				
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<p>6. Follow-up with participating students to encourage entrance into correctional work.</p> <p style="text-align: center;">STANDARD 14.11 <u>STAFF DEVELOPMENT</u></p> <p>Correctional agencies as soon as possible should plan and implement a staff development program that prepares and sustains all staff members.</p> <p style="text-align: center;">STANDARD 15.1 <u>STATE CORRECTIONAL INFORMATION SYSTEMS</u></p> <p>The State of Alabama by 1978 will develop and maintain correctional information systems to collect, store, analyze, and display information for planning, operational control, offender tracking, and program review for all state and county correctional programs and agencies. The development of these systems will be consistent with the design of the total Criminal Justice Information System adopted by the State of Alabama.</p> <p style="text-align: center;">STANDARD 15.2 <u>STAFFING FOR CORRECTIONAL RESEARCH AND INFORMATION SYSTEMS</u></p> <p>The State of Alabama in the implementation of Standards 15.1, will provide minimum staff capabilities for the analysis and interpretation of information as deemed necessary.</p> <p style="text-align: center;">STANDARD 15.3 <u>DESIGN CHARACTERISTICS OF A CORRECTIONAL INFORMATION SYSTEM</u></p> <p>The State of Alabama, in the establishment of its information system under Standard 15.1, will design it to facilitate four distinct functions:</p> <ol style="list-style-type: none"> Offender accounting. Administrative-management decision making. Ongoing departmental research. Rapid response to ad hoc inquiries. <p>The design of the correctional information system will insure capability for provision of the following kind of information and analysis:</p> <ol style="list-style-type: none"> Point-in-time net results — routine analysis of program status. Period-in-time reports — a statement of flow and change over a specified period for the same items available in the point-in-time net results report. 					

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<p>3. Automatic notifications — the system will be designed to generate exception reports for immediate delivery.</p> <p>4. Statistical-analytical relationships — reports of correlations between certain variables and outcomes, and analysis of statistical results.</p> <p style="text-align: center;">STANDARD 15.4 <u>DEVELOPMENT OF A CORRECTIONAL DATA BASE</u></p> <p>The State of Alabama, in the establishment of its information system under Standard 15.1, will design its data base to satisfy the following general requirements:</p> <ol style="list-style-type: none"> The information statistics functions of offender accounting administrative decision making, ongoing research, and rapid response to questions will be reflected in the design. The data base will allow easy compilation of statistical reports including sections tabulated for given points in time a recapitulation for the full year, and analysis of other characteristics. The data base will include all data required at decision points in the correctional system. Corrections data in the design will be supportive of the offender based transaction system. The corrections information statistics system will be designed and implemented to accommodate expansion of the data base. The design of the corrections data base will recognize that change is continual. Procedures to assure smooth transitions will be established. <p style="text-align: center;">STANDARD 15.5 <u>EVALUATING THE PERFORMANCE OF THE CORRECTIONAL SYSTEM</u></p> <p>Each correctional agency, a.s.a.p., should begin to make performance measurements on two evaluative levels - overall performance or system reviews as measured by recidivism, and program reviews that emphasize measurement of more immediate program goal achievement. Agencies allocating funds for correctional programs should require such measurements. Measurement and review should reflect these considerations:</p> <ol style="list-style-type: none"> For system reviews, measurement of recidivism should be primary evaluative criterion. The following definition of recidivism should be adopted nationally by all correctional agencies to facilitate comparisons among jurisdictions and compilation of national figures: Recidivism is measured by (1) criminal acts that resulted in conviction by a court, when committed by individuals who are under correctional supervision or who have been released from correctional supervision within the previous three years, and by (2) technical violations of probation or parole in which a sentencing or paroling authority took action that resulted in an adverse change in the offender's legal status. 					

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<p>Technical violations should be maintained separately from data on reconvictions. Also, recidivism should be reported in a manner to discern patterns of change. At a minimum, statistical tables should be prepared every 6 months during the 3-year followup period, showing the number of recidivists. Discriminations by age, offense, length of sentence, and disposition should be provided. Three main factors should be considered in developing recidivism statistics: the nature of events to be counted, categorization of the behaviors and degrees of seriousness to be included, and duration of the followup period.</p> <p>2. Program review is a more specific type of evaluation that should entail these five criteria of measurement:</p> <ol style="list-style-type: none"> Measurement of effort, in terms of cost, time and types of personnel employed in the project in question. Measurement of performance, in terms of whether immediate goals of the program have been achieved. Determination of adequacy of performance, in terms of the program's value for offenders exposed to it as shown by individual followup. Determination of efficiency, assessing effort and performance for various programs to see which are most effective with comparable groups and at what cost. Study of process, to determine the relative contributions of process to goal achievement, such as attributes of the program related to success or failure, recipients of the program who are more or less benefited, conditions affecting program delivery, and effects produced by the program. Program reviews should provide for classification of offenders by relevant types (age, offense category, base expectancy rating, psychological state or type, etc.) Evaluative measurement should be applied to discrete and defined cohorts. Where recidivism data are to be used, classifications should be related to reconvictions and technical violations of probation or parole as required in systems reviews. <p>3. Assertions of system or program success should not be based on unprocessed percentages of offenders not reported in recidivism figures. That is, for individuals to be claimed as successes, the success must be clearly related in some demonstrable way to the program to which they were exposed.</p> <p style="text-align: center;">STANDARD 16.1</p> <p style="text-align: center;"><u>COMPREHENSIVE CORRECTIONAL LEGISLATION</u></p> <p>The State should enact a comprehensive code, which should include statutes governing:</p> <ol style="list-style-type: none"> Services for persons awaiting trial. Sentencing criteria, alternatives and procedures. Probation and other programs short of institutional confinement. Institutional programs. Community-based programs. 					

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<p>6. Parole and aftercare.</p> <p>7. Pardon.</p> <p>The code should include statutes governing the preceding programs for:</p> <ol style="list-style-type: none"> Felons, misdemeanants, and delinquents. Adults, juveniles, and youth offenders. Male and female offenders. <p>Each legislature should state the "public policy" governing the correctional system. The policy should include the following premises:</p> <ol style="list-style-type: none"> Society should subject persons accused of criminal conduct or delinquent behavior and awaiting trial to the least restraint or condition which gives reasonable assurance that the person accused will appear for trial. Confinement should be used only where no other measure is shown to be adequate. The correctional system's first function is to protect the public welfare by emphasizing efforts to assure that an offender will not return to crime after release from the correctional system. The public welfare is best protected by a correctional system characterized by care, differential programming and reintegration concepts rather than punitive measures. An offender's correctional program should be the least drastic measure consistent with the offender's needs and the safety of the public. Confinement, which is the most drastic disposition for an offender and the most expensive for the public, should be the last alternative considered. <p style="text-align: center;">STANDARD 16.2</p> <p style="text-align: center;"><u>ADMINISTRATIVE JUSTICE</u></p> <p>The St. of Ala. should enact legislation patterned after the Model State Administrative Procedure Act, to regulate the administrative procedures of correctional agencies. Such legislation, as it applies to corrections, should:</p> <ol style="list-style-type: none"> Require the use of administrative rules and regulations and provide a formal procedure for their adoption or alteration which will include: <ol style="list-style-type: none"> Publication of proposed rules. An opportunity for interested and affected parties, including offenders, to submit data, views, or arguments orally or in writing on the proposed rule. Public filing of adopted rules. Require in a contested case where the legal rights, duties, or privileges of a person are determined by an agency after a hearing, that the following procedures can be implemented: <ol style="list-style-type: none"> The agency develop and publish standards and criteria for decision making of a more specific nature than that provided by statute. 					

Remarks

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<p>b. The agency state in writing the reason for its action in a particular case.</p> <p>c. The hearings be open except to the extent that confidentiality is required.</p> <p>d. A system of recorded precedents be developed to supplement the standards and criteria.</p> <p>Such procedures should be consistent with the recommendations in Chapter 2, Rights of Offenders.</p> <p style="text-align: center;">STANDARD 16.3</p> <p style="text-align: center;"><u>CODE OF OFFENDERS' RIGHTS</u></p> <p>The St. of Ala. should, a.s.a.p., enact legislation that defines and implements the substantive rights of offenders. Such legislation should be governed by the following principles:</p> <ol style="list-style-type: none"> 1. Offenders should be entitled to the same rights as free citizens except where the nature of confinement necessarily requires modification. 2. Where modification of the rights of offenders is required by the nature of custody, such modification should be as limited as possible. 3. The duty of showing that custody required modification of such rights should be upon the correctional agency. 4. Such legislation should implement the substantive rights more fully described in Chapter 2 of this report. 5. Such legislation should provide adequate means for enforcement of the rights so defined. It should authorize the remedies for violation of the rights of offenders listed in Standard 2.18 where they do not already exist. <p style="text-align: center;">STANDARD 16.5</p> <p style="text-align: center;"><u>RECRUITING AND RETAINING PROFESSIONAL PERSONNEL</u></p> <p>The St. of Ala. should enact legislation entrusting the operation of correctional facilities and programs to professionally trained individuals. Legislation creating top management correctional positions should be designed to protect the position from political pressure and to attract professionals.</p> <p style="text-align: center;">STANDARD 16.6</p> <p style="text-align: center;"><u>REGIONAL COOPERATION</u></p> <p>Each State that has not already done so should, a.s.a.p., adopt legislation specifically ratifying the following interstate agreements:</p> <ol style="list-style-type: none"> 1. Interstate Compact for the Supervision of Parolees and Probationers. 2. Interstate Compact on Corrections. 																			

