

IMPLEMENTATION OF STANDARDS AND GOALS FOR
THE KANSAS CRIMINAL JUSTICE SYSTEM

A REPORT OF REGIONAL PRIORITIES AND NEEDS
MRI Project No. 4275-D

April 1977

For

The Governor's Committee on Criminal Administration
503 Kansas Avenue
Topeka, Kansas 66603

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Points of view or opinions stated in this document do not necessarily represent the official position of the U.S. Department of Justice or the State of Kansas.

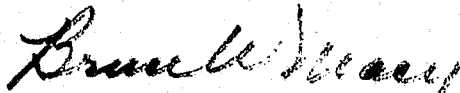
Preface

This project to implement standards and goals for the Kansas criminal justice system was a joint effort by the Governor's Committee on Criminal Administration (GCCA) and Midwest Research Institute (MRI). This final report documents the process and product of a series of 11 regional meetings. Selected Kansas criminal justice practitioners and citizens reviewed the previously developed standards and goals for the Kansas criminal justice system and provided input regarding the applicability of these standards and goals to their region, community and/or agency.

The staff conducting this study are listed on the following pages. We wish to express our appreciation to the meeting participants without whose interest and concern this project would not have been possible. In addition, our thanks is extended to Marjorie J. Lowry and Michael Lamson, LEAA Region VII personnel, who served as Kansas state representatives during the conduct of this project.

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Region VIII

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Region IX

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CHAPTER I

INTRODUCTION

A. Background

One of the purposes of the Omnibus Crime Control and Safe Streets Act of 1968 was to initiate a comprehensive planning process for state and regional criminal justice systems.

Theoretically, such comprehensive planning should follow a rather exacting procedure:

1. Determination of the system's objectives;
2. Comparison of current practice with these objectives;
3. Development of alternative strategies to achieve objectives not currently being met;
4. Analysis of alternatives to select the most cost-effective approach;
5. Allocation of federal, state and local resources to implement the selected alternatives.

Unfortunately, however, in most states the focus was on the grant process rather than the planning process. Comprehensive plans developed by SPA's and RPU's were often seen more as a means for distribution of federal funds than as a tool for change, evaluation, or system improvement utilizing all available resources.

As a result, on October 20, 1971, the Administrator of LEAA appointed a National Advisory Commission on Criminal Justice Standards and

Goals. On January 23, 1973, the Commission issued five crime-specific goals, some 422 standards and 97 recommendations.

That same year, the Omnibus Crime Control and Safe Streets Act was amended to require that "goals, priorities, and standards must be established in the plan and the plan must address methods, organization, and operation performance:..." (Title I, Part G, Section 601).

Pursuant to this amendment, the Administrator of LEAA on January 14, 1974, notified the states that they should begin the incorporation of standards and goals into their 1974 comprehensive plans, and that by fiscal year 1975, each state "must have a comprehensive set of standards and goals that can serve as a basis for planning and as a guide to funding."

Recognizing that each state differs in organizational structure, funding mechanisms, problems and level of sophistication, LEAA has allowed the states to formulate their own standards rather than requiring that they adopt those of the National Advisory Commission (NAC). Therefore, each state has been given the latitude to select its own approach as well as the freedom to adopt standards which best meet its needs.

In August 1974, the State of Kansas embarked on a project to develop standards and goals for the state's criminal justice system. The Governor's Committee on Criminal Administration (GCCA) had overall responsibility for task completion.

Throughout the development phase over 500 Kansas citizens--representing not only criminal justice practitioners, but also other governmental units and the general public--were surveyed. Inputs from

this group, known as the "Governor's Criminal Justice Advisory Panel," were sought regarding their perceptions of how and in what direction the Kansas criminal justice system should move.

The State's standards and goals formulation process culminated in the publication of the volume entitled Standards and Goals for the Kansas Criminal Justice System in September 1975 with subsequent dissemination in November 1975. The standards and goals which constituted the major content of this document were formatted into goal, objective and strategy categories. These categories were defined as follows:

GOAL: A major topic area headed by a general statement of direction and intent.

OBJECTIVE: A measurable activity or aspiration which indicates movement toward goal attainment.

STRATEGY: One of a number of programs or activities which may be used to reach the objective. These do not include all possible strategies, but are included for consideration, critique, and expansion.

After initial distribution of the Standards and Goals for the Kansas Criminal Justice System, the GCCA staff, in concert with committee members, prioritized a set of long-range goals, objectives and strategies for each GCCA program area. The program areas included were Law Enforcement, Courts, Corrections, and Juvenile Justice. After the prioritization process, the GCCA met en bloc and formally adopted the goals, objectives and strategies for the State's criminal justice system.

The formal adoption of the goals, objectives and strategies for the State's criminal justice system marked the successful completion of the development phase.

The next phase of standards and goals was implementation. It is this phase that this report addresses.

B. Purpose and Scope

Implementation of standards and goals was initiated through the conduct of the project described herein.

The two major objectives of the project as expressed by the Governor's Committee on Criminal Administration were:

- . Preparation of a set of implementation handbooks organized by functional user areas of the criminal justice system, i.e., law enforcement, courts, corrections and juvenile justice.
- . Conduct of regional meetings to receive input from state, regional and local personnel regarding their perceptions as to the applicability of standards and goals to their areas of operation.

In order to accomplish these objectives the following tasks were completed.

1. Development of Implementation Handbooks: MRI in concert with the GCCA developed a four volume set of implementation handbooks. Each volume pertained to a different functional user area of the criminal justice

system. As previously noted these areas were law enforcement, courts, corrections and juvenile justice. Each volume contained the following information:

- a. Introduction to the Kansas Standards and Goals Process to Date.
- b. Review of the state-of-the-state relative to the issues involved with the functional user area.
- c. Listing of the goals and objectives.
- d. Detailed listing of goals, objectives, and strategies (GOS) with accompanying documentation by major goal of identified Kansas programs which address attainment.

Source materials for the implementation handbooks included Standards and Goals for the Kansas Criminal Justice System, data that existed in the files of the GCCA and information provided by the staffs of the GCCA and the Regional Planning Units (RPU's).

2. Conduct Regional Meetings: MRI assisted the GCCA in conducting 11 meetings held throughout the state. These meetings not only provided a forum for attendees to relate their perceptions to the GCCA staff but also provided a mechanism to impress upon local and regional criminal justice agencies an understanding of and a commitment to the use of goals, objectives and strategies in their planning processes; and to foster the further regional and local development of goals, objectives and standards to fit their unique needs and problems.

It is the outcome of these meetings that the bulk of this report summarizes.

C. Report Organization

Chapter II summarizes the meetings by participants and documents attendance.

Chapter III presents in numerical and graphical form a summary of the participants' input as it relates to the Goals, Objectives and Strategies.

Chapter IV summarizes, by functional user area, the specific comments made by participants during the 11 regional/metropolitan meetings.

CHAPTER II

PARTICIPANT DESCRIPTION

A. Introduction

This chapter focuses on the meeting participants. Information summarized includes the criminal justice functional user area and job position, represented by participants, as well as the attendance records of specific meetings.

B. Background

Each of the nine regional planners was responsible for assembling a list of possible participants to attend the standards and goals implementation meeting to be held in his region. To facilitate this selection process and to provide for uniformity across otherwise individual meetings, MRI developed the following broad criteria. Key persons were to be invited from each of the criminal justice areas covered by the four functional user areas. Five practitioners were to be named from each county, representing law enforcement, courts, corrections, juvenile justice, and other nontraditional criminal justice areas such as social services and city/county/state government. Also to be invited were municipal law enforcement personnel serving communities in excess of 5,000 population.

In addition, more specific guidelines were distributed. These included Table 1, "Suggested Participants for Regional Conferences," and

TABLE 1

SUGGESTED PARTICIPANTS FOR
REGIONAL CONFERENCES

I. Law Enforcement

County Sheriff or his representative
Chief of Police (from municipalities over 5,000)
State Law Enforcement Officer assigned to the area

II. Courts

District and Juvenile Judges
District Court Administrative Judge (effective as of January 1977)
Probation Officers
District Attorneys
County Attorneys
Public Defenders

III. Corrections

Representatives of community-based and institutional correction centers
Volunteers of community-based and institutional correction centers
Parole Officers
County Jailers (as substitute for sheriff)

IV. Juvenile Justice

Juvenile Judges
Juvenile Probation Officers
Representatives of Youth Centers, Group Homes, etc.
Representatives of State and Local Detention Centers

V. Social Services

Representatives of Alcohol and Drug Programs
Representatives of Crisis Centers (Rape Counseling Centers,
Runaway Centers)

VI. Miscellaneous

State Legislators
County Commissioner
City Manager

Table 2, "Regional Meeting Schedule." The former lists criminal justice positions by functional user area. The schedule provided, for each region, an estimate of the total number of individuals this identification process would produce.

C. Data Compilation

The information related in the following section was collected from numerous project records including lists of potential participants, attendance rosters, accounting records and written replies to the conference invitations.

D. Participant Summary

Table 3 presents the nine region summary. Tables 4 through 14 describe, by criminal justice position, the composition of the functional user area meetings. These subsequent tables indicate, in addition, which sessions were attended by participants. The data contained in each of these tables corresponds to one of the 11 regional or metropolitan meetings.

TABLE 2

REGIONAL MEETING SCHEDULE

<u>Date</u>	<u>Site</u>	<u>Estimated Number of Potential Participants</u>
Oct. 25/26	Region VII--Dodge City	98
Oct. 27/28	Region VIII--Hays	92
Nov. 9/10	Region V--Parsons	52
	Unassigned East Central	<u>26</u>
	Total	78
Nov. 15/16	Region IV--Great Bend	63
Nov. 17/18	Metro III--Wichita	25
Nov. 18/19	Region III--Wichita	40
Nov. 22/23	Region VI--Emporia	27
	Unassigned Central	<u>11</u>
	Total	38
Nov. 29/30	Region IX--Salina	41
	Unassigned Northeast	<u>41</u>
	Total	82
Dec. 6/7	Metro II--Topeka	25
Dec. 8/9	Region II--Topeka	33
Dec. 13/14	Metro I--Kansas City	<u>35</u>
	Grand Total	609
GCCA/RPU Staff	7	
MRI Staff	<u>2</u>	
	9 Total staff for all meetings	

TABLE 3

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION--NINE REGION SUMMARY

<u>Criminal Justice Position</u>	<u>Total</u>	<u>Functional User Area</u>			
		<u>Corrections</u>	<u>Courts</u>	<u>Juvenile Justice</u>	<u>Law Enforcement</u>
<u>Corrections</u>					
Probation/Parole	39	34		4	1
Sheriff	0				
Jail Administrator	6	2		2	2
Jailer/Corrections	7	7			
Other	<u>15</u>	<u>15</u>			
Total	67	58		<u>6</u>	<u>3</u>
<u>Courts</u>					
District Judge	15		13	1	1
Prosecution	15		15		
Defense Attorney	1	1			
Court Administrator	2		2		
Clerk/Reporter	1		1		
Other	<u>3</u>		<u>3</u>		
Total	37	<u>1</u>	34	<u>1</u>	<u>1</u>
<u>Juvenile Justice</u>					
Group Homes	8			8	
Judges	40		2	38	
Probation	29	2	1	26	
Other	<u>14</u>			<u>14</u>	
Total	91	<u>2</u>	<u>3</u>	86	
<u>Law Enforcement</u>					
Municipal	85				85
County	51				51
State	10				10
Other	<u>6</u>				<u>6</u>
Total	152				152
<u>Government</u>					
Mayor	3			2	1
City Council	4			2	2
County Commissioner	16	2	2	1	11
State Representative	14	2		5	7
State Senator	2	1		1	
Other	<u>6</u>			<u>4</u>	<u>2</u>
Total	45	<u>5</u>	<u>2</u>	15	23
<u>Other</u>					
GCCA Committee	2			2	
Private Citizen	5	1		2	2
Other	<u>11</u>	<u>7</u>	<u>2</u>	<u>1</u>	<u>1</u>
Total	18	8	2	5	3
Grand Total	410	74	41	113	182

TABLE 4

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDEDRegion I

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole	10	7						
Sheriff								
Jail Administrator							1	1
Jailer/Corrections								
Other								
Total	<u>10</u>	<u>7</u>					<u>1</u>	<u>1</u>
<u>Courts</u>								
Judge								
Prosecution			1	1				
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total			<u>1</u>	<u>1</u>				
<u>Juvenile Justice</u>								
Group Homes/Institutions					1	1		
Judges					1			
Probation					2	2		
Other					<u>1</u>	<u>1</u>		
Total					<u>5</u>	<u>4</u>		
<u>Law Enforcement</u>								
Municipal							4	3
County							1	1
State								
Other								
Total							<u>5</u>	<u>4</u>
<u>Government</u>								
Mayor							1	
City Council								
County Commissioner			1	1				
State Representative					1		4	2
State Senator	1							
Other								
Total	<u>1</u>		<u>1</u>	<u>1</u>	<u>1</u>		<u>5</u>	<u>2</u>
<u>Other</u>								
GCCA Committee					1	1		
Private Citizen								
Other			<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>		
Total			<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>		
<u>Grand Total</u>	11	7	3	3	7	5	11	7

TABLE 5

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region II - Regional

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole								
Sheriff								
Jail Administrator								
Jailer/Corrections	1	1						
Other								
Total	<u>1</u>	<u>1</u>						
<u>Courts</u>								
Judge			1					
Prosecution			1					
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total			<u>2</u>					
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges					1	1		
Probation					2	2		
Other					<u>1</u>	<u>1</u>		
Total					<u>4</u>	<u>4</u>		
<u>Law Enforcement</u>								
Municipal							1	1
County							3	3
State								
Other							<u>1</u>	<u>1</u>
Total							<u>5</u>	<u>5</u>
<u>Government</u>								
Mayor								
City Council								
County Commissioner	1	1					5	3
State Representative								
State Senator								
Other								
Total	<u>1</u>	<u>1</u>					<u>5</u>	<u>3</u>
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other								
Total								
<u>Grand Total</u>	2	2	2		4	4	10	8

TABLE 6

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region II - Metropolitan

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole	2	2						
Sheriff								
Jail Administrator								
Jailer/Corrections								
Other	<u>7</u>	<u>6</u>						
Total	9	8						
<u>Courts</u>								
Judge			2	2				
Prosecution								
Defense Attorney	1							
Court Administrator			1	1				
Clerk/Reporter								
Other			<u>1</u>	<u>1</u>				
Total	<u>1</u>		<u>4</u>	<u>4</u>				
<u>Juvenile Justice</u>								
Group Homes/Institutions					1	1		
Judges					1	1		
Probation								
Other								
Total					<u>2</u>	<u>2</u>		
					4	4		
<u>Law Enforcement</u>								
Municipal								
County							1	1
State							1	1
Other							<u>1</u>	<u>1</u>
Total							3	3
<u>Government</u>								
Mayor								
City Council								
County Commissioner								
State Representative	1							
State Senator								
Other								
Total	<u>1</u>							
<u>Other</u>								
GCCA Committee							1	1
Private Citizen							<u>1</u>	<u>1</u>
Other								
Total							2	1
<u>Grand Total</u>	11	8	4	4	4	4	5	4

TABLE 7

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region III - Regional

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole					1	1		
Sheriff								
Jail Administrator								
Jailer/Corrections								
Other	<u>1</u>	<u>1</u>			<u>1</u>	<u>1</u>		
Total	1	1			1	1		
<u>Courts</u>								
Judge							1	
Prosecution								
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total							<u>1</u>	
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges								
Probation	2				1	2		
Other								
Total	<u>2</u>				<u>1</u>	<u>2</u>		
<u>Law Enforcement</u>								
Municipal							4	4
County								
State								
Other								
Total							<u>4</u>	<u>4</u>
<u>Government</u>								
Mayor								
City Council								
County Commissioner							1	1
State Representative								
State Senator								
Other								
Total							<u>1</u>	<u>1</u>
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other								
Total								
<u>Grand Total</u>	3	1			2	3	6	6