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<ol style="list-style-type: none"> 3. Interstate Compact on Juveniles. 4. Agreement on Detainers. 5. Mentally Disordered Offender Compact. <p>In addition, statutory authority should be given to the chief executive officer of the correctional agency to enter into agreements with local jurisdictions, other States, and the Federal Government for cooperative correctional activities.</p> <p style="text-align: center;">STANDARD 16.7</p> <p style="text-align: center;"><u>SENTENCING LEGISLATION</u></p> <p>The St. of Ala. in enacting sentencing legislation (as proposed in Chapter 5) should classify all crimes into not more than 10 categories based on the gravity of the offense. The legislature should state for each category, a maximum term for State control over the offender that should not exceed 5 years - except for the crime of murder and except that where necessary for the protection of the public, extended terms of up to 25 years may be imposed on the following categories of offenders:</p> <ol style="list-style-type: none"> 1. Persistent felony offenders. 2. Dangerous offenders. 3. Professional criminals. <p>The legislation should contain detailed criteria, patterned after Section 7.03 of the Model Penal Code as adapted in Standard 5.3, defining the above categories of offenders.</p> <p style="text-align: center;">STANDARD 16.8</p> <p style="text-align: center;"><u>SENTENCING ALTERNATIVES</u></p> <p>The St. of Ala. should enact the sentencing legislation proposed in Chapter 5, Sentencing, reflecting the following major provisions:</p> <ol style="list-style-type: none"> 1. All sentences should be determined by the Court rather than by a jury. 2. The Court should be authorized to utilize a variety of sentencing alternatives including: <ol style="list-style-type: none"> a. Unconditional release. b. Conditional release. c. A fine payable in installments with a civil remedy for nonpayment. d. Release under supervision in the community. e. Sentence to a halfway house or other residential facility located in the community. f. Sentence to partial confinement with liberty to work or participate in training or education during all but leisure time. 																				

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<p>g. Imposition of a maximum sentence of total confinement less than that established by the legislature for the offense.</p> <p>3. The legislature should delineate specific criteria patterned after the Model Penal Code for imposition of the alternatives available.</p> <p>4. The sentencing court should be required to make specific findings and state specific reasons for the imposition of a particular sentence.</p> <p>5. The Court should be required to grant the offender credit for all time served in jail awaiting trial or appeal arising out of the conduct for which he is sentenced.</p> <p style="text-align: center;">STANDARD 16.10 <u>PRESENTENCE REPORTS</u></p> <p>The State should enact, in conjunction with the implementation of Standard 16.1, legislation authorizing a presentence investigation in all cases and requiring it:</p> <ol style="list-style-type: none"> In all felonies. In all cases where the offender is a minor. As a prerequisite to a sentence of confinement in any case. The legislation should require disclosure of the presentence report to the defendant, his counsel, and the prosecutor. <p style="text-align: center;">STANDARD 16.11 <u>PROBATION LEGISLATION</u></p> <p>The State should enact probation legislation (1) providing probation as an alternative for all offenders; and (2) establishing criteria for (a) the granting of probation, (b) probation conditions, (c) the revocation of probation, and (d) the length of probation.</p> <p>Criteria for the granting of probation should be patterned after Sec. 7.01 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> State factors that should be considered in favor of granting probation. Direct the decision on granting probation toward factors relating to the individual offender rather than to the offense. <p>Criteria for probation conditions should be patterned after Sec. 301.1 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> Authorize but not require the imposition of a range of specified conditions. Require that any condition imposed in an individual case be reasonably related to the correctional program of the defendant and not unduly restrictive of his liberty or incompatible with his constitutional rights. Direct that conditions be fashioned on the basis of factors relating to the individual offender rather than to the offense committed. Criteria and procedures for revocation of probation should provide that probation should not be revoked unless: 					

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<ol style="list-style-type: none"> There is substantial evidence of a violation of one of the conditions of probation; The probationer is granted notice of the alleged violation, access to official records regarding his case, the right to be represented by counsel including the right to appointed counsel if he is indigent, the right to subpoena witnesses in his own behalf, and the right to confront and cross-examine witnesses against him; and The court provides the probationer a written statement of the findings of fact, the reasons for the revocation, and the evidence relied upon. <p>In defining the term for which probation may be granted, the legislation should require a specific term not to exceed the maximum sentence authorized by law except that probation for misdemeanants should not exceed one year. The court should be authorized to discharge a person from probation at any time.</p> <p>The legislation should authorize an appellate court on the initiation of the defendant to review decisions that deny probation, impose conditions, or revoke probation. Such review should include determination of the following:</p> <ol style="list-style-type: none"> Whether the decision is consistent with statutory criteria. Whether the decision is unjustifiably disparate in comparison with cases of a similar nature. Whether the decision is excessive or inappropriate. Whether the manner in which the decision was arrived at is consistent with statutory and constitutional requirements. <p style="text-align: center;">STANDARD 16.12 <u>COMMITMENT LEGISLATION</u></p> <p>The State should enact, in conjunction with the implementation of Standard 16.1, legislation governing the commitment, classification, and transfer of offenders sentenced to confinement. Such legislation should include:</p> <ol style="list-style-type: none"> Provision requiring that offenders sentenced to confinement be sentenced to the custody of the chief executive officer of the correctional agency rather than to any specific institution. Requirement that sufficient information be developed about an individual offender and that assignment to facility, program, and other decisions affecting the offender be based on such information. Authorization for the assignment or transfer of offenders to facilities or programs administered by the agency, local subdivisions of government, the Federal Government, other States, or private individuals or organizations. Prohibition against assigning or transferring juveniles to adult institutions. Authorization for the transfer of offenders in need of specialized treatment to institutions that can provide it. This should include offenders suffering from physical defects or disease, mental problems, narcotic addiction, or alcoholism. 					

Remarks

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			C	PC	NC	Year 1-5
<p>6. Provision requiring that the decision to assign an offender to a particular facility or program shall not in and of itself affect the offender's eligibility for parole or length of sentence.</p> <p>7. A requirement that the correctional agency develop through rules and regulations (a) criteria for the assignment of an offender to a particular facility and (b) a procedure allowing the offender to participate in and seek administrative review of decisions affecting his assignment or transfer to a particular facility or program.</p> <p style="text-align: center;">STANDARD 16.13 <u>PRISON INDUSTRIES</u></p> <p>The State with industrial programs operated by or for correctional agencies should amend its statutory authorization for these programs so that, as applicable, they not prohibit:</p> <ol style="list-style-type: none"> Specific types of industrial activity from being carried on by a correctional institution. The sale of products of prison industries on the open market. The transport or sale of products produced by prisoners. The employment of offenders by private enterprise at full market wages and comparable working conditions. The payment of full market wages to offenders working in State-operated prison industries. <p style="text-align: center;">STANDARD 16.14 <u>COMMUNITY-BASED PROGRAMS</u></p> <p>Legislation should be enacted, a.s.a.p., authorizing the chief executive officers of the correctional agencies to extend the limits of confinement of a committed offender so the offender can participate in a wide variety of community-based programs. Such legislation should include these provisions:</p> <ol style="list-style-type: none"> Authorization for the following programs: <ol style="list-style-type: none"> Foster homes and group homes, primarily for juveniles and youthful offenders. Pre-release guidance centers and halfway houses. Work-release programs providing that rates of pay and other conditions of employment are similar to those of free employees. Community-based vocational training programs, either public or private. Participation in academic programs in the community. Utilization of community medical, social rehabilitation, vocational rehabilitation, or similar resources. 						