TABLE 8

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region III - Metropolitan

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole		3						
Sheriff								
Jail Administrator								
Jailer/Corrections	2	1						
Other								
Total	<u>5</u>	<u>4</u>						
<u>Courts</u>								
Judge								
Prosecution			5					
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total			<u>5</u>					
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges								
Probation					1			
Other					<u>1</u>			
Total					<u>2</u>			
<u>Law Enforcement</u>								
Municipal							6	5
County							3	3
State								
Other								
Total							<u>9</u>	<u>8</u>
<u>Government</u>								
Mayor								
City Council								
County Commissioner								
State Representative					1			
State Senator								
Other								
Total					<u>1</u>			
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other								
Total								
<u>Grand Total</u>	5	4	5		3		9	8

TABLE 9

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region IV

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole					1	1		
Sheriff								
Jail Administrator								
Jailer/Corrections								
Other								
Total					<u>1</u>	<u>1</u>		
<u>Courts</u>								
Judge						1		
Prosecution								
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total						<u>1</u>		
<u>Juvenile Justice</u>								
Group Homes/Institutions					2	2		
Judges					3	4		
Probation					1	1		
Other								
Total					<u>6</u>	<u>7</u>		
<u>Law Enforcement</u>								
Municipal							2	2
County							4	4
State							2	2
Other								
Total							<u>8</u>	<u>8</u>
<u>Government</u>								
Mayor								
City Council								
County Commissioner								
State Representative								1
State Senator								
Other					<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
Total					<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other								
Total								
<u>Grand Total</u>					9	11	9	10

TABLE 10

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region V

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole	3	2						
Sheriff								
Jail Administrator	1	1			1	1		
Jailer/Corrections	1	1						
Other								
Total	<u>5</u>	<u>4</u>			<u>1</u>	<u>1</u>		
<u>Courts</u>								
Judge								
Prosecution			1	1				
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total			<u>1</u>	<u>1</u>				
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges					2	2		
Probation					2	1		
Other					<u>1</u>	<u>1</u>		
Total					<u>5</u>	<u>4</u>		
<u>Law Enforcement</u>								
Municipal							11	10
County							3	2
State								
Other								
Total							<u>1</u>	<u>1</u>
							15	13
<u>Government</u>								
Mayor								
City Council								
County Commissioner								
State Representative								
State Senator						1		
Other								
Total						<u>1</u>		
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other								
Total					<u>1</u>			
					1			
<u>Grand Total</u>	5	4	1	1	7	6	15	13

TABLE 11

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region VI

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole								
Sheriff								
Jail Administrator								
Jailer/Corrections								
Other								
Total								
<u>Courts</u>								
Judge			1	1				
Prosecution								
Defense Attorney								
Court Administrator								
Clerk/Reporter			1					
Other			<u>1</u>					
Total			<u>3</u>	<u>1</u>				
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges			1	1	2	2		
Probation					2	2		
Other					<u>1</u>	<u>2</u>		
Total			<u>1</u>	<u>1</u>	<u>5</u>	<u>6</u>		
<u>Law Enforcement</u>								
Municipal							4	4
County							1	1
State								
Other								
Total							<u>5</u>	<u>5</u>
<u>Government</u>								
Mayor								
City Council								
County Commissioner								
State Representative								
State Senator					1	1		
Other					<u>1</u>			
Total					<u>2</u>	<u>1</u>		
<u>Other</u>								
GCCA Committee								
Private Citizen	1				1	1		
Other								
Total	<u>1</u>				<u>1</u>	<u>1</u>		
<u>Grand Total</u>	<u>1</u>		<u>4</u>	<u>2</u>	<u>8</u>	<u>8</u>	<u>5</u>	<u>5</u>

TABLE 12

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region VII

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole	1	1						
Sheriff								
Jail Administrator								
Jailer/Corrections								
Other								
Total	<u>1</u>	<u>1</u>						
<u>Courts</u>								
Judge			1	1				
Prosecution			1					
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total			<u>2</u>	<u>1</u>				
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges					6	6		
Probation					1	3		
Other								
Total					<u>7</u>	<u>9</u>		
<u>Law Enforcement</u>								
Municipal							3	3
County							4	4
State							2	2
Other								
Total							<u>9</u>	<u>9</u>
<u>Government</u>								
Mayor								
City Council								
County Commissioner								
State Representative								
State Senator								
Other								
Total								
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other	<u>1</u>	<u>1</u>						
Total	<u>1</u>	<u>1</u>						
<u>Grand Total</u>	2	2	2	1	7	9	9	9

TABLE 13

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED

Region VIII

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole								
Sheriff								
Jail Administrator								
Jailer/Corrections								
Other								
Total								
<u>Courts</u>								
Judge			1	1				
Prosecution				1				
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total			<u>1</u>	<u>2</u>				
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges								
Probation				1	1			
Other								
Total				<u>1</u>	<u>1</u>			
<u>Law Enforcement</u>								
Municipal							4	4
County							1	1
State								
Other								
Total							<u>5</u>	<u>5</u>
<u>Government</u>								
Mayor								
City Council								
County Commissioner								
State Representative	1							
State Senator								
Other								
Total	<u>1</u>							
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other	3	4						
Total	<u>3</u>	<u>4</u>						
<u>Grand Total</u>	4	4	1	3	1		5	5

TABLE 14

CONFERENCE PARTICIPATION BY CRIMINAL JUSTICE POSITION AND SESSIONS ATTENDED
Region IX

<u>Criminal Justice Position</u>	<u>Conference Participation</u>							
	<u>Corrections</u>		<u>Courts</u>		<u>Juvenile Justice</u>		<u>Law Enforcement</u>	
	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>	<u>Session</u>
	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Corrections</u>								
Probation/Parole							1	
Sheriff								
Jail Administrator								
Jailer/Corrections								
Other								
Total							<u>1</u>	
<u>Courts</u>								
Judge				2				
Prosecution			2	2				
Defense Attorney								
Court Administrator								
Clerk/Reporter								
Other								
Total			<u>2</u>	<u>4</u>				
<u>Juvenile Justice</u>								
Group Homes/Institutions								
Judges					3	3		
Probation								
Other								
Total					<u>3</u>	<u>3</u>		
<u>Law Enforcement</u>								
Municipal							6	5
County							5	5
State								
Other								
Total							<u>11</u>	<u>10</u>
<u>Government</u>								
Mayor					1	1		
City Council					1	1	1	1
County Commissioner						1		1
State Representative								
State Senator								
Other								
Total					<u>2</u>	<u>3</u>	<u>1</u>	<u>2</u>
<u>Other</u>								
GCCA Committee								
Private Citizen								
Other								
Total								
<u>Grand Total</u>			2	4	5	6	13	12

CHAPTER III

NUMERICAL AND GRAPHICAL SUMMARY

A. Introduction

As mentioned previously, a major objective of the regional/metropolitan meetings was to prioritize the GOS at the regional and local criminal justice planning levels. To accomplish this objective, rating explanations were distributed in handout form to all conference participants.

B. Numerical Summaries

As is demonstrated by Table 15 both the low level of participation in many of the functional user area meetings and the lack of comparable numbers of participants across regions combine to prevent an in-depth analysis of the individual aggregate ratings. As a result, the ratings have been numerically summarized and graphically represented by functional user area and by region. A synopsis of numerical rating responses by functional user area may be found in Appendix A. From these ratings a system was developed that made it possible to rank goal areas according to the importance assigned to them by participants.

Each goal and attendant objective(s) was treated as a unit. The number of participants assigning a numerical rating of one (1) to a goal and related objective(s) was summed. This sum was then divided by the total number of participants who rated that particular goal area. This value represents the relative importance (priority) participants assigned to the

TABLE 15

NUMBER OF PERSONS PARTICIPATING IN RATING PROCESS
BY FUNCTIONAL USER AREA

<u>Functional User Area</u>	<u>Regional Site</u>											<u>Total</u>
	<u>I</u>	<u>II-M^{a/}</u>	<u>II-R^{b/}</u>	<u>III-M</u>	<u>III-R</u>	<u>IV</u>	<u>V</u>	<u>VI</u>	<u>VII</u>	<u>VIII</u>	<u>IX</u>	
Law Enforcement	11	5	10	10	5	9	14	5	8	4	13	94
Juvenile Justice	7	4	4	3	3	8	6	8	7	3	6	59
Courts	4	4	2	5	<u>c/</u>	<u>c/</u>	1	4	<u>c/</u>	<u>c/</u>	4	24
Corrections	<u>11</u>	<u>11</u>	<u>2</u>	<u>7</u>	<u>3</u>	<u>c/</u>	<u>6</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>c/</u>	<u>47</u>
Totals	33	24	18	25	11	17	27	19	17	10	23	224

a/ M = Metropolitan meeting.

b/ R = Regional meeting.

c/ Insufficient participation for rating purposes.

goal area that was being ranked. Once these "priority values" were calculated for any given functional user area meeting, they were used to rank the goal areas. An analysis of these rankings determined the order in which goal areas were discussed during the second session of the conference meetings. This system allowed for goal areas to receive identical priority values. When this situation arose it was labeled a tie and treated accordingly. There were numerous multiple value ties.

To further facilitate comparisons among both regions and goal areas the rankings were grouped into high, medium or low priority categories. The priority level was determined by dividing the number of discrete rankings into thirds. The following tables, 16 through 19, summarize the criteria applied to each regional/metropolitan meeting and its ratings.

The "Simplified Priority Ranking of Goal Areas," Table 20, provides the data for the information presented graphically in Figures 1 to 5.

C. Graphical Summaries

To utilize visual comparison and contrast to illustrate the participants' rankings, the goals common to the four functional user area implementation handbooks were identified (Table 21). Figure 1 presents for each common goal area*, the priority level assigned by participants at the regional/metropolitan meetings. This information is given by functional user area.

* A common goal area is defined to be the condition whereby a goal appears in two or more functional user area handbooks.

TABLE 16

CRITERIA APPLIED FOR ASSIGNING LEVEL OF
PRIORITY BY MEETING SITE
 (Law Enforcement)

<u>Priority Value</u>	<u>Dodge City</u>	<u>Hays</u>	<u>Parsons</u>	<u>Great Bend</u>	<u>Meeting Site</u>	
					<u>Wichita</u>	
					<u>Reg.</u>	<u>Metro.</u>
High	1-4	1-4	1-4	1-4	1-3	1-4
Medium	5-8	5-8	5-8	5-10	4-8	5-10
Low	9-12	9-12	9-12	11-14	9-11	11-14

<u>Priority Value</u>	<u>Emporia</u>	<u>Salina</u>	<u>Topeka</u>		<u>Kansas City</u>
			<u>Reg.</u>	<u>Metro.</u>	
High	1-4	1-4	1-4	1-3	1-4
Medium	5-10	5-10	5-9	4-8	5-10
Low	11-14	11-14	10-13	9-11	11-14

TABLE 17

CRITERIA APPLIED FOR ASSIGNING LEVEL OF
PRIORITY BY MEETING SITE
 (Courts)

<u>Priority Value</u>	<u>Dodge City</u>	<u>Hays</u>	<u>Parsons</u>	<u>Great Bend</u>	<u>Meeting Site</u>	
					<u>Wichita</u>	
					<u>Reg.</u>	<u>Metro.</u>
High	<u>a/</u>	<u>a/</u>	<u>b/</u>	<u>a/</u>	<u>a/</u>	1-4
Medium	<u>a/</u>	<u>a/</u>	<u>b/</u>	<u>a/</u>	<u>a/</u>	5-8
Low	<u>a/</u>	<u>a/</u>	<u>b/</u>	<u>a/</u>	<u>a/</u>	9-12

<u>Priority Value</u>	<u>Emporia</u>	<u>Salina</u>	<u>Topeka</u>		<u>Kansas City</u>
			<u>Reg.</u>	<u>Metro.</u>	
High	<u>b/</u>	1-6	<u>b/</u>	1-4	1-4
Medium	<u>b/</u>	7-12	<u>b/</u>	5-9	5-9
Low	<u>b/</u>	13-18	<u>b/</u>	10-13	10-13

a/ Omit, N too small.

b/ Meeting cancelled.

TABLE 18

CRITERIA APPLIED FOR ASSIGNING LEVEL OF
PRIORITY BY MEETING SITE
 (Corrections)

<u>Priority</u> <u>Value</u>	<u>Dodge</u> <u>City</u>	<u>Hays</u>	<u>Parsons</u>	<u>Great</u> <u>Bend</u>	<u>Meeting Site</u> <u>Wichita</u>	
					<u>Reg.</u>	<u>Metro.</u>
High	<u>a/</u>	1-4	1-5	<u>b/</u>	1-3	1-4
Medium	<u>a/</u>	5-8	6-10	<u>b/</u>	4-8	5-9
Low	<u>a/</u>	9-12	11-15	<u>b/</u>	9-11	10-13

<u>Priority</u> <u>Value</u>	<u>Emporia</u>	<u>Salina</u>	<u>Topeka</u>		<u>Kansas City</u>
			<u>Reg.</u>	<u>Metro.</u>	
High	<u>a/</u>	<u>b/</u>	<u>a/</u>	1-6	1-5
Medium	<u>a/</u>	<u>b/</u>	<u>a/</u>	7-12	6-12
Low	<u>a/</u>	<u>b/</u>	<u>a/</u>	13-18	13-17

a/ Omit, N too small.

b/ Meeting cancelled.

TABLE 19

CRITERIA APPLIED FOR ASSIGNING LEVEL OF
PRIORITY BY MEETING SITE
 (Juvenile Justice)

<u>Priority</u> <u>Value</u>	<u>Dodge</u> <u>City</u>	<u>Hays</u>	<u>Parsons</u>	<u>Great</u> <u>Bend</u>	<u>Meeting Site</u> <u>Wichita</u>	
					<u>Reg.</u>	<u>Metro.</u>
High	1-3	<u>b/</u>	1-4	1-2	<u>b/</u>	<u>a/</u>
Medium	4-7	<u>b/</u>	5-9	3-6	<u>b/</u>	<u>a/</u>
Low	8-10	<u>b/</u>	10-13	7-8	<u>b/</u>	<u>a/</u>

<u>Priority</u> <u>Value</u>	<u>Emporia</u>	<u>Salina</u>	<u>Topeka</u>		<u>Kansas City</u>
			<u>Reg.</u>	<u>Metro.</u>	
High	1-4	1-4	1-4	<u>a/</u>	1-3
Medium	5-9	5-8	5-8	<u>a/</u>	4-6
Low	10-13	9-12	9-12	<u>a/</u>	7-9

a/ Omit, N too small.

b/ Meeting cancelled.

TABLE 20

SIMPLIFIED PRIORITY RANKING OF GOAL AREAS

Goal/Functional User Area	Dodge City	Emporia	Great Bend	Hays	Kansas City	Parsons	Salina	Topeka		Wichita	
								Metro	Regional	Metro	Regional
Administrative Structure											
Courts	C	NR	C	C	High	NR	High	Medium	NR	High	C
Corrections	NR	NR	C	High	Low	Low	C	Low	NR	Medium	Low
Juvenile Justice	Medium	High	Low	NR	High	Medium	Medium	NR	High	NR	NR
Law Enforcement	Low	Medium	High	Medium	Low	Medium	Medium	Medium	Medium	High	Medium
Adult Confinement											
Corrections	NR	NR	C	Medium	Medium	Medium	C	Medium	NR	Medium	Low
Citation and Summons											
Courts	C	NR	C	C	Medium	NR	Low	Low	NR	Medium	C
Law Enforcement	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	High	Medium	Medium
Classification											
Courts	C	NR	C	C	High	NR	Low	High	NR	Medium	C
Corrections	NR	NR	C	Low	Medium	Low	C	Medium	NR	Medium	Medium
Code											
Law Enforcement	High	Low	High	Medium	Low	Medium	High	Low	High	High	Low
Community Services											
Juvenile Justice	Low	Low	Medium	NR	Medium	Medium	Low	NR	Low	NR	NR
Confinement Conditions											
Juvenile Justice	Medium	High	Medium	NR	High	High	Medium	NR	High	NR	NR
Criminal Case Review											
Courts	C	NR	C	C	Low	NR	Low	Low	NR	Medium	C
Criminal Code Modernization											
Courts	C	NR	C	C	Medium	NR	High	Medium	NR	High	C
Criminal Justice Information System											
Courts	C	NR	C	C	High	NR	High	Low	NR	Low	C
Corrections	NR	NR	C	Medium	High	High	C	High	NR	High	Low
Law Enforcement	Medium	Medium	Medium	High	High	Medium	Medium	Medium	Medium	Low	High
Criminal Proceedings Conduct											
Courts	C	NR	C	C	Medium	NR	Low	Low	NR	Medium	C
Crisis Legislation											
Courts	C	NR	C	C	Medium	NR	Low	Low	NR	Medium	C
Law Enforcement	Low	Low	Low	Low	Low	Low	Low	High	High	Low	High
Defendants' Rights											
Courts	C	NR	C	C	Low	NR	High	Medium	NR	Medium	C

TABLE 20 (continued)

Goal/Functional User Area	Dodge City	Emporia	Great Bend	Hays	Kansas City	Parsons	Salina	Topeka		Wichita	
								Metro	Regional	Metro	Regional
Detection and Apprehension											
Courts	C	NR	C	C	Medium	NR	Low	Medium	NR	High	C
Law Enforcement	High	Medium	Medium	Low	Medium	High	Medium	Medium	Medium	High	Medium
Diversion Procedures											
Courts	C	NR	C	C	Low	NR	Medium	High	NR	Low	C
Corrections	NR	NR	C	High	Low	High	C	Medium	NR	High	Medium
Juvenile Justice	Low	Medium	High	NR	High	Low	Low	NR	High	NR	NR
Diversion Treatment Programs											
Corrections	NR	NR	C	High	Low	High	C	High	NR	High	Medium
Juvenile Justice	High	Low	High	NR	Medium	Low	High	NR	High	NR	NR
Equipment											
Law Enforcement	Medium	High	Medium	High	Medium	High	High	High	Medium	Medium	High
Ethics											
Courts	C	NR	C	C	Medium	NR	Medium	Low	NR	Medium	C
Corrections	NR	NR	C	Low	High	Medium	C	Medium	NR	Medium	Medium
Juvenile Justice	High	High	Medium	NR	Low	Medium	High	NR	Medium	NR	NR
Law Enforcement	High	Medium	Medium	Medium	High	Medium	High	Medium	Medium	High	Low
Expedite Criminal Proceedings											
Courts	C	NR	C	C	Medium	NR	Low	Medium	NR	Medium	C
Facilities											
Courts	C	NR	C	C	Low	NR	Medium	High	NR	High	C
Corrections	NR	NR	C	Medium	High	Medium	C	High	NR	High	Medium
Juvenile Justice	High	Medium	Medium	NR	High	Low	Low	NR	Low	NR	NR
Mass Disorders											
Courts	C	NR	C	C	Low	NR	Low	Low	NR	Medium	C
Corrections	NR	NR	C	Medium	Low	Low	C	Low	NR	High	Medium
Law Enforcement	Medium	Low	Low	Low	High	Low	Medium	Low	Low	Medium	Medium
Minimize Involvement											
Juvenile Justice	Medium	High	Medium	NR	Medium	Low	Low	NR	High	NR	NR
Offender Reentry											
Corrections	NR	NR	C	High	Medium	Medium	C	High	NR	High	High
Offenders' Rights											
Courts	C	NR	C	C	Medium	NR	Medium	High	NR	High	C
Corrections	NR	NR	C	Medium	Medium	Low	C	Low	NR	Medium	Medium

TABLE 20 (continued)

Goal/Functional User Area	Dodge City	Emporia	Great Bend	Hays	Kansas City	Parsons	Salina	Topeka		Wichita	
								Metro	Regional	Metro	Regional
Planning											
Courts	C	NR	C	C	High	NR	Low	NR	NR	Low	C
Corrections	NR	NR	C	Low	Medium	High	C	NR	NR	High	Medium
Juvenile Justice	Low	Low	Medium	NR	Medium	Medium	High	Low	Low	NR	NR
Law Enforcement	Low	Low	Low	Low	Low	Low	High	Low	Low	Low	Medium
Plea Bargaining											
Courts	C	NR	C	C	Low	NR	Low	NR	NR	Medium	C
Pretrial Confinement											
Courts	C	NR	C	C	Low	NR	Low	NR	NR	Medium	C
Corrections	NR	NR	C	High	Medium	Low	C	NR	NR	High	Low
Pretrial Detention Facilities											
Courts	C	NR	C	C	Low	NR	Medium	NR	NR	Low	C
Corrections	NR	NR	C	High	Low	Low	C	NR	NR	Low	High
Pretrial Programs and Services											
Courts	C	NR	C	C	Medium	NR	Low	NR	NR	Low	C
Corrections	NR	NR	C	High	Low	Medium	C	NR	NR	Low	Medium
Processing Cases											
Juvenile Justice	Medium	Medium	High	NR	Medium	Medium	High	Medium	Medium	NR	NR
Public Relations											
Courts	C	NR	C	C	High	NR	High	Medium	NR	Medium	C
Corrections	NR	NR	C	High	Medium	High	C	High	NR	High	High
Juvenile Justice	Medium	Medium	High	NR	Low	High	High	NR	High	NR	NR
Law Enforcement	Low	Medium	Medium	High	Medium	High	Medium	High	Medium	Medium	High
Recruitment and Selection											
Courts	C	NR	C	C	Medium	NR	High	Medium	NR	High	C
Corrections	NR	NR	C	High	High	Medium	C	Low	NR	Medium	Medium
Juvenile Justice	Medium	Low	Low	NR	Medium	High	High	NR	Low	NR	NR
Law Enforcement	Low	Medium	Medium	Low	Low	Low	Low	Low	Low	Medium	Low
Rehabilitation											
Corrections	NR	NR	C	Medium	Medium	Medium	C	Medium	NR	Medium	Medium
Juvenile Justice	Medium	Medium	Medium	NR	Medium	Low	High	NR	Medium	NR	NR
Salaries											
Courts	C	NR	C	C	Medium	NR	High	Low	NR	High	C
Corrections	NR	NR	C	High	High	High	C	High	NR	High	Medium
Juvenile Justice	Medium	Medium	High	NR	Medium	High	High	NR	Medium	NR	NR
Law Enforcement	High	High	High	High	Low	High	High	Medium	Low	Medium	Medium

TABLE 20 (concluded)

<u>Goal/Functional User Area</u>	<u>Dodge City</u>	<u>Emporia</u>	<u>Great Bend</u>	<u>Hays</u>	<u>Kansas City</u>	<u>Parsons</u>	<u>Salina</u>	<u>Topeka</u>		<u>Wichita</u>	
								<u>Metro</u>	<u>Regional</u>	<u>Metro</u>	<u>Regional</u>
Screening											
Courts	C	NR	C	C	Low	NR	Low	High	NR	Medium	C
Law Enforcement	Medium	Low	Low	Low	Low	Low	Low	Low	High	Low	Low
Sentencing											
Courts	C	NR	C	C	Low	NR	Medium	Low	NR	Medium	C
Corrections	NR	NR	C	Medium	Medium	Low	C	Low	NR	Low	Medium
Specialized Needs											
Corrections	NR	NR	C	Low	Low	Low	C	Low	NR	Low	Low
Juvenile Justice	Medium	Medium	Medium	NR	Low	Medium	Medium	NR	High	NR	NR
Staff											
Courts	C	NR	C	C	Medium	NR	Medium	Medium	NR	High	C
Corrections	NR	NR	C	High	High	High	C	Medium	NR	High	Medium
Juvenile Justice	Medium	Medium	High	NR	Medium	Medium	Medium	NR	Medium	NR	NR
Law Enforcement	High	High	Medium	High	Medium	Medium	Low	Medium	Medium	Low	Medium
Training											
Courts	C	NR	C	C	Medium	NR	High	High	NR	High	C
Corrections	NR	NR	C	High	High	High	C	High	NR	High	Medium
Juvenile Justice	High	High	Medium	NR	High	High	High	NR	Medium	NR	NR
Law Enforcement	High	High	High	High	High	High	Low	High	Medium	Medium	Medium

C - Meeting cancelled.

NR - Not rated; number of participants too small.

TABLE 21

COMMON GOALS BY CRIMINAL JUSTICE AREA

<u>Goal Description</u>	<u>Courts</u>	<u>Corrections</u>	<u>Juvenile Justice</u>	<u>Law Enforcement</u>
Administrative Structure	X	X	X	X
Adult Confinement		X		
Citation and Summons	X			X
Classification	X	X		
Code				X
Community Services			X	
Confinement Conditions			X	
Criminal Case Review	X			
Criminal Code Modernization	X			
Criminal Justice Information System	X	X		X
Criminal Proceedings Conduct	X			
Crisis Legislation	X			X
Defendants' Rights	X			
Detection and Apprehension	X			X
Diversión Procedures	X	X	X	
Diversión Treatment Programs		X	X	
Equipment				X
Ethics	X	X	X	X
Expedite Criminal Proceedings	X			
Facilities	X	X	X	
Mass Disorders	X	X		X
Minimize Involvement			X	
Offender Reentry		X		
Offenders' Rights	X	X		
Planning	X	X	X	X
Plea Bargaining	X			
Pretrial Confinement	X	X		
Pretrial Detention Facilities	X	X		
Pretrial Programs and Services	X	X		
Processing Cases			X	
Public Relations	X	X	X	X
Recruitment and Selection	X	X	X	X
Rehabilitation		X	X	
Salaries	X	X	X	X
Screening	X			X
Sentencing	X	X		
Specialized Needs		X	X	
Staff	X	X	X	X
Training	X	X	X	X



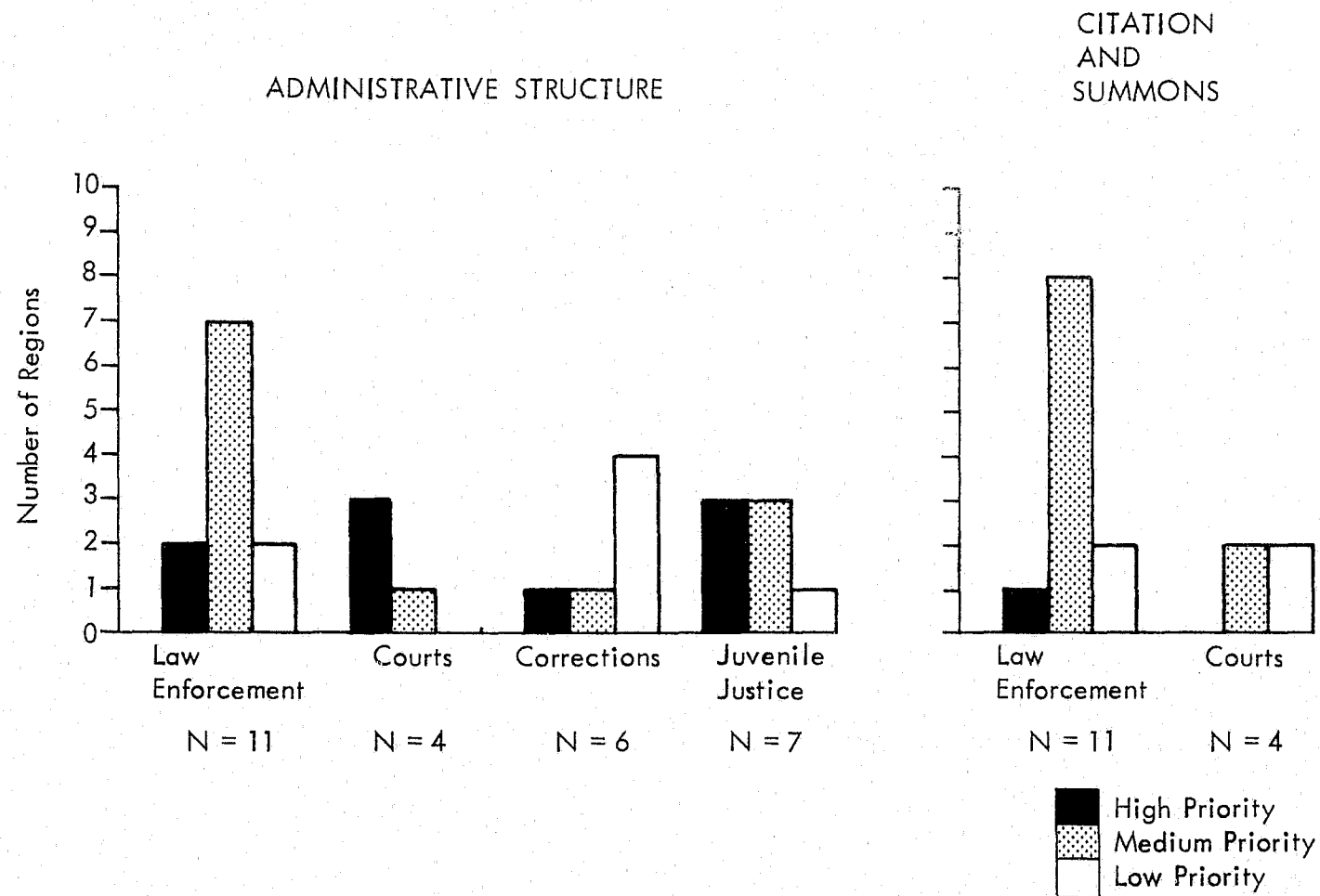


Figure 1 - Priority Level Assigned Goal Area Across Functional User Areas By Number of Regional/Metropolitan Meetings

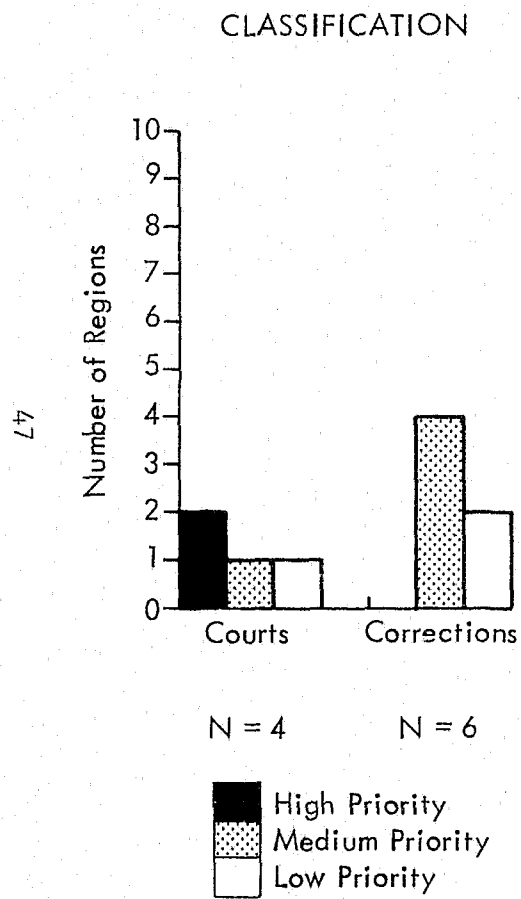


Figure 1 (continued)