Remarks

Standards and Goals	Accept	Reject	Remarks			
			C	PC	NC	Year 1-5
<p>g. Furloughs of short duration to visit relatives and family, contact prospective employers, or for any other reason consistent with the public interest.</p> <ol style="list-style-type: none"> Authorization for the development of community-based residential centers either directly or through contract with governmental agencies or private parties, and authorization to assign offenders to such centers while they are participating in community programs. Authorization to cooperate with and contract with a wide range of community resources. Specific exemption for participants in community-based work programs from State-use and other laws restricting employment of offenders or sale of "convict-made" goods. Requirement that the correctional agencies promulgate rules and regulations specifying conduct that will result in revocation of community-based privileges and procedures for such revocation. Such procedures should be governed by the same standards as disciplinary proceedings involving a substantial change in status of the offender. <p style="text-align: center;">STANDARD 16.15 <u>PAROLE LEGISLATION</u></p> <p>The State of Ala. should enact, a.s.a.p. legislation (1) authorizing parole for all committed adult offenders and (2) establishing criteria and procedures for (a) parole eligibility, (b) granting of parole, (c) parole conditions, (d) parole revocation, and (e) length of parole.</p> <p>In authorizing parole for all committed offenders the legislation should:</p> <ol style="list-style-type: none"> Not exclude offenders from parole eligibility on account of the particular offense committed. Not exclude offenders from parole eligibility because of number of convictions or past history of parole violations. Authorize parole or after-care release for adults and from all correctional institutions. Authorize the parole of an offender at any time unless a minimum sentence is imposed by the court in connection with an extended term (Standard 5.3). <p>In establishing procedures for the granting of parole to adults, the legislation should require:</p> <ol style="list-style-type: none"> Parole decisions by a professional board of parole, independent of the institutional staff. Hearing examiners should be empowered to interview and make recommendations to the board. Automatic periodic consideration of parole for each offender. A hearing to determine whether an offender is entitled to parole at which the offender may be represented by counsel and present evidence. Agency assistance to the offender in developing a plan for his parole. 						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>g. Imposition of a maximum sentence of total confinement less than that established by the legislature for the offense.</p> <p>3. The legislature should delineate specific criteria patterned after the Model Penal Code for imposition of the alternatives available.</p> <p>4. The sentencing court should be required to make specific findings and state specific reasons for the imposition of a particular sentence.</p> <p>5. The Court should be required to grant the offender credit for all time served in jail awaiting trial or appeal arising out of the conduct for which he is sentenced.</p> <p style="text-align: center;">STANDARD 16.10 <u>PRESENTENCE REPORTS</u></p> <p>The State should enact, a.s.a.p. legislation authorizing a presentence investigation in all cases and requiring it:</p> <ol style="list-style-type: none"> In all felonies. In all cases where the offender is a minor. As a prerequisite to a sentence of confinement in any case. The legislation should require disclosure of the presentence report to the defendant, his counsel, and the prosecutor. <p style="text-align: center;">STANDARD 16.11 <u>PROBATION LEGISLATION</u></p> <p>The State should enact probation legislation (1) providing probation as an alternative for all offenders; and (2) establishing criteria for (a) the granting of probation, (b) probation conditions, (c) the revocation of probation, and (d) the length of probation.</p> <p>Criteria for the granting of probation should be patterned after Sec. 7.01 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> State factors that should be considered in favor of granting probation. Direct the decision on granting probation toward factors relating to the individual offender rather than to the offense. <p>Criteria for probation conditions should be patterned after Sec. 301.1 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> Authorize but not require the imposition of a range of specified conditions. Require that any condition imposed in an individual case be reasonably related to the correctional program of the defendant and not unduly restrictive of his liberty or incompatible with his constitutional rights. Direct that conditions be fashioned on the basis of factors relating to the individual offender rather than to the offense committed. Criteria and procedures for revocation of probation should provide that probation should not be revoked unless: 						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<ol style="list-style-type: none"> There is substantial evidence of a violation of one of the conditions of probation; The probationer is granted notice of the alleged violation, access to official records regarding his case, the right to be represented by counsel including the right to appointed counsel if he is indigent, the right to subpoena witnesses in his own behalf, and the right to confront and cross-examine witnesses against him; and The court provides the probationer a written statement of the findings of fact, the reasons for the revocation, and the evidence relied upon. <p>In defining the term for which probation may be granted, the legislation should require a specific term not to exceed the maximum sentence authorized by law except that probation for misdemeanants should not exceed one year. The court should be authorized to discharge a person from probation at any time.</p> <p>The legislation should authorize an appellate court on the initiation of the defendant to review decisions that deny probation, impose conditions, or revoke probation. Such review should include determination of the following:</p> <ol style="list-style-type: none"> Whether the decision is consistent with statutory criteria. Whether the decision is unjustifiably disparate in comparison with cases of a similar nature. Whether the decision is excessive or inappropriate. Whether the manner in which the decision was arrived at is consistent with statutory and constitutional requirements. <p style="text-align: center;">STANDARD 16.12 <u>COMMITMENT LEGISLATION</u></p> <p>The State should enact, in conjunction with the implementation of Standard 16.1, legislation governing the commitment, classification, and transfer of offenders sentenced to confinement. Such legislation should include:</p> <ol style="list-style-type: none"> Provision requiring that offenders sentenced to confinement be sentenced to the custody of the chief executive officer of the correctional agency rather than to any specific institution. Requirement that sufficient information be developed about an individual offender and that assignment to facility, program, and other decisions affecting the offender be based on such information. Authorization for the assignment or transfer of offenders to facilities or programs administered by the agency, local subdivisions of government, the Federal Government, other States, or private individuals or organizations. Prohibition against assigning or transferring juveniles to adult institutions. Authorization for the transfer of offenders in need of specialized treatment to institutions that can provide it. This should include offenders suffering from physical defects or disease, mental problems, narcotic addiction, or alcoholism. 						

Standards and Goal	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>6. Provision requiring that the decision to assign an offender to a particular facility or program shall not in and of itself affect the offender's eligibility for parole or length of sentence.</p> <p>7. A requirement that the correctional agency develop through rules and regulations (a) criteria for the assignment of an offender to a particular facility, and (b) a procedure allowing the offender to participate in and seek administrative review of decisions affecting his assignment or transfer to a particular facility or program.</p> <p style="text-align: center;">STANDARD 16.13</p> <p style="text-align: center;"><u>PRISON INDUSTRIES</u></p> <p>The State with industrial programs operated by or for correctional agencies should amend its statutory authorization for these programs so that, as applicable, they not prohibit:</p> <ol style="list-style-type: none"> 1. Specific types of industrial activity from being carried on by a correctional institution. 2. The sale of products of prison industries on the open market. 3. The transport or sale of products produced by prisoners. 4. The employment of offenders by private enterprise at full market wages and comparable working conditions. 5. The payment of full market wages to offenders working in State-operated prison industries. <p style="text-align: center;">STANDARD 16.14</p> <p style="text-align: center;"><u>COMMUNITY-BASED PROGRAMS</u></p> <p>Legislation should be enacted, a.s.a.p., authorizing the chief executive officers of the correctional agencies to extend the limits of confinement of a committed offender so the offender can participate in a wide variety of community-based programs. Such legislation should include these provisions:</p> <ol style="list-style-type: none"> 1. Authorization for the following programs: <ol style="list-style-type: none"> a. Foster homes and group homes, primarily for juveniles and youthful offenders. b. Pre-release guidance centers and halfway houses. c. Work-release programs providing that rates of pay and other conditions of employment are similar to those of free employees. d. Community-based vocational training programs, either public or private. e. Participation in academic programs in the community. f. Utilization of community medical, social rehabilitation, vocational rehabilitation, or similar resources. 						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>g. Furloughs of short duration to visit relatives and family, contact prospective employers, or for any other reason consistent with the public interest.</p> <ol style="list-style-type: none"> 2. Authorization for the development of community-based residential centers either directly or through contract with governmental agencies or private parties, and authorization to assign offenders to such centers while they are participating in community programs. 3. Authorization to cooperate with and contract with a wide range of community resources. 4. Specific exemption for participants in community-based work programs from State-use and other laws restricting employment of offenders or sale of "convict-made" goods. 5. Requirement that the correctional agencies promulgate rules and regulations specifying conduct that will result in revocation of community-based privileges and procedures for such revocation. Such procedures should be governed by the same standards as disciplinary proceedings involving a substantial change in status of the offender. <p style="text-align: center;">STANDARD 16.15</p> <p style="text-align: center;"><u>PAROLE LEGISLATION</u></p> <p>The State should enact, a.s.a.p. legislation (1) authorizing parole for all committed adult offenders and (2) establishing criteria and procedures for (a) parole eligibility, (b) granting of parole, (c) parole conditions, (d) parole revocation, and (e) length of parole.</p> <p>In authorizing parole for all committed offenders the legislation should:</p> <ol style="list-style-type: none"> 1. Not exclude offenders from parole eligibility on account of the particular offense committed. 2. Not exclude offenders from parole eligibility because of number of convictions or past history of parole violations. 3. Authorize parole or after-care release for adults and from all correctional institutions. 4. Authorize the parole of an offender at any time unless a minimum sentence is imposed by the court in connection with an extended term (Standard 5.3). <p>In establishing procedures for the granting of parole to adults, the legislation should require:</p> <ol style="list-style-type: none"> 1. Parole decisions by a professional board of parole, independent of the institutional staff. Hearing examiners should be empowered to interview and make recommendations to the board. 2. Automatic periodic consideration of parole for each offender. 3. A hearing to determine whether an offender is entitled to parole at which the offender may be represented by counsel and present evidence. 4. Agency assistance to the offender in developing a plan for his parole. 						

Standards and Goals	Remarks				
	Accept	Reject	C	PC	NC
<p>5. A written statement by the board explaining decisions deny'ng parole.</p> <p>6. Each offender to be released prior to the expiration of his term because of the accumulation of "good time" credits to be released to parole supervision until the expiration of his term.</p> <p>7. Each offender to be released to parole supervision no later than 90 days prior to the expiration of his maximum term.</p> <p>In establishing criteria for granting parole the legislation should be patterned after Sec. 305.9 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> 1. Require parole over continued confinement unless specified conditions exist. 2. Stipulate factors that should be considered by the parole board in arriving at its decision. 3. Direct the parole decision toward factors relating to the individual offender and his change for successful return to the community. 4. Not require a favorable recommendation by the institutional staff, the court, the police, or the prosecutor before parole may be granted. <p>In establishing criteria for parole conditions, the legislation should be patterned after Sec. 305.13 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> 1. Authorize but not require the imposition of specified conditions. 2. Require that any condition imposed in an individual case be reasonably related to the correctional program of the defendant and not unduly restrictive of his liberty or incompatible with his constitutional rights. 3. Direct that conditions be fashioned on the basis of factors relating to the individual offender rather than to the offense committed. <p>In establishing criteria and procedures for parole revocation, the legislation should provide:</p> <ol style="list-style-type: none"> 1. A parolee charged with a violation should not be detained unless there is a hearing at which probable cause to believe that the parolee did violate a condition of his parole is shown. <ol style="list-style-type: none"> a. Such a hearing should be held promptly near the locality to which the parolee is paroled. b. The hearing should be conducted by an impartial person other than the parole officer. c. The parolee should be granted notice of the charges against him, the right to present evidence, the right to confront and cross-examine witnesses against him, and the right to be represented by counsel or to have counsel appointed for him if he is indigent. 2. Parole should not be revoked unless: <ol style="list-style-type: none"> a. There is substantial evidence of a violation of one of the conditions of parole. 					