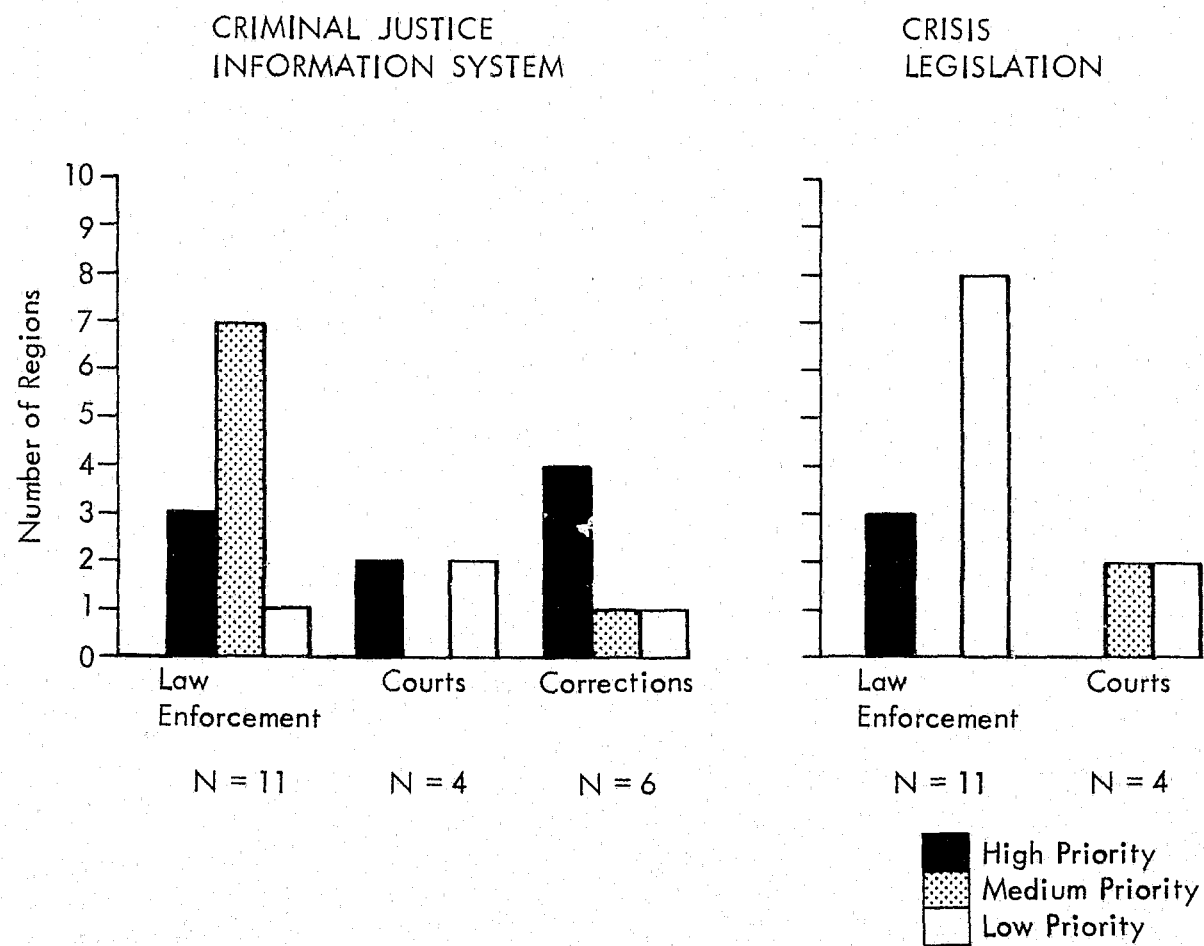


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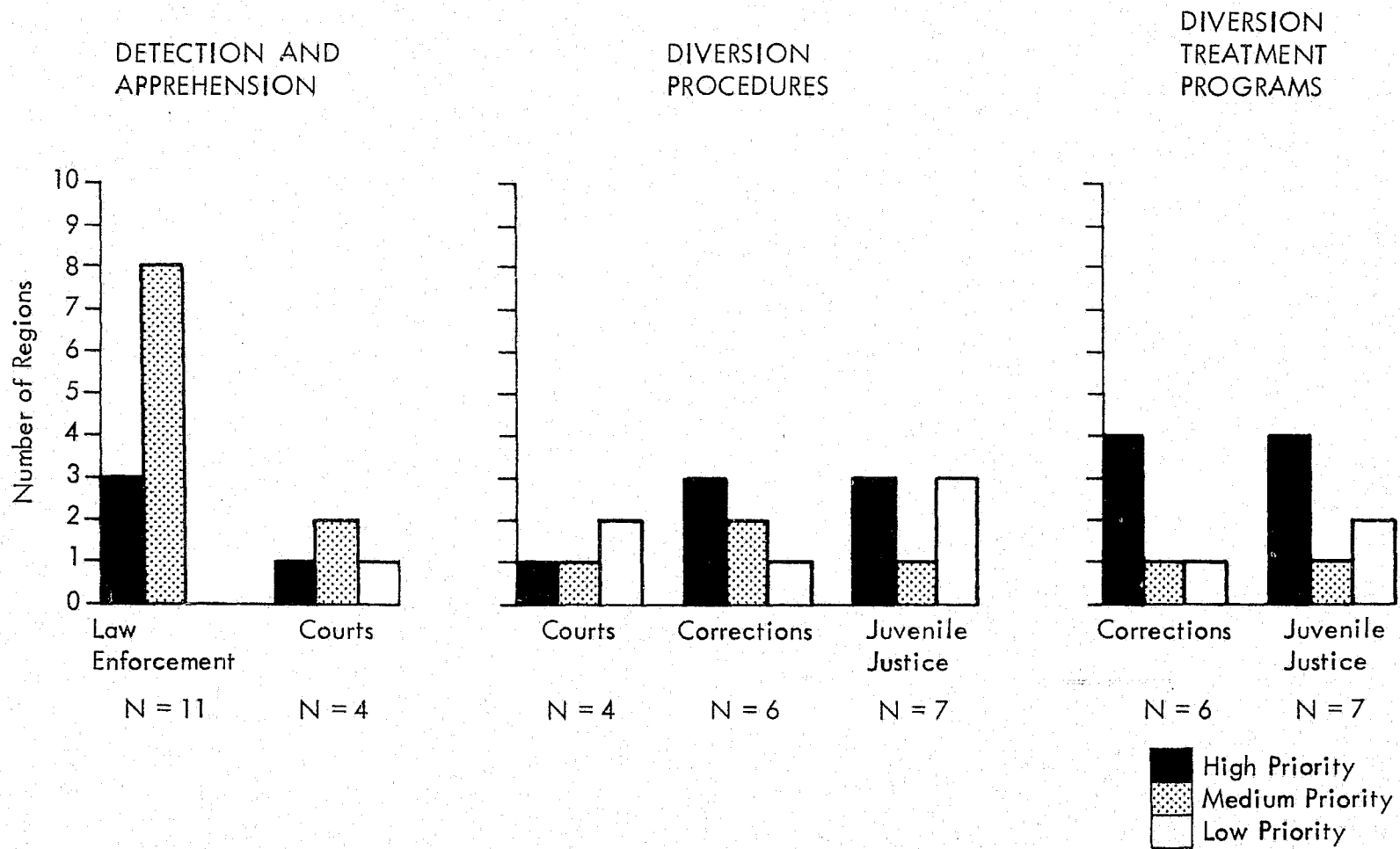


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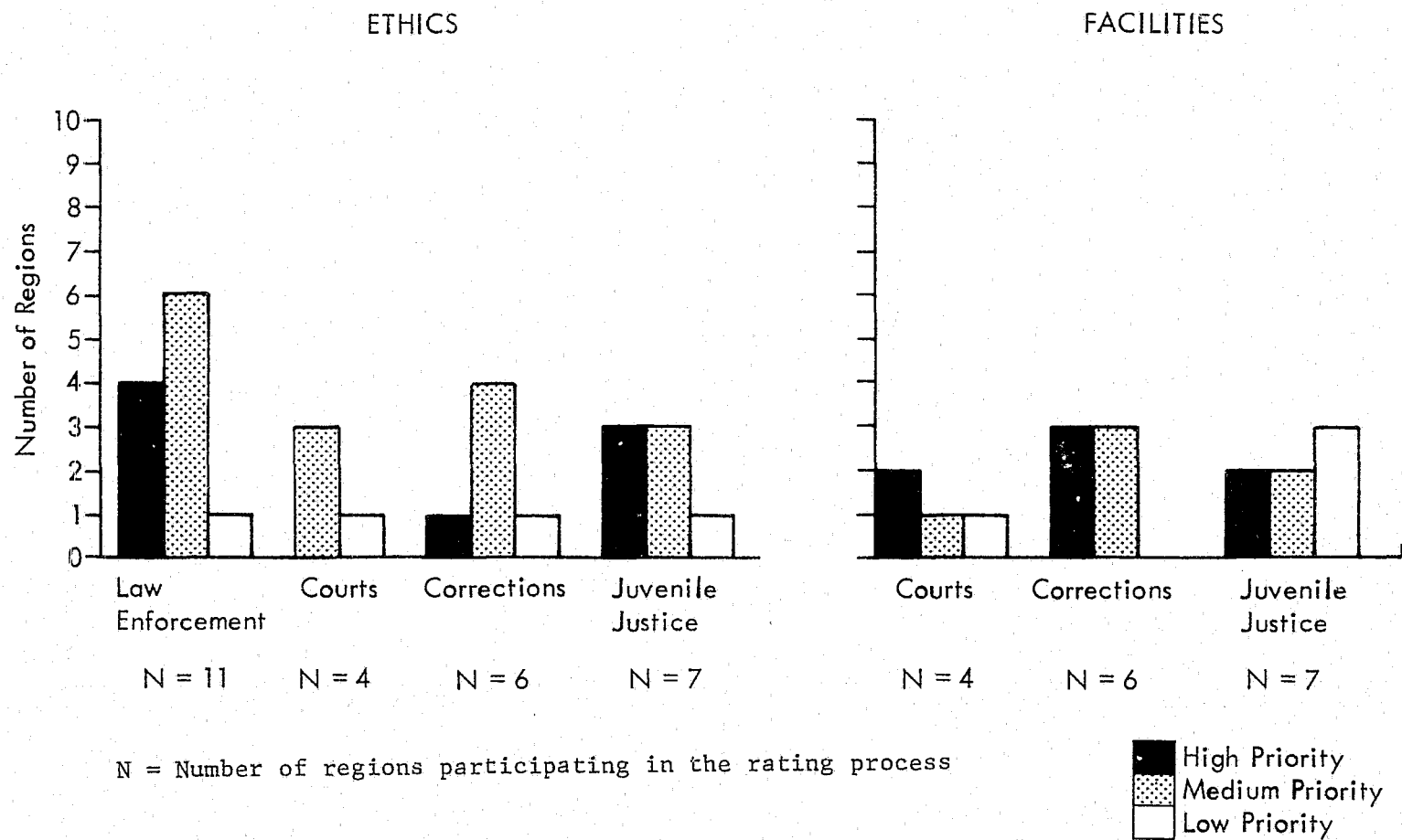


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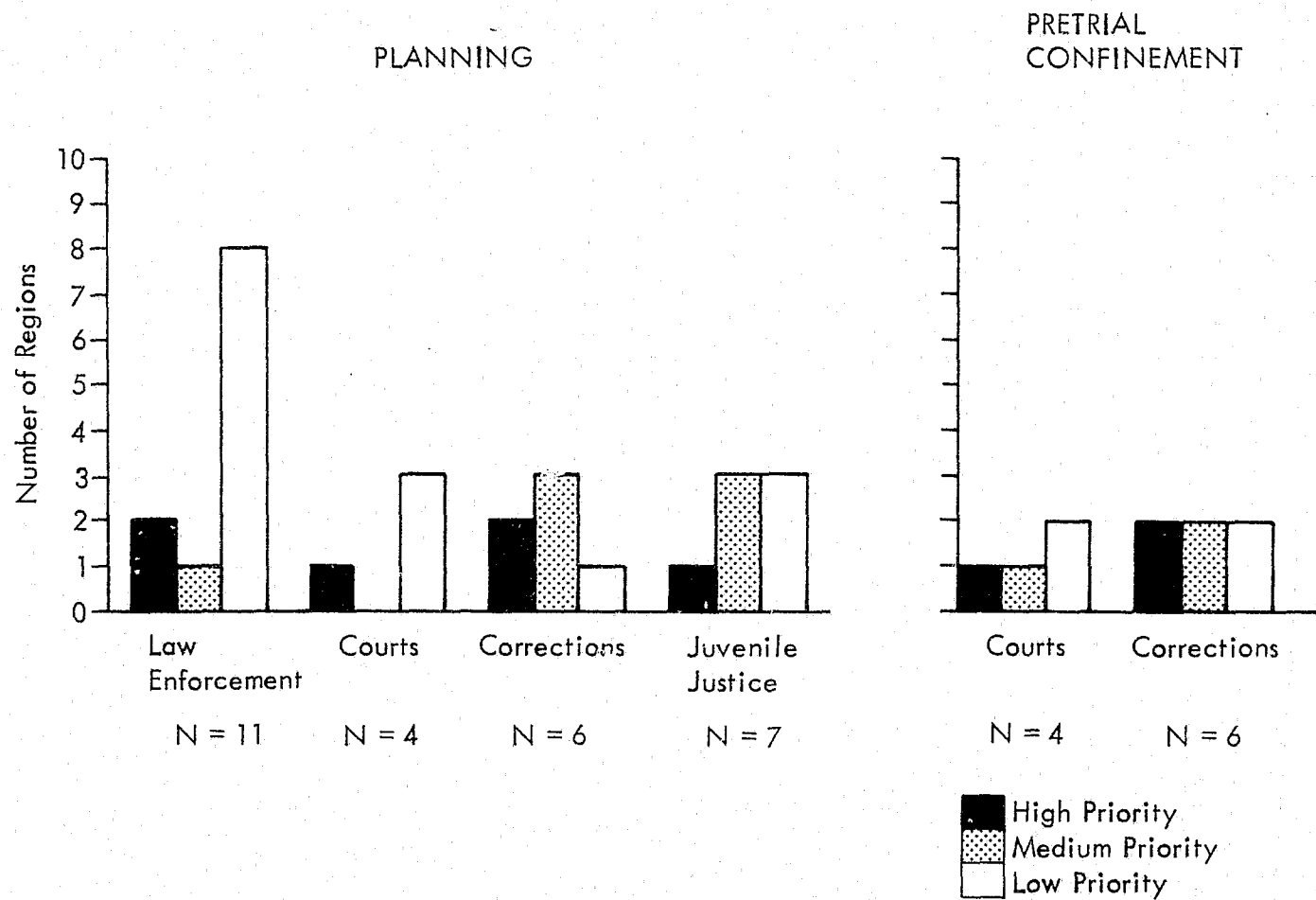
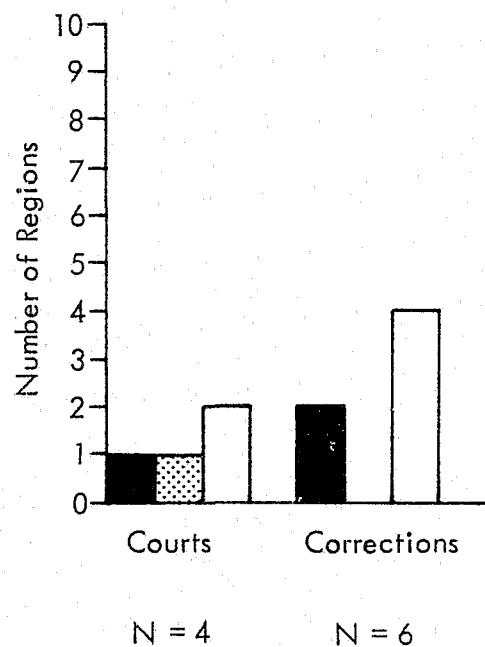
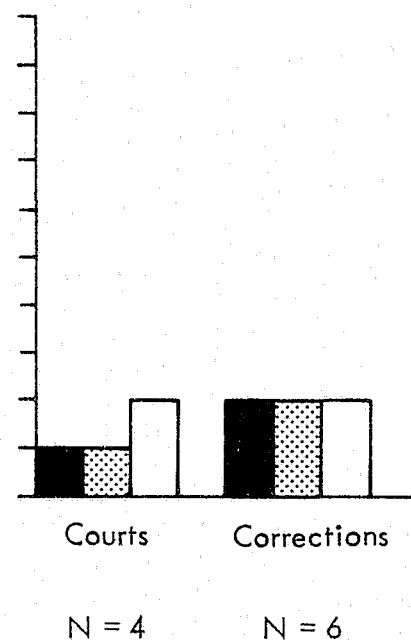
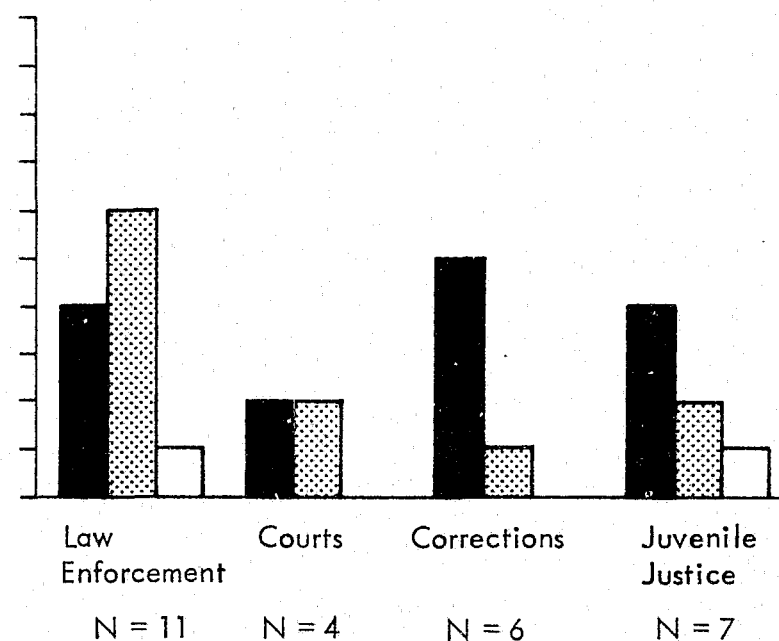


Figure 1 (continued)

PRETRIAL
DETENTION
FACILITIESPRETRIAL
PROGRAMS AND
SERVICESPUBLIC
RELATIONS




 High Priority
 Medium Priority
 Low Priority

Figure 1 (continued)

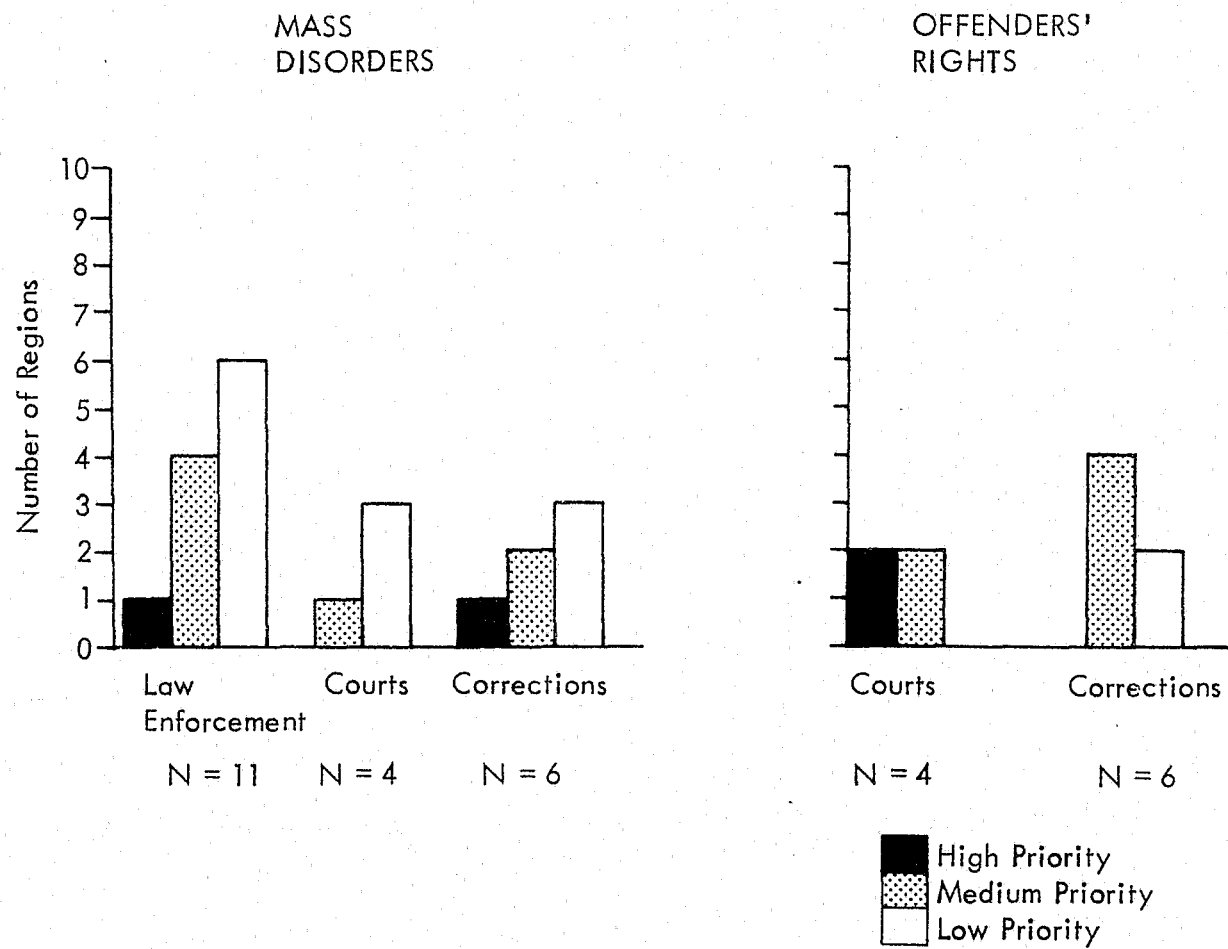


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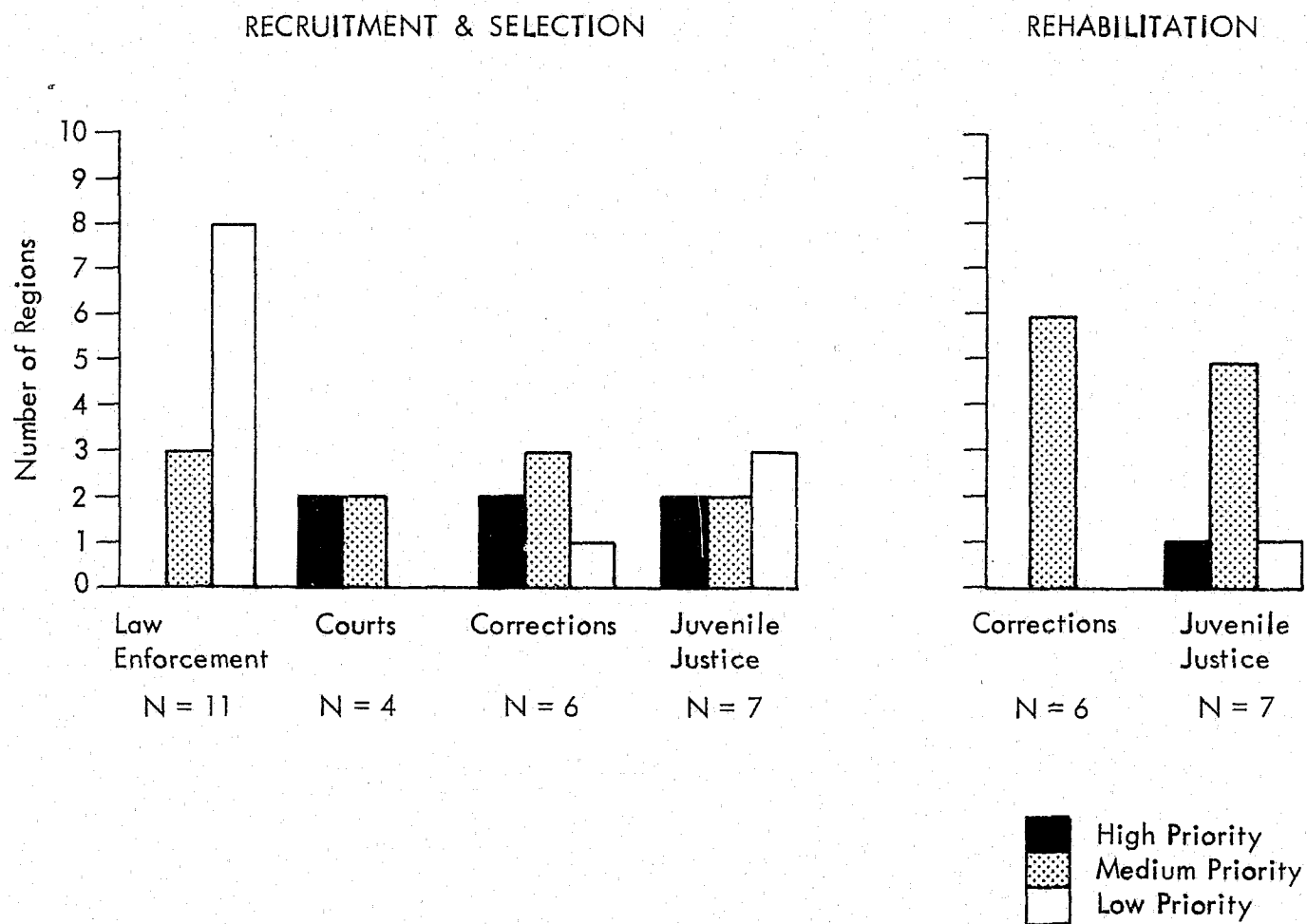


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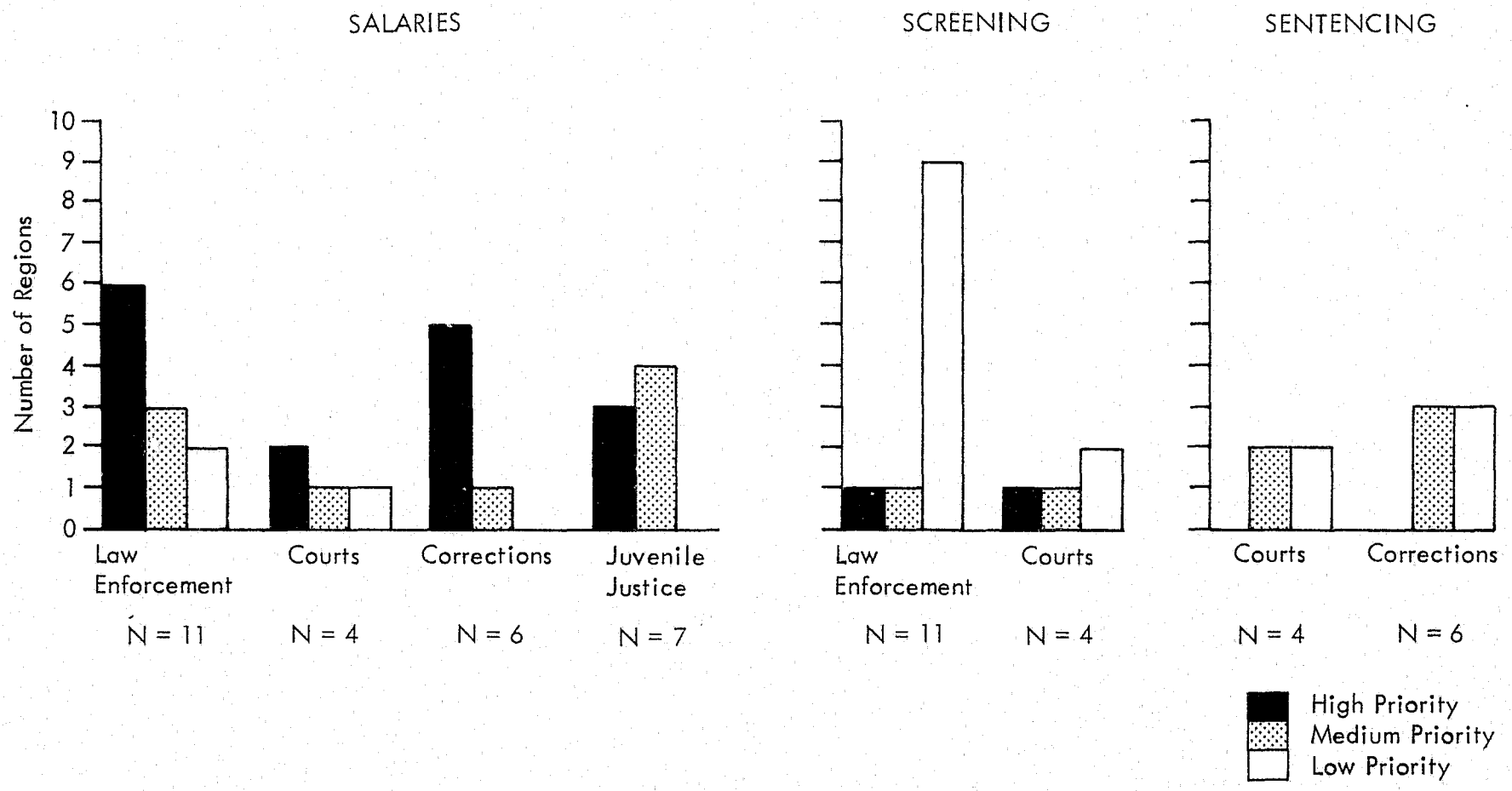


Figure 1 (continued)