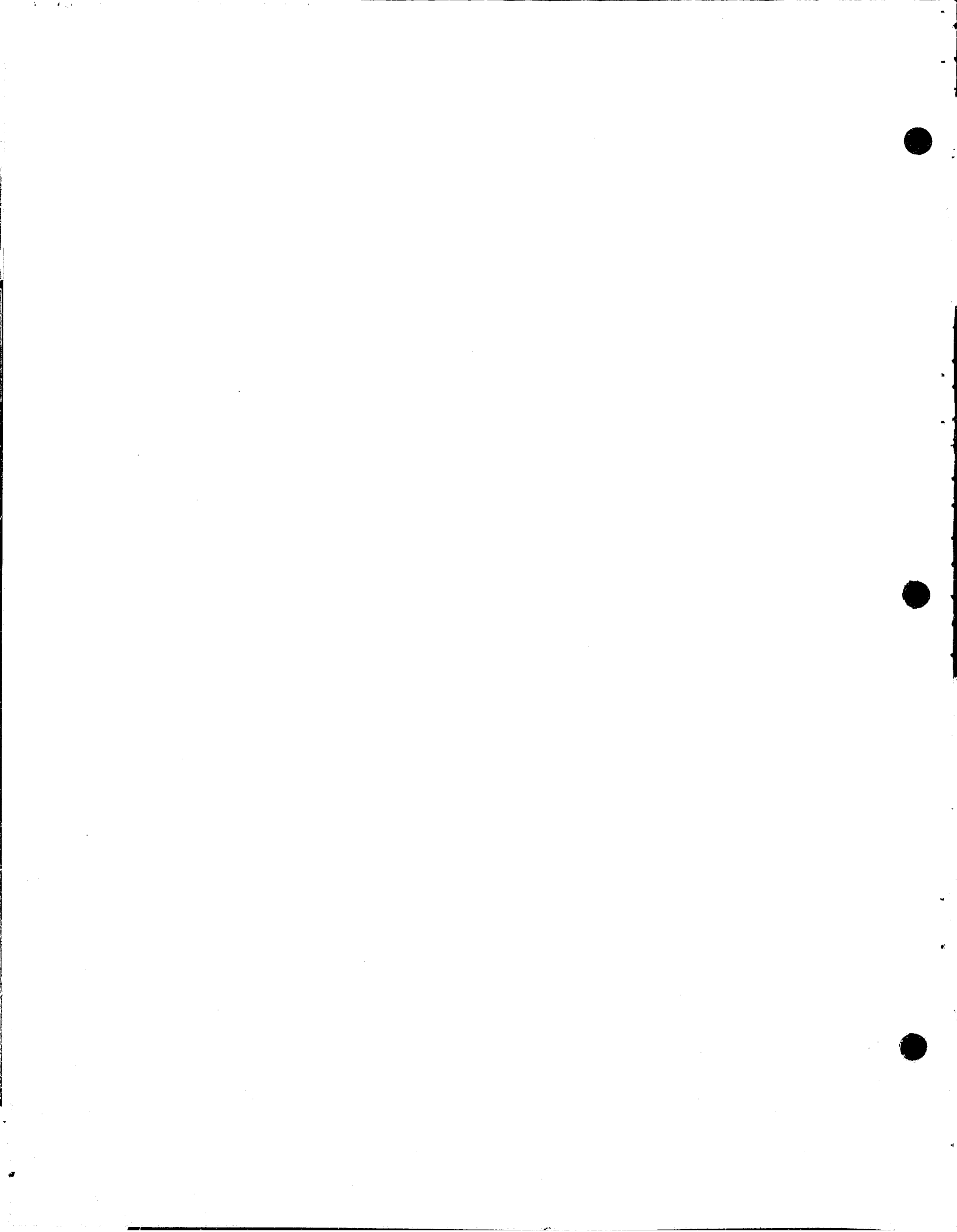
Standards and Goals	Remarks				
	Accept	Reject	C	PC	NC
<p>b. The parolee, in advance of a hearing on revocation, is informed of the nature of the violation charged against him and is given the opportunity to examine the State's evidence against him.</p> <p>c. The parolee is provided with a hearing on the charge of revocation. Hearing examiners should be empowered to hear and decide parole revocation cases under policies established by the parole board. At the hearing the parolee should be given the opportunity to present evidence on his behalf, to confront and cross-examine witnesses against him, and to be represented by counsel or to have counsel appointed for him if he is indigent.</p> <p>d. The board or hearing examiner provides a written statement of findings, the reasons for the decision, and the evidence relied upon.</p> <p>3. Time spent under parole supervision until the date of the violation for which parole is revoked should be credited against the sentence imposed by the court.</p> <p>4. Appellate review by parole board of parole revocation decisions of hearing examiners.</p> <p>In defining the term for which parole should be granted, the legislation should prohibit the term from extending beyond the maximum prison term imposed on the offender by the sentencing court and should authorize the parole board to discharge the parolee from parole at any time.</p> <p style="text-align: center;">STANDARD 16.16 <u>PARDON LEGISLATION</u></p> <p>The State of Ala. should enact legislation detailing the procedures (1) governing the application by an offender for the exercise of the pardon powers, and (2) for exercise of the pardon powers.</p> <p style="text-align: center;">STANDARD 16.17 <u>COLLATERAL CONSEQUENCES OF A CRIMINAL CONVICTION</u></p> <p>The State of Alabama should review and redraft all legislation, as required, which prescribes mandatory provisions depriving persons convicted of criminal offenses of civil rights or other attributes of citizenship.</p>					



Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>5. A written statement by the board explaining decisions denying parole.</p> <p>6. Each offender to be released prior to the expiration of his term because of the accumulation of "good time" credits to be released to parole supervision until the expiration of his term.</p> <p>7. Each offender to be released to parole supervision no later than 90 days prior to the expiration of his maximum term.</p> <p>In establishing criteria for granting parole the legislation should be patterned after Sec. 305.9 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> 1. Require parole over continued confinement unless specified conditions exist. 2. Stipulate factors that should be considered by the parole board in arriving at its decision. 3. Direct the parole decision toward factors relating to the individual offender and his change for successful return to the community. 4. Not require a favorable recommendation by the institutional staff, the court, the police, or the prosecutor before parole may be granted. <p>In establishing criteria for parole conditions, the legislation should be patterned after Sec. 305.13 of the Model Penal Code and should:</p> <ol style="list-style-type: none"> 1. Authorize but not require the imposition of specified conditions. 2. Require that any condition imposed in an individual case be reasonably related to the correctional program of the defendant and not unduly restrictive of his liberty or incompatible with his constitutional rights. 3. Direct that conditions be fashioned on the basis of factors relating to the individual offender rather than to the offense committed. <p>In establishing criteria and procedures for parole revocation, the legislation should provide:</p> <ol style="list-style-type: none"> 1. A parolee charged with a violation should not be detained unless there is a hearing at which probable cause to believe that the parolee did violate a condition of his parole is shown. <ol style="list-style-type: none"> a. Such a hearing should be held promptly near the locality to which the parolee is paroled. b. The hearing should be conducted by an impartial person other than the parole officer. c. The parolee should be granted notice of the charges against him, the right to present evidence, the right to confront and cross-examine witnesses against him, and the right to be represented by counsel or to have counsel appointed for him if he is indigent. 2. Parole should not be revoked unless: <ol style="list-style-type: none"> a. There is substantial evidence of a violation of one of the conditions of parole. 						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>b. The parolee, in advance of a hearing on revocation, is informed of the nature of the violation charged against him and is given the opportunity to examine the State's evidence against him.</p> <p>c. The parolee is provided with a hearing on the charge of revocation. Hearing examiners should be empowered to hear and decide parole revocation cases under policies established by the parole board. At the hearing the parolee should be given the opportunity to present evidence on his behalf, to confront and cross-examine witnesses against him, and to be represented by counsel or to have counsel appointed for him if he is indigent.</p> <p>d. The board or hearing examiner provides a written statement of findings, the reasons for the decision, and the evidence relied upon.</p> <ol style="list-style-type: none"> 3. Time spent under parole supervision until the date of the violation for which parole is revoked should be credited against the sentence imposed by the court. 4. Appellate review by parole board of parole revocation decisions of hearing examiners. <p>In defining the term for which parole should be granted, the legislation should prohibit the term from extending beyond the maximum prison term imposed on the offender by the sentencing court and should authorize the parole board to discharge the parolee from parole at any time.</p> <p style="text-align: center;">STANDARD 16.16</p> <p style="text-align: center;"><u>PARDON LEGISLATION</u></p> <p>The State of Ala. should enact legislation detailing the procedures (1) governing the application by an offender for the exercise of the pardon powers, and (2) for exercise of the pardon powers.</p> <p style="text-align: center;">STANDARD 16.17</p> <p style="text-align: center;"><u>COLLATERAL CONSEQUENCES OF A CRIMINAL CONVICTION</u></p> <p>The State of Alabama should review and redraft all legislation, as required, which prescribes mandatory provisions depriving persons convicted of criminal offenses of civil rights or other attributes of citizenship.</p>						





Section VI

Task Planning Sheets

In this section, standards and goals task planning sheets are included to aid planning efforts regarding the implementation of standards and goals.