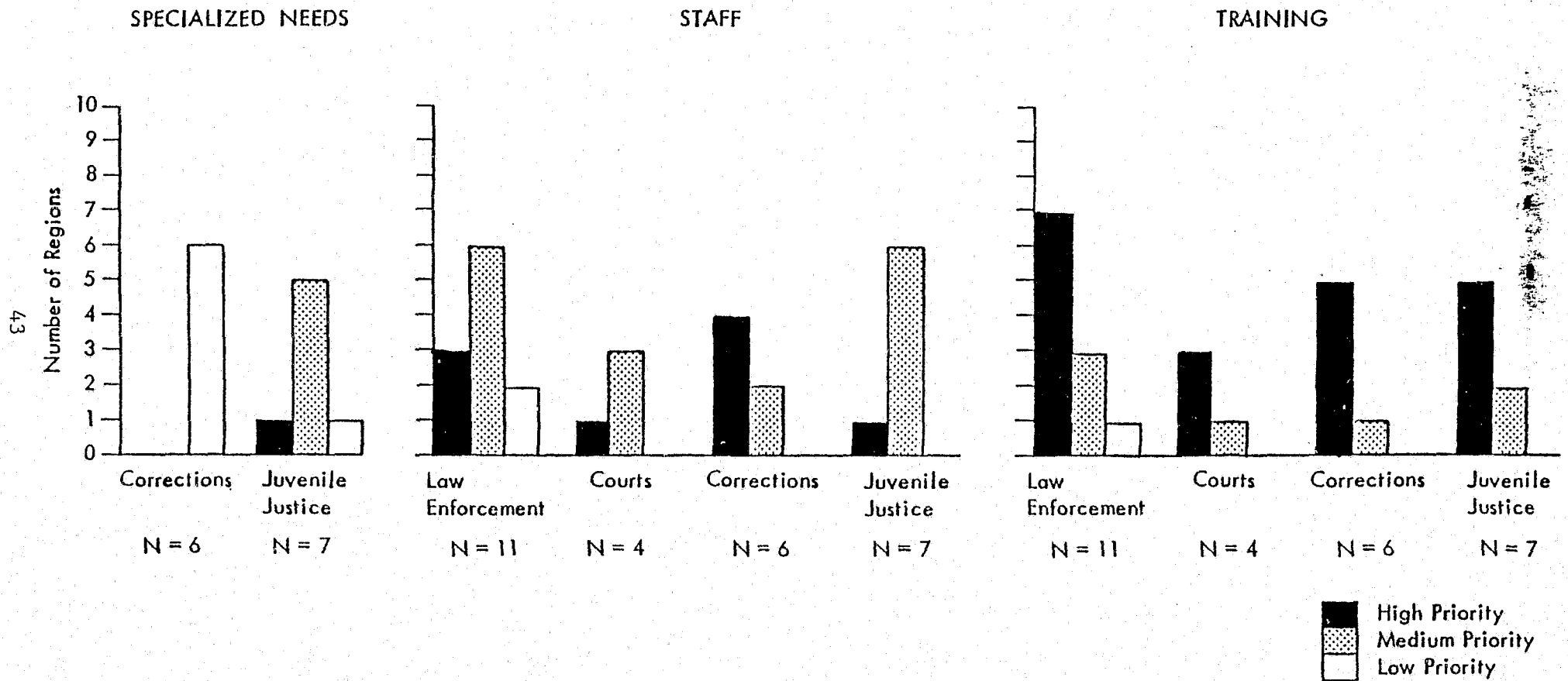
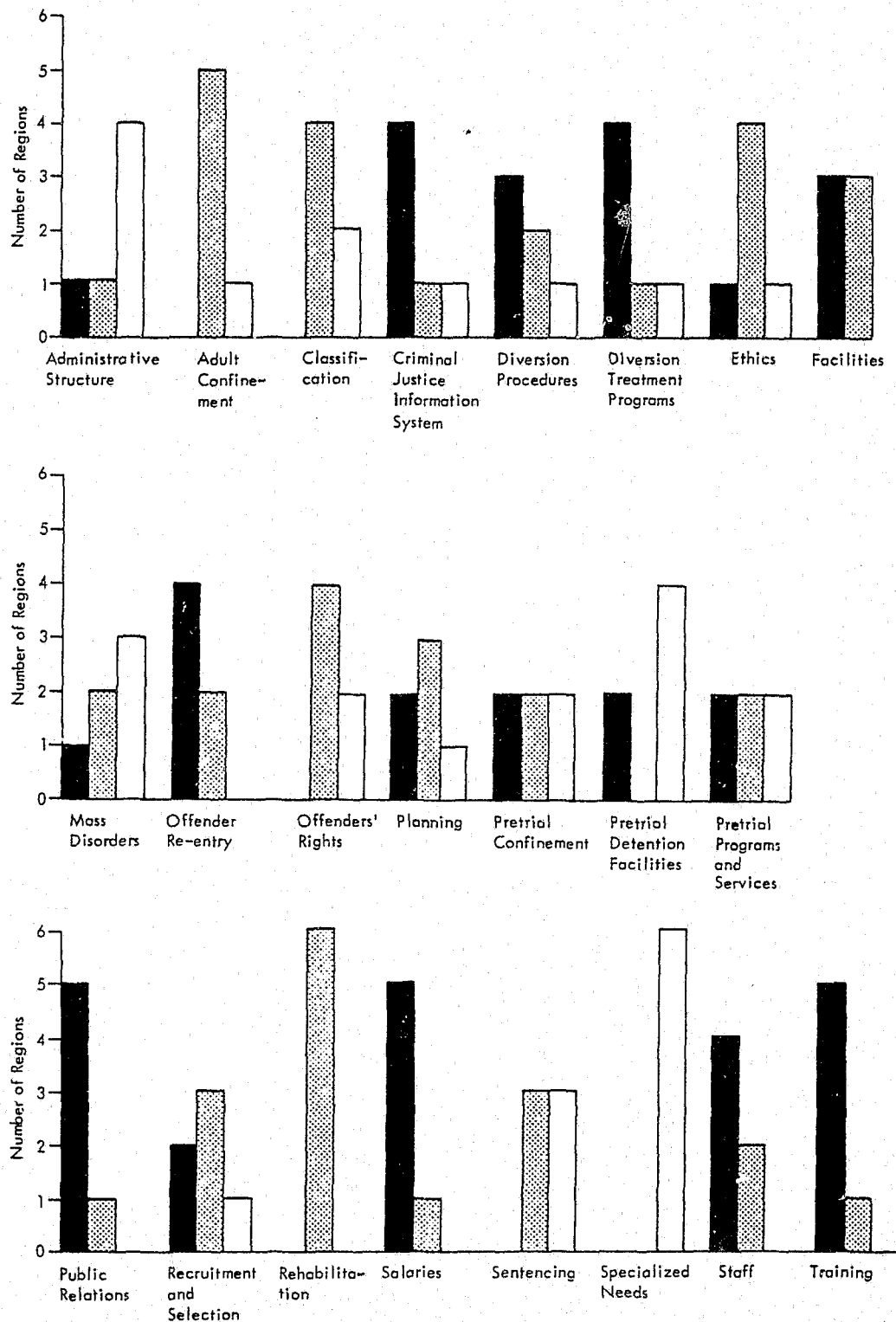


Figure 1 (concluded)

A separate graph, Figures 2 through 5, was made of each functional user area. Each goal area rated by participants appears on the graph along with a visual representation of the number of regions that considered the goal area to be of high, medium, or low importance. The following order is observed: law enforcement, courts, corrections, and juvenile justice.

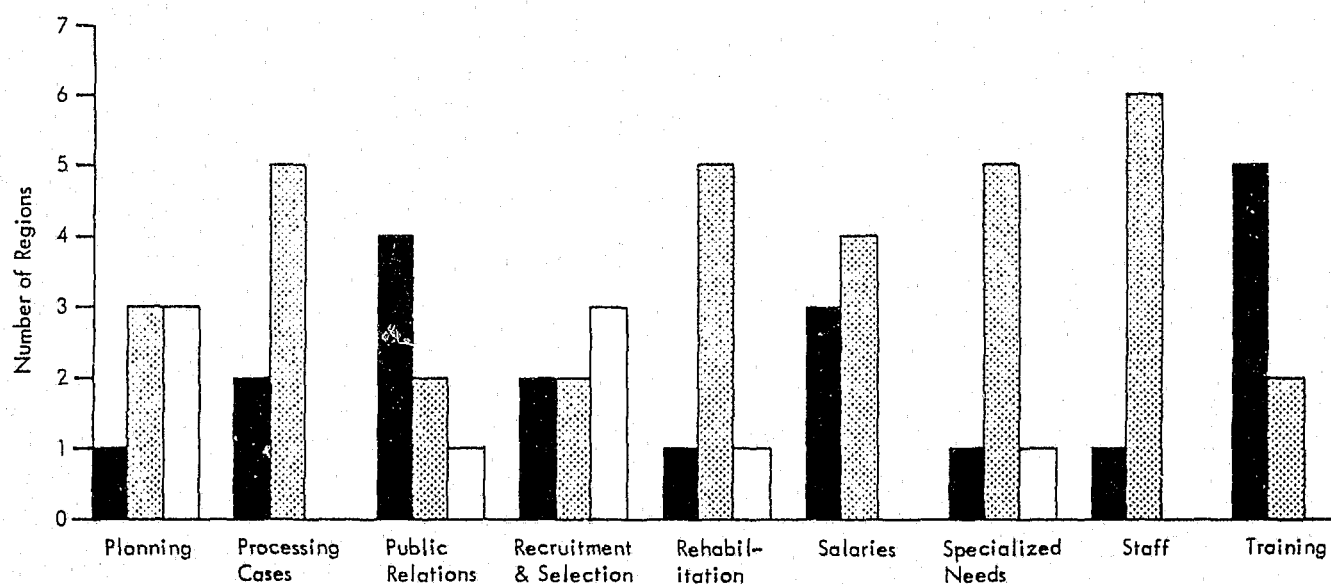
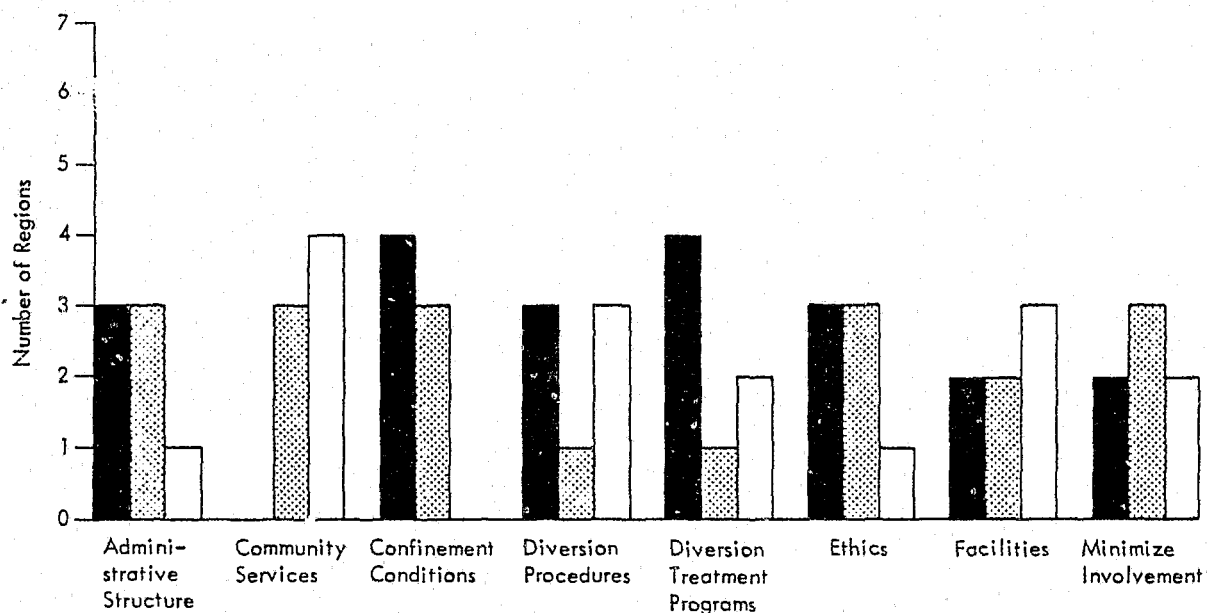
These graphs establish, at a glance, the relative importance attached to goal areas by participants.



* Number of regions participating in rating process.

■ High Priority
 ■ Medium Priority
 □ Low Priority

Figure 4 - Degree of Importance Assigned to Corrections Goal Areas By Number of Regional/Metropolitan Meetings N = 6*



* Number of regions participating in rating process.

■ High Priority
 ■ Medium Priority
 □ Low Priority

Figure 5 - Degree of Importance Assigned to Juvenile Justice Goal Areas By Number of Regional/Metropolitan Meetings N = 7*

TABLE 21

COMMON GOALS BY CRIMINAL JUSTICE AREA

<u>Goal Description</u>	<u>Courts</u>	<u>Corrections</u>	<u>Juvenile Justice</u>	<u>Law Enforcement</u>
Administrative Structure	X	X	X	X
Adult Confinement		X		
Citation and Summons	X			X
Classification	X	X		
Code				X
Community Services			X	
Confinement Conditions			X	
Criminal Case Review	X			
Criminal Code Modernization	X			
Criminal Justice Information System	X	X		X
Criminal Proceedings Conduct	X			
Crisis Legislation	X			X
Defendants' Rights	X			
Detection and Apprehension	X			X
Diversion Procedures	X	X	X	
Diversion Treatment Programs		X	X	
Equipment				X
Ethics	X	X	X	X
Expedite Criminal Proceedings	X			
Facilities	X	X	X	
Mass Disorders	X	X		X
Minimize Involvement			X	
Offender Reentry		X		
Offenders' Rights	X	X		
Planning	X	X	X	X
Plea Bargaining	X			
Pretrial Confinement	X	X		
Pretrial Detention Facilities	X	X		
Pretrial Programs and Services	X	X		
Processing Cases			X	
Public Relations	X	X	X	X
Recruitment and Selection	X	X	X	X
Rehabilitation		X	X	
Salaries	X	X	X	X
Screening	X			X
Sentencing	X	X		
Specialized Needs		X	X	
Staff	X	X	X	X
Training	X	X	X	X

A separate graph, Figures 2 through 5, was made of each functional user area. Each goal area rated by participants appears on the graph along with a visual representation of the number of regions that considered the goal area to be of high, medium, or low importance. The following order is observed: law enforcement, courts, corrections, and juvenile justice.

These graphs establish, at a glance, the relative importance attached to goal areas by participants.

CHAPTER IV

SUMMARY OF COMMENTS

A. Introduction

This chapter summarizes, by functional user area, the information received during the 11 regional/metropolitan meetings. The comments from participants representing any one region must be considered separately due to the unique needs and resources embodied by each region. Limited comparisons may be drawn among regions. Another factor contributing to the absence of comparative observations was the method used to elicit these responses initially. A description of this process appears in Chapter II.

Each functional user area is treated as a separate entity, in the following order: law enforcement, courts, corrections, juvenile justice. Each of these sections will include the appropriate table that summarizes in detail the comments of each region by goal area. Accompanying each of these summaries will be a table that indicates by region the specific modifications participants wanted made in the goals, objectives and strategies they singled out. The courts section contains additional information not included in the other sections; i.e., the implementation status of selected objectives and strategies as perceived by regional participants.

What follows is the product of the regional conferences held across the state. Members of the GCCA staff diligently recorded the comments participants made during functional user area meetings. These comments were extracted from the recording forms provided each chair-person

prior to the meetings. The form of the comments was oftentimes modified for purposes of clarification and reader comprehension. However, every effort was made to retain the original intention of each comment.

B. Law Enforcement

Every scheduled law enforcement functional user area meeting was held. Therefore, the most comprehensive information collected from the regions concerns law enforcement.

The goals and objectives as listed in Tables 22 and 23 were condensed from the original statements taken from the law enforcement implementation handbook.

C. Courts

Insufficient participation caused the cancellation of 4 of 11 regional/metropolitan courts meetings. The seven that were held form the basis for the comments included in Table 24. The modifications appearing in Table 25 consist of changes in wording of strategies and objectives and identification of nonapplicable implementation strategies. As is true for the correction's summary table, the descriptions of the goals and objectives listed below are condensations of the goal and objective statements appearing in the courts implementation handbook. This section also includes a table, 26, that records the implementation status of selected objectives and strategies contained in the courts implementation handbook, as perceived by the participants of the courts' meetings.

TABLE 22

SUMMARY OF COMMENTS BY GOAL OBJECTIVE AND/OR STRATEGY ACROSS REGIONS
(Law Enforcement)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
I. Crime Detection and Apprehension	I.A. Role of the Patrol Officer	c. Small departments place priority on <u>all</u> calls for law enforcement assistance.	VIII
		d. and e. These substrategies are not applicable to small departments.	VII
	I.B. Team Policing	This objective is not appropriate for small departments. For one the training costs would be exorbitant.	VII, VIII
		Some departments may determine it is feasible to implement some elements of team policing and not others.	III
		The Wichita Police Department is planning to implement a team policing system.	III
	I.C. Community Information System	Region VII disagreed with Strategy I.C.2. Small departments have an officer who operates the property filing system on a part-time basis. This position is suitable for an officer who has been disabled or is nearing retirement.	VII
		Narcotic drug abuse public awareness programs are not a responsibility of law enforcement agencies.	VII, III
		The aspect of narcotic drug abuse public awareness programs dealing with the physiological effects of drugs is a health department function, not a police function.	III
	I.E. Traffic Operations	Strategy Number 4 applies only to metropolitan law enforcement agencies.	VII
		The size of the department should not be restricted to a specified number.	III
	I.F. Specialized Criminal Investigation Services	There is a definite need for the state to provide for certification of laboratory personnel.	I
		Strategy I.F.3. is unreasonable due to inadequate numbers of facilities.	V
		The absence of ready access to laboratory facilities can cause problems with court appearances.	I
	I.G. National Criteria for Laboratory Facilities	Participants voiced concern over national interference.	III
		Region V indicated improvements are needed in the medical examiner system.	V

TABLE 22 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
II. Expand Use of Citation and Summons		Participants from Region II see a need for standardization of criminal codes for cities and counties.	II
	II.A. Summonses, Citations and Arrest Warrants	The Wichita police department uses a "Notice to Appear."	II
		Under Strategy three (3), b. and c. are court functions not law enforcement.	IX
IV. Criminal Code Modernization	IV.A. Prevention of Firearm Misuse	Participants from Region VII felt the intent of Strategy Number 2 was not clear.	VII
V. Ethics		Region II expressed the need for a strategy that would provide for a state standard for the discipline of police officers.	II
VI. Administrative Structure	VI.B. Development of Written Policies, Objectives, Priorities and Procedures	Participants felt Strategy 7 was unnecessarily limiting; other appropriate philosophies should be considered.	III
		Participants deemed the implementation of Strategy 18 to be of top priority.	III*
		Region IV opposed Strategy VI.B.21., police officers should be afforded <u>additional</u> immunity through legislation.	IV
	VI.D. Child Protection	These strategies are needed but are not the responsibility of law enforcement agencies.	III
VIII. Public Relations	VIII.A. Relationships Among Criminal Justice Agencies	Participants disagreed with Strategy 1.b. This practice creates a policing problem. The police need to be informed as to whether or not a particular juvenile has a record or is on probation.	IX
	VIII.B. Public Information	The third strategy under this objective should apply to large departments only.	II
IX. Mass Disorders		All law enforcement officers should have statewide jurisdiction.	IX
X. Crisis Procedure Legislation		Region III participants expressed concern over adequacy of communication capabilities.	III

* Priority Strategy

TABLE 22 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XI. Criminal Justice Information Systems	XI.A. Development of CJIS	The members of the user group as specified in Strategy 3 are not satisfactory. The representation needs to be broader.	II
		Region I participants felt Strategy Number 5 was not clearly written.	I
		Region I disagreed with Strategy 7; did not want the state to establish the plan, felt local input was needed.	I
	XI.D. CJIS Regulations	To implement Strategy 1, use the Federal privacy and security regulations as a guideline.	V
	XI.F. Police Communications	Manhattan and Lawrence police departments currently operate on the 911 universal emergency telephone service.	II
		Region V participants are critical of Strategy 4 because of the <u>cost</u> .	V
XII. Law Enforcement Equipment	XII.A. Firearms and Auxiliary	Region IX participants felt strongly that law enforcement officers should be able to individually select their weapons.	IX
	XII.B. Uniforms	The color and style of uniforms worn by private patrol persons or security guards should be determined locally, not by the State (Strategy 3).	I, II
		The participants from the Region III metropolitan meeting felt the implementation of Strategy 3 was of a priority nature. They also urged statewide standardization of police department uniforms by legislative action.	III*
		Region IX participants felt Strategy 4 should be enforced.	IX
	XII.C. Transportation Equipment	Wichita metropolitan participants indicated they felt each officer should have a police car if this objective was to be reached.	III
		Reno County, Region III, is currently experimenting with the one car, one police officer system.	III

* Priority Strategy

TABLE 22 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>		<u>Region</u>
XII. Law Enforcement Equipment (concluded)	XII.C. Transportation Equipment (concluded)	Region V suggest marking law enforcement cars according to a state standard by <u>city size</u> .	V
XIII. Staff		Law enforcement application forms should be standardized.	VI
	XIII.A. Administration	Strategy 3 cannot be implemented in all law enforcement agencies. It is dependent upon department size.	VII
	XIII.B. Employee Organization, Collective Bargaining and Interpersonal Relations	Region I participants generally felt their adoption of this objective and accompanying strategies would be interpreted as supportive of unions.	I
		In a union department (Hays) the chief must negotiate against the union (department personnel) for the city. The city must operate on a limited budget.	VII
	XIII.C. Internal Discipline	It is impractical for small departments to develop written procedures for internal discipline and complaints. However, departments within Region VI do utilize some of the strategies.	VI
		The complainant should be notified of a complaint disposition only when the seriousness of the complaint warrants.	II
		Strategy XIII.C.9. is applicable only for large departments.	IX
		Statistical summaries of complaints, from reception to adjudication, should be released <u>only</u> upon request.	I
	XIII.E. Specialized Assignment	Participants from Region I indicated the necessity for properly training police reserve officers.	I
		Region III felt reserve officers should be utilized on a part-time basis only. As a result there would be no need to pay for employee benefits--a cost saving measure.	III
XIV. Recruitment and Selection of Personnel	XIV.C. Mandatory State Minimum Standards	Region IX indicated the practice of aggressively recruiting applicants from the general public was unacceptable.	IX

TABLE 22 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XV. Training and Education	XV.A. Systemwide training and Education	Regional training sessions should be established composed of 1 day (4 hours in the afternoon and 4 hours in the evening).	VI
	XV.B. Police Training and Education Standards	Officers should receive, on a regular comprehensive basis, training information.	IX
		Region VII participants want regional schools established that offer basic training. Also this Region would like to contract with each police officer to remain with the department that provides his basic training for at least one year.	VII
		Region IV sees the setting of police education and training standards as a number 1 priority. These standards should be set by the state.	IV*
		Region III identified the need for training dispatchers and recommended a minimum 40 hours.	III
		Region IV participants expressed dissatisfaction with the State police academy curriculum. Also wanted more emphasis placed upon the quality of training. Region IV also related that cities are reluctant to increase training requirements and opportunities because of high employee turnover experienced upon completion of formal training.	IV
		Region IX feels certification is needed for the sheriff's position, the standards need to be raised.	IX
		B.1.b. Region VII wants Colby College certified through the state police academy.	VII
		B.2. Regions III, IV and VII want the 400 hours of basic training split into (2) 200 hour sessions during separate time frames. First 200 hours basic; second 200 hours more advanced training.	IV, VII, III
		B.4. Mandating minimum basic training prior to exercise of duty met with diverse reactions, including the following: . This is an unrealistic strategy; at present, there is a 6 month delay for new officers entering the academy. . A man should be put on the streets first. . Preservice training should be the responsibility of the individual. Region needs a mechanism for bringing youths from high school to age 21 for police work; maintain their interest.	VII VIII II
		B.5. The number of representatives (police chiefs) from cities under 10,000 population composing the state commission for police and corrections training should be increased.	VII

* Priority Strategy

TABLE 22 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XV. Training and Education (continued)	XV.B. Police Training and Education Standards (concluded)	B.6. (See B.2. comments above, also) In Morris County the officer who is to receive training signs a promissory note to stay with the department for 30 months. During this time period the cost of his training is deducted from his salary.	II
		Participants from Region VI feel police officers need Emergency Medical Training prior to academy training. Participants from Region VI felt basic training was too basic because most police officers spend at least 6 months on the street prior to receiving formal training.	VI
		B.15.a. The length of field training should be of a variable length dependent upon the individual's needs.	VII
		B.16.b. Newly promoted employees should be sent to Hutchinson for supervisory training.	VIII
		State supported training should be provided on a regional basis.	V
		B.18. Region V participants feel the training offered by the academy does not meet their needs.	
	XV.C. Inservice Training Programs	Participants from Region IV want 40 hours of formal inservice training provided on an annual basis. The training should be mandatory with a penalty provided for those departments who fail to comply.	IV
		The specifications given for decentralized training within each police department are not applicable to the smaller agencies. The size of the department should be specified by that particular strategy.	VII
	XV.D. Specialized Training	Region VI views dispatcher training a number one priority.	VI*
		Regional participants from Region III expressed the need for change in the county coroner system.	III
		Region I suggested holding specialized training sessions for <u>local</u> evidence technicians at the academy or at a specialized school.	I
		Evidence gathering techniques should be taught to incoming police officers by local experts.	III

* Priority Objective

TABLE 22 (concluded)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XV. Training and Education (concluded)	XV.E. Educational Incentives	Manhattan has a pay incentive program for education.	II
		Region VII feels the police department providing financial assistance to officers attending college should have input into which courses the police officer takes.	VII
	XV.F. Formal Career Programs	Region IX participants indicated formal career programs should be kept current if they were to serve the purpose for which they are proposed.	IX
		Region VII related that for employees of the sheriffs' department, an increase in pay <u>was not</u> tied to promotion.	VII
		Regions VI and VIII felt the provision of career paths for sworn personnel was not a feasible activity for small departments.	VIII
		Region VIII felt proficiency pay for personnel should be based on merit.	VIII
		Police officers should be required to serve a probationary period. Participants felt the minimum number of formal personnel development hours should be greater than the number (40) specified by Strategy 9.	
		Region II (metropolitan) suggested instituting a swap program among police departments to implement elements of Strategy 9.	II
		Region VIII recommended omitting Strategy 16 as a viable implementation strategy because the representative police departments are not of sufficient size to permit lateral entry.	VIII
		Special concerns expressed: Region III, tenure for police chiefs; Region VI, increased salaries for dispatchers.	III, VI
XVI. Salaries	XVI.A. Formal Salary Structure	The question of minimum entry-level salaries generated diverse responses. Region II pointed out that counties cannot raise salaries without the adequate revenue resources. Region VII remained undecided. Region IV asked about provisions for other personnel in the department (besides police officers. Regions I and II called for the deletion of strategy one from implementation consideration.	II VII IV I, II
		Region V felt the minimum salary for the police chief should be dependent upon the population of his jurisdiction.	V
	XVI.B. Benefits	Region I pointed up a discrepancy that penalizes county employees (Sheriff's Department Personnel). Cities may contribute 100 percent of their employees' health insurance costs; counties, by statute, are restricted to a 50 percent contribution. The participants urged the abolition of this inequity.	I

TABLE 22 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XVI. Salaries (concluded)	XVI.B. Benefits (concluded)	Many of the Regions recommended omission of Strategy XVI.B.1. which called for establishment of an employee services unit. Region I saw these services provided on a part-time basis only.	III, VIII, IX I
		Region V felt the local retirement system should equal or surpass the state system.	V
		Region IX participants felt the high cost of the Police and Fire Retirement System versus KPERS necessitated mandating local police agency membership in the state retirement system.	IX
		Region III felt the years of police service necessary for retirement (and the mandatory retirement age) should be flexible. Depending upon the officer's position in the department the age and number of years service specified in Strategy 7 could be higher or lower.	III
		Region V recommended providing for early retirement through disability. Participants also felt the retirement funds should be transferrable. Region V also wanted to tie automatic cost of living increases to retirement benefits.	V

TABLE 23

LAW ENFORCEMENT

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
I	III	Additional objective: Parole legislation that abolishes requirement for a police report before an insurance company pays off.
I.A.2.e	III	Not applicable
I.B	VIII	Not applicable
I.B	VII	Not applicable
I.C.1	VIII	Change to: Every police agency should publicize efforts of criminal investigations (2.3,1)
I.C.1	III	Change to: Every police agency should publicize results of criminal investigators (2.3,1)
I.C.1	II	Change to: Every police agency should publicize efforts and results of criminal investigators (2.3,1)
I.C.2	VIII	Not applicable
I.D.2,6,7, 9,10,11,12	VII	Not applicable
I.D.2,5,10, 11,12	III	Not applicable
I.D.5	V	Not applicable
I.D.10,11, 12	VIII	Not applicable
I.D.10,11, 12	V	Not applicable
I.D.12	III	Change to: Every police agency with 100 or more personnel should immediately maintain a mobile evidence collection van staffed by qualified evidence technicians (2.4,12)

TABLE 23 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
I.E.1	VIII	Change to: Every police agency should develop and implement policies governing investigation of traffic accidents and enforcement of state and local traffic laws and regulations (regularly communicated to all supervisors and line personnel) (2.5,1)
I.E.4	II	Not applicable
I.E.4	V	Not applicable
I.E.4	VIII	Not applicable
I.E.4	VII	Not applicable
I.F.6,7,9	VII	Not applicable
I.F.6,7,8,9	III	Not applicable
I.F.6,7,9	V	Not applicable
I.F.8	I	Change to: The state should provide adequate laboratory services at no cost to all police agencies (2.6,8)
III.	IX	Not applicable
IV.A	IV	Change to: By 1978, the states should take action to prevent the misuse of weapons (rifles and handguns) (14.1.2)
IV.A	IX	Change to: By 1978, the states should take action to prevent the misuse of weapons (14.1.2)
VI.A.4	V	Change to: Police agencies that employ fewer than five sworn employees should consider consolidation or multijurisdictional agreements to contract services (15.1,4)
VI.D.1,2,3	III	Not applicable
VII.A.4	II	Change to: Establish a police consultation service to make highly technical assistance available to every police agency in the state at no cost (16.1.1,5)

TABLE 23 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
VIII.A.1	V	Add: Other state and local agencies as well as criminal justice service agencies
VIII.C.1	IX	Not applicable
VIII.C.3	IX	Additional strategy: Farm Bureau Insurance, National Sheriffs' Association, has a number identification system for which it furnishes marking tools for local use.
X.B.1	I	Not applicable
X.B.1.b	III	Change to: Mutual aid agreements between local, county and state police and the National Guard and Army Reserve.
XI.A.3.c	I	Add: A representative from the public sector.
XI.A.3.c	I	Delete: A representative of the State Juvenile Authority.
XI.A.3.c	I	Add: Representative from the nine performing regions must be given the opportunity to provide input in the system implementation.
XI.A.9	I	Change to: The state system should make available, especially to police, almost instant access to "wanted" files and auto registration files (18.1,9)
XI.E.8	VI	Not applicable
XII.A.2	I	Not applicable
XII.A.3	I	Not applicable
XII.A.3	IX	Not applicable
XII.A.3	II	Change to: Each automobile patrol unit should be equipped with a shotgun and appropriate ammunition (19.1.1,3)
XII.A.3	IV	Not applicable
XII.A.3	VI	Not applicable
XII.B.3	I	Not applicable

TABLE 23 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XII.B.4	III	Change to: Every police agency should acquire the funds necessary to provide and maintain a full uniform and equipment complement for every police officer and reserves (19.1.2,4)
XII.C	IV	Additional strategy: Each officer should have his own patrol car.
XIII	I	Omit all strategies and objectives.
XIII.A.3	VIII	Not applicable
XIII.B	IX	Not applicable
XIII.B	I	Omit all strategies and objectives
XIII.B.1.b-f	VI	Not applicable
XIII.B.1.e	VII	Not applicable
XIII.B.4	VI	Not applicable
XIII.B.5	VI	Not applicable
XIII.C.2	I	Change to: the mayor or city manager should have ultimate responsibility for the administration of internal discipline (20.1.3,2)
XIII.C.4	I	Change to: Incorporate policies, procedures and rules governing employee conduct in training programs (20.1.3,4)
XIII.C.5	I	Change to: A person making a complaint should receive verification that the complaint is being processed by the police agency (20.1.3,5)
XIII.C.6	I	Change to: Every police agency should, upon request, inform the complainant of its complaint reception and investigation procedures (20.1.3,6)
XIII.C.7	I	Not applicable

CONTINUED

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TABLE 23 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XIII.C.8	I	Change to: Develop procedures to insure that all complaints, internal and external, are made available to the chief executive without delay (20.1.3,8)
XIII.C.9	IX	Not applicable
XIII.C.10	V	Not applicable
XIII.C.10.b	I	Not applicable
XIII.C.11	I	Not applicable
XIII.C.15	IX	Change to: The polygraph should be administered to employees only with the express approval of the police chief executive and the employee in question (20.1.3,15)
XIII.C.16	I	Change to: Conclude internal discipline investigations within 30 days of receipt of complaint unless extension is granted by the police chief executive (20.1.3,16)
XIII.C.18	I	Not applicable
XIII.C.20	I	Not applicable
XIII.D.3	VI	Not applicable
XIII.D.3	IX	Not applicable
XIII.D.3	V	Not applicable
XIII.D.3	II	Not applicable
XIII.E	VI	Omit strategies 2-8
XIV.A.1	I	Change to: Criminal justice agencies should:
XIV.C	II	Not applicable
XV.A	I	Additional strategy: City managers, mayor and policy makers should be advised of goals and objectives and other needs of police. However, they should not become involved in operational matters.