These sheets should be completed while referring to the comments and notations made on the standards and goals worksheets. The task planning sheets provide the fundamental information areas required to indicate planning area, product, timing, priority, and cost. Local needs and purposes may require expansion, modification, or rejection of component parts of the information indicated on these sheets.

Description of Required Information

Budget Program- This space is for the inclusion of a budget program for those departments who have or are planning to use program budgeting.

Development Schedule- Place a check in the year or years in which research of the various alternatives or actions required for the department to meet or exceed the standards considered in this topic area will begin.

Implementation Schedule-Place a check in the year or years in which implementation of the actions necessary to meet the standards under this topic area will begin.

Review Schedule -Place a check in the year or years in which review of departmental status and progress in this topic area is required.

Priority- Indicate the year this topic is to be considered and its priority in relation to the other topic areas that fall in the same year. Priority setting should be accomplished after all tasks have been time phased by year. For example, if 20 out of the 47 tasks are to begin in the first year, rank the 20 tasks by number in order of priority. You may wish to use a standard code to designate the priority within a year. For example, a code using the numbers one, two and three (the number one indicating a high priority within the year; two, a medium priority; and three, a low priority) would indicate a high in-year priority, and consideration would be given that priority during the early part of the year. Likewise, if ranked as a low priority, it would not warrant action until the latter part of the year.

Technical Assistance -While developing a topic area for implementation, outside assistance from other departments or organizations may be desired. The estimated expenditures for bringing a person to the department should be indicated by year. Estimates can be based on average round trip air fare, per diem expenses, and an average fee (if required).

Contractual Support - Consultants may be required to aid with technical considerations, plans and implementation requirements. Indicate the estimated cost of the contract under the year in which it is planned.

Travel - It may be necessary for department personnel to visit other agencies to review their approach for replication. Estimate funds needed and indicate them by year. (Estimates can be based on average round-trip air fares and per diem expenses.)

Other - This is for any anticipated miscellaneous expenses, such as the cost for printing a department manual.

Sample

AREA OF CONCERN: Administration

TOPIC: News Media Relations

APPLICABLE STANDARDS:
2.15 Free Expression and Association

BUDGET PROGRAM:

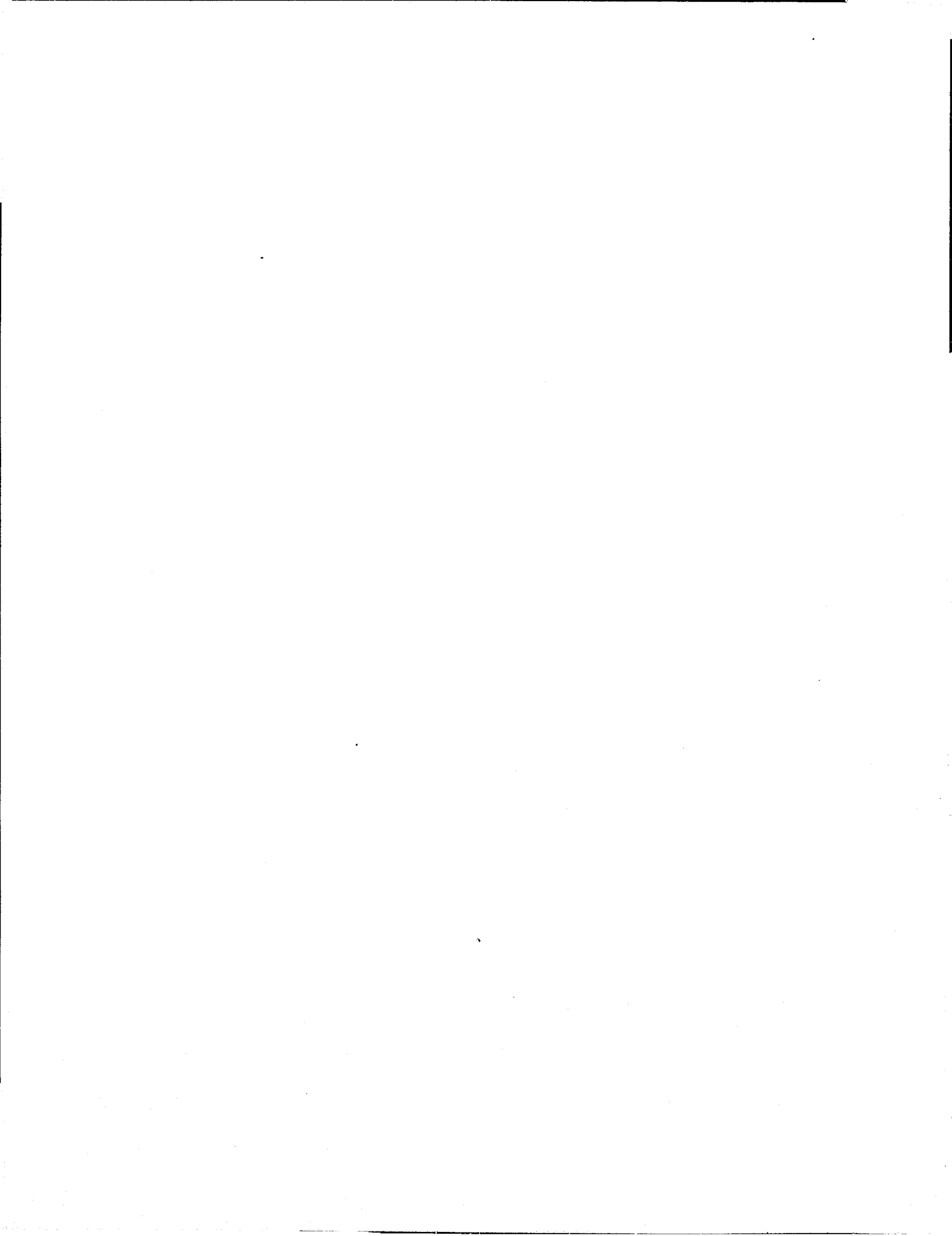
PURPOSE: To define and establish the relationships and communications flow between corrections agencies and the News Media.

PRODUCTS: Developed guidelines to establish liaison, cooperation, and coordination between correctional agencies and the News Media, including the dissemination of information within legal restraints and formulated policies and procedures.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule	✓				
Implementation Schedule	✓				
Review Schedule		✓	✓	✓	✓
Priority	1	2	2	3	3

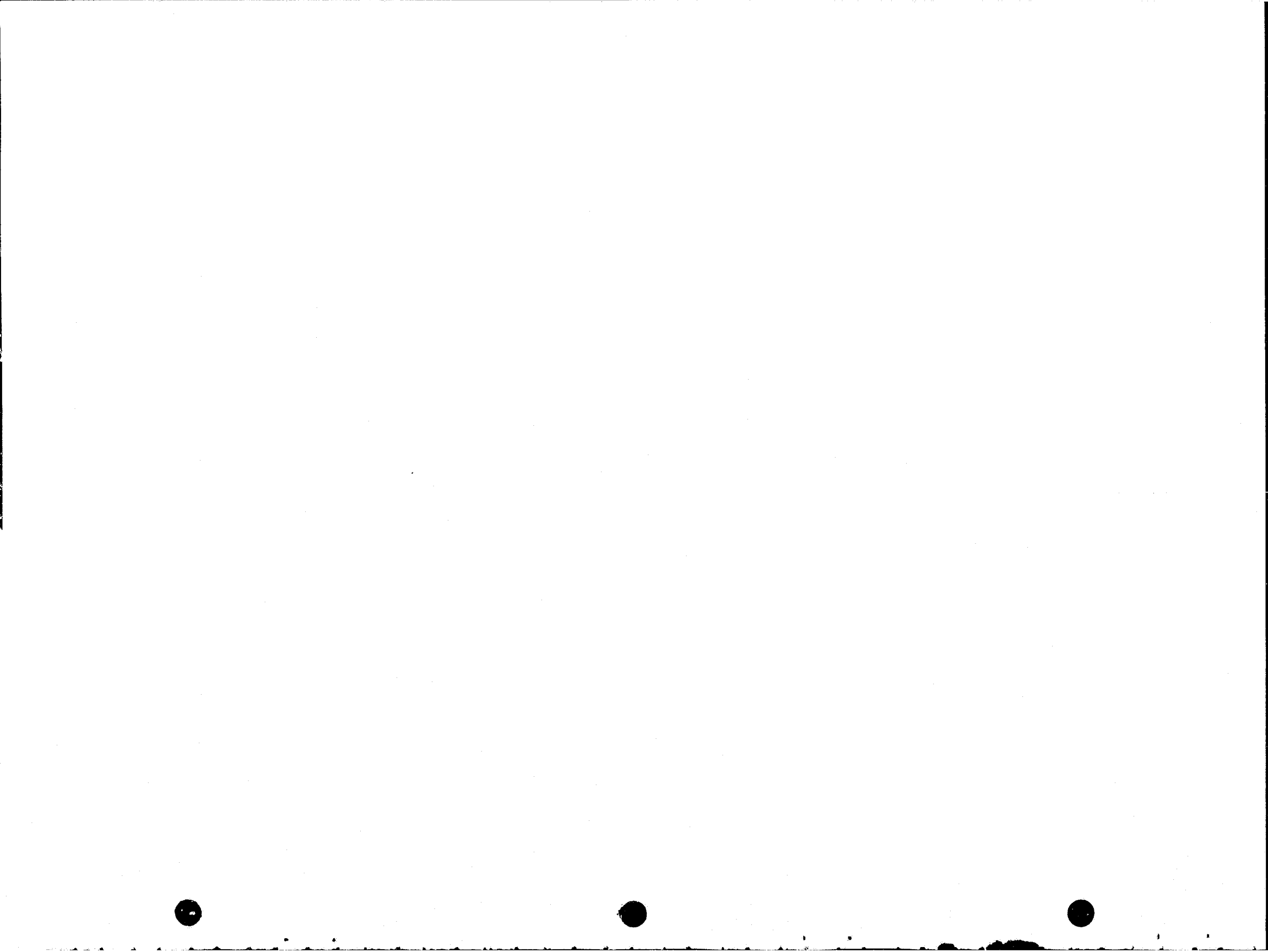
Fiscal Requirements

Technical Assistance	\$				
Contractual Support	\$				
Travel	\$				
Other	\$				
Total	\$				



CONTINUED

2 OF 3



STANDARDS AND GOALS TASK PLANNING SHEETS

AREA OF CONCERN: Administration

TOPIC: Policy

APPLICABLE STANDARDS:

- 2.1 Access to Courts
- 2.2 Access to Legal Services
- 2.3 Access to Legal Materials
- 2.4 Protection Against Personal Abuse
- 2.7 Searches
- 2.12 Disciplinary Procedures
- 2.13 Grievance Procedure
- 4.1 Comprehensive Pretrial Process Planning

BUDGET PROGRAM:

PURPOSE: To embody the philosophies, principles, attitudes, values and intention of management.

PRODUCTS: Guidance and direction to assist the employee in determining his or her course of action and to provide protection of inmates while they are in custody, while at the same time making sure that they are not denied any rights to which they (the inmate) are entitled. (Administration policies should be specifically considered under the administration topics contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: Procedure

APPLICABLE STANDARDS:

- 2.1 Access to Courts
- 2.2 Access to Legal Services
- 2.3 Access to Legal Materials
- 2.7 Searches
- 2.10 Retention and Restoration of Rights
- 2.11 Rules of Conduct
- 4.5 Procedures Relating to Pretrial Release and Detention Decisions

BUDGET PROGRAM:

PURPOSE: Methodology of implementing policies to achieve departmental objectives

PRODUCTS: Required actions reflected in written procedures to be incorporated into departmental manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEETS

AREA OF CONCERN: Administration

TOPIC: Corrections Role

APPLICABLE STANDARDS:

- 2.7 Searches
- 2.9 Rehabilitation
- 6.1 Comprehensive Classification Systems
- 6.2 Classification for Inmate Management
- 7.1 Development Plan for Community-Based Alternatives to Confinement
- 7.2 Marshaling and Coordinating Community Resources
- 7.3 Corrections' Responsibility Citizen Involvement
- 9.2 State Operation and Control of Local Institutions
- 9.3 State Inspection of Local Facilities
- 9.4 Adult Intake Services
- 9.5 Pretrial Detention Admission Process
- 9.6 Staffing Patterns
- 9.7 Internal Policies
- 9.8 Local Correctional Facility Programing
- 9.9 Jail Release Programs
- 9.10 Local Facility Evaluation and Planning
- 10.2 Services to Probationers
- 10.3 Misdemeanant Probation
- 10.4 Probation Manpower
- 10.5 Probation in Release on Recognizance Programs
- 11.9 Counseling Programs
- 14.1 Recruitment of Correctional Staff
- 14.2 Recruitment from Minority Groups
- 14.3 Employment of Women
- 14.4 Employment of Ex-offenders
- 14.6 Personnel Practices for Retaining Staff
- 14.7 Progressive Management
- 14.8 Redistrioution of Correctional Manpower Resources to Community-Based Programs
- 14.9 Coordinated State Plan for Criminal Justice Education
- 14.10 Intern and Work-study Programs
- 14.11 Staff Development
- 16.4 Unifying Correctional Programs
- 16.5 Recruiting and Retaining Professional Personnel
- 16.10 Presentence Reports
- 16.14 Community-Based Programs

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

BUDGET PROGRAM:

PURPOSE: To define and inform the public of the role of corrections as a functional agency of state and local government.

PRODUCTS: Defined functional responsibilities and objectives of the various departments of Corrections and create greater public awareness of them.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: Orgainzational Structure

APPLICABLE STANDARDS:

- 4.1 Comprehensive Pretrial Process Planning
- 4.2 Construction Policy for Pretrial Detention Facilities
- 4.4 Alternatives to Pretrial Detention
- 5.15 Preparation of Presentence Report Prior to Adjudication
- 5.16 Disclosure of Presentence Report
- 6.1 Comprehensive Classification Systems
- 6.2 Classification of Inmate Management
- 6.3 Community Classification Teams
- 7.2 Marshaling and Coordinating Community Resources
- 9.1 Total System Planning
- 9.4 Adult Intake Services
- 9.5 Pretrial Detention Admission Process
- 9.6 Staffing Patterns
- 9.8 Local Correctional Facility Programming
- 9.9 Jail Release Programs
- 9.10 Local Facility Evaluation and Planning
- 10.1 Organization of Probation
- 10.3 Misdemeanant Probation
- 10.5 Probation in Release on Recognizance Programs
- 11.9 Counseling Programs
- 12.1 Organization of Paroling Authorities
- 12.5 Organization of Field Services
- 13.1 Professional Correctional Management
- 13.2 Planning and Organization
- 13.3 Employee-Management Relations
- 13.4 Work Stoppages and Job Actions

BUDGET PROGRAM:

PURPOSE: Analyze the existing structure, and identify organizational structure for Alabama Corrections.

PRODUCTS: Established organizational structure that will function necessary to fulfill the role of Corrections within the state and community.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: Fiscal Management

APPLICABLE STANDARDS:

- 9.4 Adult Intake Services
- 9.5 Pretrial Detention Admission Process
- 9.6 Staffing Patterns
- 9.7 Internal Policies
- 9.8 Local Correctional Facility Programming
- 9.9 Jail Release Programs
- 9.10 Local Facility Evaluation
- 10.1 Organization of Probation
- 10.2 Services to Probationers
- 10.3 Misdemeanant Probation
- 10.5 Probation in Release on Recognizance Programs
- 13.1 Professional Correctional Management
- 13.2 Planning and Organization
- 13.3 Employee-Management Relations
- 13.4 Work Stoppages and Job Actions
- 14.11 Staff Development
- 16.2 Administrative Justice

BUDGET PROGRAM:

PURPOSE: To provide Correctional agencies with fiscal management capabilities and to establish policies and procedures for fiscal management.

PRODUCT: Correctional agency fiscal planning and program budget preparation and control through improved administrative and management support to each agency.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: News Media Relations

APPLICABLE STANDARD:
2.15 Free Expression and Association

BUDGET PROGRAM:

PURPOSE: To define and establish the relationship and communication flow between correctional agencies and the news media.

PRODUCTS: Developed guidelines to establish liaison, cooperation, and coordination between correctional agencies and the news media, including the dissemination of information within legal restraints and formulated policies and procedures.

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: Internal Discipline

APPLICABLE STANDARDS:
2.9 Rehabilitation
2.11 Rules of Conduct
2.12 Disciplinary Procedures
2.13 Procedures for Nondisciplinary Changes of Status
2.18 Remedies for Violation of an Offender's Rights
9.7 Internal Policies

BUDGET PROGRAM:

PURPOSE: To provide for improved control of employee conduct, processing investigation of internal complaints, the fair and impartial enforcement of discipline and the resultant adjudication of all complaints with the results provided to the complainant.

PRODUCTS: Improved policies and procedures relating to conduct, including their incorporation into training programs and promotional examinations.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: Guard and/or Inmate Inspection Systems

APPLICABLE STANDARDS:

- 9.3 State Inspection of Local Facilities
- 9.4 Adult Intake Services
- 9.5 Pretrial Detention Admission Process
- 9.7 Internal Policies

BUDGET PROGRAMS:

PURPOSE: To review and make necessary improvements on the formal inspection system in order to provide each agency head with evaluation data regarding efficiency and effectiveness.

PRODUCTS: Improved line and staff inspection systems.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: Employee Relations

APPLICABLE STANDARDS:

- 13.3 Employee Management Relations
- 13.4 Work Stoppage and Job Actions
- 14.3 Employment of Women
- 14.4 Employment of Ex-offenders
- 14.5 Employment of Volunteers
- 14.6 Personnel Practices for Retaining Staff
- 14.10 Intern and Work-Study Programs
- 16.5 Recruiting and Retaining Professional Personnel

BUDGET PROGRAM:

PURPOSE: To develop, define, and implement the position of correctional agencies relative to employee relations including correctional organizations, collective negotiations, work stoppages, and job actions.

PRODUCTS: Developed approaches, policies, and procedures to provide for effective communications within the agency and recommendations on the use of employee relation specialists, collective negotiations, and employee organizations.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Administration

TOPIC: Planning

APPLICABLE STANDARDS:

- 4.1 Comprehensive Pretrial Process Planning
- 4.2 Construction Policy for Pretrial Detention Facilities
- 4.5 Procedures Relating to Pretrial Release and Detention Decisions
- 4.6 Organization of Pretrial Services
- 7.1 Development and Plan for Community-based Alternatives to Confinement
- 9.1 Total System Planning
- 9.10 Local Facility Evaluation and Planning
- 11.1 Planning New Correctional Institutions
- 13.2 Planning and Organization

BUDGET PROGRAM:

PURPOSE: To develop written policies which state the agency's commitment to planning and written procedures to guide that planning and to develop or improve agency and jurisdictional planning capabilities.

PRODUCTS: Written policies and procedures. Developed or improved planning capabilities.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Personnel

TOPIC AREA: Policy

APPLICABLE STANDARDS:

- 13.3 Employee - Management Relations
- 13.4 Work Stoppages and Job Actions
- 14.1 Recruitment of Correctional Staff
- 14.2 Recruitment from Minority Groups
- 14.3 Employment of Women
- 14.4 Employment of Ex-offenders
- 14.5 Employment of Volunteers
- 14.6 Personnel Practice for Retaining Staff

BUDGET PROGRAM:

PURPOSE: To research and develop personnel policies which reflect the position of corrections in order to offer sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

PRODUCTS: Written personnel policies to be incorporated into a workable agency manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING WORK SHEET

AREA OF CONCERN: Personnel

TOPIC: Procedure

APPLICABLE STANDARDS:

- 12.2 Parole Authority Personnel
- 14.6 Personnel Practices for Retainign Staff
- 14.7 Progressive Management
- 14.8 Redistribution of Correctional Manpower Resources to Community-Based Programs
- 16.5 Recruiting and Retaining Professional Personnel

BUDGET PROGRAM:

PURPOSE: To research and develop written procedures to provide personnel and administrators with definitive courses of action.

PRODUCTS: Required actions reflected in written procedures to be incorporated into a manual or corrections procedures.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING WORK SHEET

AREA OF CONERN: Personnel

TOPIC AREA: Education

APPLICABLE STANDARDS:

- 11.4 Education and Vocational Training
- 13.1 Professional Correctional Management
- 14.9 Coordinated State Plan for Criminal Justice Education
- 14.10 Intern and Work-Study Programs
- 14.11 Staff Development
- 16.5 Recruiting and Retaining Professional Personnel

BUDGET PROGRAM:

PURPOSE: To establish entry and promotional educational requirements and incentives to insure the acquisition and retention of qualified personnel within the correctional agencies.

PRODUCTS: Standards for entry level and promotional requirements, educational incentive programs, and college credit for completion of correctional training programs.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Personnel

TOPIC: Classification and Pay

APPLICABLE STANDARDS:

- 6.1 Comprehensive Classification Systems
- 6.2 Classification for Inmate Management

BUDGET PROGRAM:

PURPOSE: To develop a equitable and workable classification and pay plan based on carefully constructed job criteria which is designed to attract and retain the quality level of personnel need to fulfill the role of the corrections department.

PRODUCTS: A classification and pay plan based upon the job to be performed.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Personnel

TOPIC: Personnel Development, Promotion, and Advancement

APPLICABLE STANDARDS:

- 9.1 Total Systems Planning
- 11.4 Education and Vocational Training
- 12.2 Parole Authority Personnel
- 12.8 Manpower for Parole
- 14.3 Employment of Women
- 14.4 Employment of Ex-offenders
- 14.5 Employment of Volunteers
- 14.6 Personnel Practices for Retaining Staff
- 14.11 Staff Development
- 16.5 Recruiting and Retaining Professional Personnel
- 16.13 Prison Industries

BUDGET PROGRAM:

PURPOSE: To identify and develop methods to fully develop and utilize sworn and non-sworn personnel.

PRODUCTS: Articulated methods and criteria for personnel development, promotion, and advancement leading to improved job satisfaction and performance including evaluation.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Personnel

TOPIC: Utilization

APPLICABLE STANDARDS:

- 13.1 Professional Correctional Management
- 13.2 Planning and Organization
- 13.3 Employee - Management Relations
- 13.4 Work Stoppages and Job Actions
- 14.1 Recruitment of Correctional Staff
- 14.2 Recruitment from Minority Groups
- 14.3 Employment of Women
- 14.4 Employment of Ex-offenders
- 14.5 Employment of Volunteers
- 14.6 Personnel Practices for Retaining Staff
- 14.11 Staff Development
- 16.5 Recruiting and Retaining Professional Personnel

BUDGET PROGRAM:

PURPOSE: To explore the most profitable use of manpower alternatives so as to reduce costs, increase efficiency, and release more officers for uses more specifically attuned to their training and skills.

PRODUCTS: Improved use of sworn and volunteer personnel.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Personnel

TOPIC: Employee Services

APPLICABLE STANDARDS:

- 14.6 Personnel Practices for Retaining Staff
- 14.11 Staff Development

BUDGET PROGRAM:

PURPOSE: To review procedures for employees and to receive all benefits and compensation to which they are entitled.

PRODUCTS: Establishment of means by which employees are informed of a guaranteed receipt of benefits and compensations: perhaps through the establishment of an Employee Services Unit, which could operate on either a part-or full-time basis.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Personnel

TOPIC AREA: Recruitment and Selection

APPLICABLE STANDARDS:

- 13.1 Professional Correctional Management
- 13.3 Planning and Organization
- 13.4 Work Stoppages and Job Actions
- 14.1 Recruitment of Correctional Staff
- 14.2 Recruitment from Minority Groups
- 14.3 Employment of Women
- 14.4 Employment of Ex-offenders
- 14.5 Employment of Volunteers
- 14.6 Personnel Practices for Retaining Staff
- 14.7 Progressive Management
- 14.8 Redistribution of Correctional Manpower Resources to Community-Based Programs
- 14.10 Intern and Work-Study Programs
- 16.5 Recruiting and Retaining Professional Personnel

BUDGET PROGRAM:

PURPOSE: To design a progressive recruitment and selection process which will attract and retain high quality personnel, including women and minority group members, needed to properly fulfill the role and mission of Corrections in Alabama.

PRODUCTS: An improved recruitment and selection process to fulfill the personnel requirements of the correctional system, attention to be given to: College recruiting, minority recruiting and the employment of women, and to include physical and psychological examinations.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN Staff Training and Development

TOPIC: Policy

APPLICABLE STANDARDS:

- 9.7 Internal Policies
- 11.4 Education and Vocational Training
- 13.1 Professional Correctional Management
- 13.2 Planning and Organization
- 13.3 Employee-Management Relations
- 14.1 Recruitment of Correctional Staff
- 14.2 Recruitment from Minority Groups
- 14.3 Employment of Women
- 14.4 Employment of Ex-Offenders
- 14.5 Employment of Volunteers
- 14.6 Personnel Practices for Retaining Staff
- 14.7 Progressive Management
- 16.5 Recruiting and Retaining Professional Personnel

BUDGET PROGRAM:

PURPOSE: To research and develop training policies which reflect Corrections' position; to offer guidance to the agency and to its personnel in performing their functions within acceptable limits.

PRODUCTS: Written policies to be incorporated into a staff manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Staff Training and Development

TOPIC: Procedure

APPLICABLE STANDARDS:

- 9.6 Staffing Patterns
- 9.7 Internal Policies
- 14.1 Recruitment of Correctional Staff
- 14.2 Recruitment from Minority Groups
- 14.3 Employment of Women
- 14.6 Personnel Practices for Retaining Staff
- 14.10 Intern and Work-Study Programs
- 14.11 Staff Development

BUDGET PROGRAM:

PURPOSE: To research and develop training procedures which provide the correctional agency and its personnel with definitive courses of action.

PRODUCTS: Required actions reflected in written procedures to be incorporated into a corrections' staff manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Staff Training and Development

TOPIC: Program Development

APPLICABLE STANDARDS:

- 14.6 Personnel Practices for Retaining Staff
- 14.10 Intern and Work-Study Programs
- 14.11 Staff Development

BUDGET PROGRAM:

PURPOSE: To develop an effective overall training program which meets the needs of the agency and effectively responds to community service requirements.

PRODUCTS: A comprehensive training program encompassing but not limited to recruitment, inservice, specialized management, and interpersonal communication training.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Staff Training and Development

TOPIC: Preparatory Training

APPLICABLE STANDARDS:

- 9.6 sub-part 5 Staffing Pattern
- 14.2 Recruitment from Minority Groups
- 14.3 Employment of Women
- 14.7 Progressive Management
- 14.11 Staff Development

BUDGET PROGRAMS:

PURPOSE: To develop comprehensive preparatory training programs to equip agency personnel with the knowledge and skills necessary to perform the tasks assigned by the correctional agency in responding to community needs.

PRODUCTS: An effective preparatory training program.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Staff Training and Development

TOPIC: Inservice Training

APPLICABLE STANDARDS:

- 9.6 Staffing Patterns

BUDGET PROGRAMS:

PURPOSE: To establish or improve inservice training programs to maintain an effective level of performance from every agency employee.

PRODUCTS: Inservice training programs.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Policy

APPLICABLE STANDARDS:

- 2.10 Retention and Restoration of Rights
- 2.12 Disciplinary Procedures
- 2.13 Procedures for Nondisciplinary Changes of Status
- 2.15 Free Expression and Association
- 2.18 Remedies for Violation of an Offender's Rights
- 4.5 Procedures Relating to Pretrial Release and Detention Decisions
- 4.7 Persons Incompetent to Stand Trial
- 9.7 Internal Policies
- 4.2 Construction Policy for Pretrial Detention Facilities
- 3.1 Use of Diversion

BUDGET PROGRAMS:

PURPOSE: To research and develop operational policies which reflect corrections' position and offer sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

PRODUCTS: Written policies to be incorporated into a corrections manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Procedure

APPLICABLE STANDARDS:

- 2.12 Disciplinary Procedures
- 2.13 Procedures for Nondisciplinary Changes of Status
- 2.14 Grievance Procedure
- 2.15 Free Expression and Association
- 3.1 Use of Diversion

BUDGET PROGRAMS:

PURPOSE: To develop written procedures which provide the appropriate corrections unit and personnel with definitive courses of action.

PRODUCTS: Required actions reflected in written procedures to be incorporated into a corrections manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Progressive Management

APPLICABLE STANDARDS:

- 6.2 Classification for Inmate Management
- 13.1 Professional Correctional Management
- 13.2 Planning and Organization
- 13.3 Employee Management Relations
- 14.7 Progressive Management

BUDGET PROGRAM:

PURPOSE: To present new and innovative ideas to corrections in terms of progressive management.

PRODUCTS: Planned and systematic operation of all areas of corrections.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Counseling

APPLICABLE STANDARD:

- 11.9 Counseling Programs

BUDGET PROGRAMS:

PURPOSE: To provide a variety of opportunities for offenders based on their individual needs as determined by competent differential diagnosis.

PRODUCTS: A social-emotional climate conducive to the motivation of behavioral change and interpersonal growth.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Physical Examination

APPLICABLE STANDARD:
2.6 Medical Care

BUDGET PROGRAM:

PURPOSE: To insure that all inmates have access to the best health care services.

PRODUCTS: Improved medical services to inmates in correctional institutions.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Vocational Rehabilitation

APPLICABLE STANDARDS:
2.9 Rehabilitation
11.4 Education and Vocational Training

BUDGET PROGRAM:

PURPOSE: To help inmates to develop saleable skills for their eventual reintegration into society.

PRODUCTS: Elimination of job illiteracy and establishment of useable job skills

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Intake

APPLICABLE STANDARDS:

- 9.4 Adult Intake Services
- 9.5 Pretrial Detention Admission Process
- 6.1 Comprehensive Classification Systems
- 6.2 Classification of Inmate Management

BUDGET PROGRAM:

PURPOSE: To divert noncriminal and sociomedical problem cases and other medical problem cases and other individuals who can better be served outside the criminal justice system. Also to reduce detention population to that required for community safety and to guarantee appearance for trial.

PRODUCTS: Redirection of offender flow and resource allocation.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Emergency Control Measures

APPLICABLE STANDARDS:

- 2.7 Searches
- 2.11 Rules of Conduct

BUDGET PROGRAM:

PURPOSE: Review the existing system and improve where necessary to provide inmates and custodial personnel with certain guidelines that must be followed within the institution.

PRODUCT: Improved operational methods within the institutions.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Operations

TOPIC: Administrative Justice

APPLICABLE STANDARDS:
16.2 Administrative Justice

BUDGET PROGRAM:

PURPOSE: To improve the statutory framework for the correctional system.

PRODUCTS: The development of formal grievance, discipline, and change of status procedures involved in administration of criminal justice.

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Support Services

TOPIC: Policy

APPLICABLE STANDARDS:
No specific reference

BUDGET PROGRAM:

PURPOSE: To improve additional support from the community, and at the same time maintain an acceptable level of safety.

PRODUCTS: Identified needs, improved certain acquisition methods, and safety programs.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Support Services

TOPIC: Procedure

APPLICABLE STANDARDS:
No specific reference

BUDGET PROGRAM:

PURPOSE: To research and develop support service procedures to provide corrections and its personnel with definitive course of action.

PRODUCTS: Required actions reflected in written procedures to be incorporated into a corrections manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Support Services

TOPIC: Information Systems

APPLICABLE STANDARDS:
15.1 State Correctional Information Systems
15.2 Staffing for Correctional Research and Information Systems
15.3 Design Characteristics of a Correctional System
15.4 Evaluating the Performance of the Correctional System

BUDGET PROGRAM:

PURPOSE: To improve corrections' capability to collect, store, retrieve, and utilize information necessary for the effective performance of agency functions.

PRODUCTS: Improved information systems with attention to but not limited to basic corrections reporting, criminal history, managerial data retrieval, and personnel records systems.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Support Services

TOPIC: Detention Systems

APPLICABLE STANDARDS:

- 4.1 Comprehensive Pretrial Process Planning
- 4.2 Construction Policy for Pretrial Detention Facilities
- 4.3 Alternatives to Arrest
- 4.4 Alternatives to Pretrial Detention
- 4.5 Procedures Relating to Pretrial Release and Detention Decisions
- 4.6 Organization of Pretrial Services
- 4.7 Persons Incompetent to Stand Trial
- 4.8 Rights of Pretrial Detainees
- 4.9 Programs for Pretrial Detainees
- 4.10 Expediting Criminal Trials
- 9.3 State Inspection of Local Facilities
- 9.5 Pretrial Detention Admission Process

BUDGET PROGRAM:

PURPOSE: Examine the present detention system to determine its feasibility and appropriateness.

PRODUCTS: Recommendations on improving the detention system.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Support Services

TOPIC: Transportation

APPLICABLE STANDARD:

- 2.1 sub-part 5 Access to Courts

BUDGET PROGRAM:

PURPOSE: To improve transportation cost and operational effectiveness while maintaining an acceptable level of efficiency and safety.

PRODUCTS: Identified transportation needs, improved acquisition and maintenance methods.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Support Services

TOPIC: Health Care

APPLICABLE STANDARDS:

- 2.5 Healthful Surroundings
- 2.6 Medical Care
- 9.3 State Inspection of Local Facilities
- 9.10 Local Facility Evaluation and Planning
- 11.1 Planning New Correctional Institutions

BUDGET PROGRAM:

PURPOSE: To improve the health care of inmate and employees of the correctional system.

PRODUCTS: Improved health and medical care of inmates and employees in corrections.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Support Services

TOPIC: Legal Services and Materials

APPLICABLE STANDARDS:

- 2.1 Sub-part 5 Access to Courts
- 2.2 Access to Legal Services
- 2.3 Access to Legal Materials
- 5.9 Continuing Jurisdiction of Sentencing Court
- 16.13 Code of Offenders' Rights

BUDGET PROGRAM:

PURPOSE: To make available to incarcerated individuals legal services as well as access to legal materials.

PRODUCTS: Improved legal services to inmates and an adequate law library.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Extra-Departmental Cooperation, Coordination, and Assistance.

TOPIC: Policy

APPLICABLE STANDARD:

7.1 Development Plan for Community-Based Alternatives to Confinement

BUDGET PROGRAM:

PURPOSE: To research and develop policies relating to extra-departmental cooperation, illustrate coordination, and assistance which this departments position and offer sufficient aid to the agency and its personnel in performing their duties within acceptable limits.

PRODUCTS: Written policies to be incorporated into a Corrections Manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Extra-Departmental Cooperation, Coordination, and Assistance

TOPIC: Procedure

APPLICABLE STANDARDS:

7.1 Development Plan for Community-Based Alternatives to Confinement

7.2 Marshaling and Coordinating Community Resources

7.3 Corrections' Responsibility for Citizen Involvement

7.4 Inmate Involvement in Community Programs

BUDGET PROGRAMS:

PURPOSE: To research and develop written procedures which provide the correctional agency and its personnel with definitive courses of action.

PRODUCTS: Required actions reflected in written procedures to be incorporated into a corrections manual.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Extra-Departmental Cooperation, Coordination, and Assistance

TOPIC: Community Relations Development

APPLICABLE STANDARDS:

- 7.2 Marshaling and Coordinating Community Resources
- 7.3 Corrections' Responsibility for Citizen Involvement

BUDGET PROGRAM:

PURPOSE: To develop programs that bring the community and corrections together.

PRODUCTS: Programs for citizen involvement in all phases of corrections.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Extra-Departmental Cooperation, Coordination, and Assistance

TOPIC: Diversion

APPLICABLE STANDARDS:

- 3.1 Use of Diversion
- 7.1 Development Plan for Community-Based Alternatives to Confinement

BUDGET PROGRAM:

PURPOSE: To identify diversionary needs and alternatives to insure the most effective and advantageous disposition of individual cases.

PRODUCTS: Identified needs and alternatives and establishment of requisite policies and procedures.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Extra-Departmental Cooperation, Coordination, and Assistance

TOPIC: Correlation of Corrections Services

APPLICABLE STANDARDS

- 14.8 Redistribution of Correctional Manpower Resources to Community-Based Programs
- 14.9 Coordinated State Plan for Criminal Justice Education

BUDGET PROGRAM:

PURPOSE: To evaluate line and staff operations as to their adequacy and cost effectiveness in order to determine what services may be more effectively correlated.

PRODUCTS: Feasibility of correlating specific services to determine cost identification and time-phase requirements.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Extra-Departmental Cooperation, Coordination, and Assistance

TOPIC: Inter-Coordination of Criminal Justice Agency

APPLICABLE STANDARDS:

- 7.2 Marshaling and Coordinating Community Resources
- 14.9 Coordinated State Plan for Criminal Justice Education

BUDGET PROGRAM:

PURPOSE: To develop a workable inter-coordination training program, improve liaison with other elements of the criminal justice system and expand criminal case follow-up procedures in order to foster greater understanding, cooperation and coordination among the counterparts of the system.

PRODUCTS: Inter-coordination training programs, improvements in liaison and improved case follow-up procedures.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS TASK PLANNING SHEET

AREA OF CONCERN: Extra-Departmental Cooperation, Coordination, and Assistance

TOPIC: Coordination of Community Resources

APPLICABLE STANDARDS:

- 7.2 Marshaling and Coordinating Community Resources
- 12.6 Community Services for Parolees

BUDGET PROGRAM:

PURPOSE: To improve the relationship between agencies of corrections and the community through the coordination of resources.

PRODUCTS: Improved coordination of community resources. Establishment of community-based facilities.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					