TABLE 23 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XV.A.3.C	VIII	Not applicable
XV.A.4	VIII	Not applicable
XV.B.2	VI	Not applicable
XV.B.2 and XV.B.6	VI	Duplicates
XV.B.4	II	Not applicable
XV.B.4	VI	Not applicable
XV.B.5	I	Add: A representative from the general public
XV.B.6,7,8 and XV.B.2,3,4	IV	Duplicates
XV.B.10	I	Change to: Legislation should be enacted to fund mandate training--reimburse every police agency 50 percent of the salary or provide appropriate state financial incentives for every police em- ployee attending training sessions (20.3.2,8)
XV.B.11	I	Not applicable
XV.B.14	II	Not applicable
XV.B.14	III	Not applicable
XV.B.14	I	Not applicable
XV.B.15	I	Not applicable
XV.B.15.a,c,d, e.f	VIII	Not applicable
XV.B.15.a	VII	Change to: A minimum of 4 months of field training with a sworn police employee who has been certi- fied as training officer.
XV.B.15.d	VII	Not applicable
XV.B.15.e	VII	Not applicable
XV.B.18.b	I	Not applicable

TABLE 23 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XV.C.2	I	Change to: Police agencies should provide for decentralized training within each police agency including:
XV.C.2	V	Change to: Regions should provide for decentralized training within each police station including:
XV.C.2	VIII	Not applicable
XV.C.2	VII	Not applicable
XV.D.1	V	Change to: Regional executive should establish formal training programs in unusual occurrence control administration, strategy, tactics, resources and standard operating procedures (20.3.5,1)
XV.D.3	I	Not applicable
XV.D.5	I	Not applicable
XV.F.1	I	Not applicable
XV.F.1	VI	Not applicable
XV.F.2	I	Not applicable
XV.F.2	II	Not applicable
XV.F.2	III	Not applicable
XV.F.2	VI	Not applicable
XV.F.2	VII	Not applicable
XV.F.2	VIII	Not applicable
XV.F.2	IX	Not applicable
XV.F.3	I	Not applicable
XV.F.3	VI	Not applicable
XV.F.3	VIII	Not applicable

TABLE 23 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XV.F.4	I	Not applicable
XV.F.4b,c	VIII	Not applicable
XV.F.4.d	III	Change to: Specialty pay for personnel (20.3.7,4a-d)
XV.F.7	VIII	Not applicable
XV.F.9	I	Not applicable
XV.F.9.a,5,6	VIII	Not applicable
XV.F.9.b	VIII	Not applicable
XV.F.13	I	Change to: The use of psychological tests as screening devices or evaluation tools for promotion and advancement (20.3.7,14)
XV.F.16	VIII	Not applicable
XV.F.16	VI	Not applicable
XVI.A.1	II	Not applicable
XVI.A.1	I	Not applicable
XVI.A.5	V	Change to: Local governments should provide police chief executives salaries that are equivalent to salaries received by chief executives of other governmental agencies (20.4.1,5)
XVI.A.6	VI	Not applicable
XVI.A.8	II	Additional strategy: System set up where chief is hired under contract for 2,3, or 4 year period.
XVI.B.1	III	Not applicable
XVI.B.1	VIII	Not applicable
XVI.B.1	IX	Not applicable
XVI.B.2	I	Not applicable
XVI.B.2	II	Not applicable

TABLE 23 (concluded)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XVI.B.2	III	Not applicable
XVI.B.2	V	Not applicable
XVI.B.2	VIII	Not applicable
XVI.B.2	IX	Not applicable
XVI.B.5	III	Not applicable
XVI.B.6	IX	Change to: Local police agency membership in the state retirement system should be mandatory (20.4.2,6)

TABLE 24

SUMMARY OF COMMENTS BY GOAL, OBJECTIVE, AND/OR STRATEGY ACROSS REGION
(Courts)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
I. Crime Detection and Apprehension	I.A. Guidelines for Prosecutor, Warrants, Electronic Surveillance	Participants generally thought that these strategies are more applicable to large offices than small ones.	II
		Larger offices have a great need for investigational resources and place high priority on obtaining such assistance.	V
		Legislation concerning electronic surveillance and the issuance of warrants was perceived as beneficial.	V
		Some participants expressed unfamiliarity with the Omnibus Crime Control and Safe Streets Act of 1968.	II, V
II. Citations and Summonses as Alternatives to Physical Arrest	II.A. Procedures for Use of Citations, Summonses, and Arrest Warrants	Mixed responses were given to this objective.	
		Some participants saw no alternatives to arrest and pretrial detention.	VII
		Some dissatisfaction was expressed about the use of the term "pretrial" since it was felt it was not used in a technical sense.	VII
		Participants perceived a need to educate the police about the use of citations and warrants. Concern was also expressed about the problems associated with overlapping and surrounding jurisdictions in metropolitan areas.	I
III. Pretrial Confinement	III.A. Guidelines for Pretrial Release and Detention	Some participants felt that the police should make the decision to detain a person prior to trial and are opposed to giving this authority to the courts.	I
		Release on the execution of unsecured appearance bond was not perceived as a viable alternative to detention because of state restrictions.	I
		Reasons explaining why a person is not found eligible for release should be incorporated into the record.	II
		Some participants saw a need for more public education on the concept of innocent until proven guilty.	I

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
III. Pretrial Confinement (concluded)	III.A. Guidelines for Pretrial Release and Detention (concluded)	Others felt that protection of the accused may have gone too far. Protection of the public should be considered in deciding whether a person should be released prior to trial.	I
		Some participants questioned the constitutionality of confining a defendant to insure his presence for trial.	II
		Region II participants thought two weeks was too long for the district to wait to notify the court of why a defendant had not been released or tried.	II
IV. Pretrial Programs and Services	IV.A. Intake services	"Pretrial" is an ambiguous term to some participants.	VIII
		Reaction to this objective was varied. Some did not understand the objective. Pretrial programs and services were sometimes considered coercive and subsequently received low priority ratings. The real need is to get the defendant tried. Then diversion and investigative programs can come into play. The resources necessary to implement this objective are not perceived as critical as those needed elsewhere.	VIII I
		Other participants saw a need for intake services and diversion programs and stressed that additional personnel would be required to implement them.	II
		Juvenile detention centers were one type of additional service desired.	II
		Several problems were seen in implementing this objective.	
		For example, some participants did not think it was possible to maintain confidentiality regarding intake services if these services were on record.	I
		In addition, there was some question as to who should provide investigative services.	
		Some participants thought the court services staff should provide these services because law enforcement personnel already have too much to do.	II
		Others thought the local police could handle the job.	I
		Investigative services should commence with a defendant's first appearance in court and not before.	II

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
V. Pretrial Detention	V.A. Administration of Pretrial Detention, Facilities and Programs Under Unified Correctional System	Participants generally agreed with the goal but opposed the objective. There is a reluctance to have the state involved in local programs unless the community encounters financial problems.	IX, II, I
VI. Screening, Diversion, and Classification	VI.A. Criteria and Procedures for Screening	Most participants agreed with the general intent of this goal area.	
		However, there was opposition to using the cost of prosecution as a screening criterion.	VI, III, I
		In addition, participants thought doubt as to the accused's guilt a useless criteria. If there is such doubt, the accused should not be charged.	I
		Participants thought it would be beneficial to have the police assist in the development of screening guidelines.	II
		Early screening decisions were seen as a means of saving time and money.	VI
		There was some opposition to developing screening guidelines.	
		Small counties saw little need for them since prosecutor turnover is low and court personnel are familiar with one another.	V
		Some concern was expressed that written guidelines would be too limiting.	III
		Some participants had questions as to where statements concerning screening decisions should be filed, and some thought such records would be improper. Others did not think there is enough time to prepare such a statement.	VI V
		Several participants were opposed to Strategy 7. The police should not be allowed to file a complaint; the private party would still have several judicial options open to him/her.	II, V

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
VII. Diversion	VII.A. Establishment of Diversion Programs	Mixed opinions were expressed in regard to diversion programs.	
		Some participants stated that many prosecutors thought diversion was useless and should not be used.	III
		Many participants, however, favored the use of diversion.	III
		Better organization and greater resources would be needed to make diversion effective.	V, I
	VII.F. Diversion Criteria	The use of local mental health facilities instead of distant state facilities was emphasized.	II
		The development of diversion criteria was highly favored.	II, IX
		Disagreement, however, existed regarding who should make the diversion decision. Opinions were divided between the court and the prosecutor.	I, II
		Several of the suggested criteria for diversion were opposed.	
		Some participants stated it was unconstitutional to consider the willingness of the victim to waive prosecution.	I
		Some did not think the criteria should include the likelihood the prosecution may cause undue harm to the defendant or the unavailability of services within the system to meet the offender's needs.	VI
		It was suggested that the court work with the district attorney to develop diversion criteria and then an independent court services unit be used in making a prediversion determination.	II
		Strategy 2 was strongly opposed. Many participants thought it unconstitutional.	VI, I, II
		Participants thought a diversion agreement should include the court, prosecutor and defendant so that all would know what is expected of each.	I

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
VII. Diversion (continued)	VII. Diversion Criteria (continued)	Several participants felt it was important to have the court approve VI any agreement that would involve significant deprivation of an offender's liberty.	
VIII. Classification	VIII.A. Establishment of Classification Teams	This objective was not well received. Participants perceived it unworkable or a means of increasing bureaucratic red tape.	I, II
		If classification teams were established, they should consider local priorities in their activities.	I
		Prosecutors should be added to the team.	I
IX. Plea Bargaining	IX.A. Policies and Procedures Governing Plea Negotiations	Participants object to the use of the word "bargaining."	I
		There was considerable support for educating the public about the process of plea negotiation because the media often misrepresents it.	II
		Some participants felt the court should not be involved in plea negotiations.	VI, II
		Some participants agreed that a guilty plea should not be considered in sentencing, while others thought it should be considered.	II III
		Many participants thought a judge should inquire about the existence of a plea negotiation agreement but should be advised as to the substance of the agreement. However, some thought this practice unethical.	I, II III
		A variety of opinions was expressed concerning the rejection of a plea.	
		Some participants stated that a defendant should not even be tried if he was incompetent or did not understand the charges or proceedings.	VI
		Several participants asserted that a judge should accept whatever plea a defendant decides to enter.	II

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
IX. Plea Bargaining (continued)	IX.B. Plea Negotiation	Development of written policy for plea negotiation by the prosecutor's office was frequently opposed.	
		Participants thought the prosecutor should have a "free hand" because of the variety of cases handled. Each case is different and therefore must be dealt with differently.	V
		Some participants were also opposed to having to make plea negotiation policy public. If the prosecution wants to explain his policy to the public, he can, but he should not have to release his methods.	III
		There was some question about the need to review plea negotiation agreements.	
		Some felt it would be both beneficial and necessary to review agreements for guideline compliance.	I
		Others did not think a review was necessary for experienced prosecutors.	V
		Still others stated it was too late to review an agreement after it had been made.	
		Most participants were opposed to setting a time limit on the conduct of plea negotiations.	II, III, VI
		Support was expressed for the concept of affording a defendant counsel prior to any plea negotiations.	III, V
	IX.C. Improper Inducements to Plead Guilty	Participants felt that much of this objective is covered by ethical considerations.	
		There was some controversy over whether a prosecutor should be able to threaten an unusually harsh sentence.	
		Some participants stated this was beyond the prosecutor's control.	VI
		Others felt the defense had more on the severity of the sentence imposed than the prosecution.	V
		Some felt the prosecutor should be able to threaten maximum sentence if the case warrants it.	II, IV

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
IX. Plea Bargaining (concluded)	IX.G. Improper Inducements to Plead Guilty (concluded)	There was controversy over whether the prosecutor should help the accused withdraw a plea if he is unable to fulfill a negotiation promise.	IV, V
		Some participants were opposed to having the prosecutor record the reasons for not prosecuting a case.	II
X. Speedy Trial	X.A. Legislation to Expedite Criminal Trials	Most participants expressed satisfaction with present legislation covering maximum allowable delay for trial and were opposed to shortening these limits. Participants generally felt it would be impossible to meet the time limits suggested in Strategies 1-4. Reasons for delays varied and included poor docket management, defense tactics, and unavailability of witnesses. Participants expressed a desire to see defendants tried as soon as possible.	V, III, II I, VI
	X.B. Policies Governing Judicial Proceedings	Opinions concerning case priority varied. Some thought all the suggested criteria were important; others thought only whether the defendant was in pretrial custody should be considered.	V III
		Most participants agreed that a preliminary hearing should be held within 10 days of arrest but doubted this could always be done.	II, III
		Some participants supported the idea that a motion to waive a preliminary hearing be filed at least 24 hours prior to the preliminary hearing and would like to see that limit moved to 48 hours.	III, V
		Some participants thought a defendant should be able to waive his right to a hearing at any time and opposed any limitations.	III
		Most participants felt the role of the prosecutor in a preliminary hearing was covered adequately by the code of ethics.	V, III
		Opinion was divided on the recommendation that a limit be imposed on the time the court may take to rule on a motion.	
		Several respondents thought that 72 hours would provide enough time for consideration of motions.	V, I
		Others felt such a time limit would not always be realistic and might be hampered by scheduling problems.	II III

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
X. Speedy Trial (continued)	X.B. Policies Governing Judicial Proceedings (continued)	The issue of holding a mandatory pretrial conference also elicited mixed responses.	
		Some felt this issue should be given high priority, and many participants favored the idea.	I, VI, IX
		Others stated that a pretrial conference is not always necessary since discovery would be its primary purpose and discovery should already have been done. Stipulations could be used to take care of other matters.	V, VI
		If a pretrial conference is necessary, it should be held shortly before the date of trial.	IX, V
		Disagreement was also expressed over necessity for a grand jury indictment in criminal prosecutions.	II, V, III
		Opinions concerning whether a prosecutor should warn witnesses who are potential defendants of their right to counsel also varied.	II, V
		Most participants did not see a need to make a motion for continuance in written, verified form.	III, V, II
		Some participants in Region V were opposed to strict hours for court operations, particularly because of the problems associated with split testimony.	V
	X.C. Facilities and Manpower	Most participants favored steps to improve the quantity and quality of judicial personnel, and many expressed a desire to see more adequate salaries to retain qualified personnel.	I, II
	X.E. Pretrial Discovery	Many participants thought it impossible to disclose all available evidence that will be used at the trial within five days of the initiation of prosecution.	III, V
		Some participants in Region II did not think the defendant should have to disclose any evidence.	II
		Opinion was mixed on disclosure of intent to rely on alibi or insanity defense.	
		One participant thought the former was unconstitutional.	II
		Some gave the concept low priority.	I
		Others thought the idea was an improvement over current law.	V

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
X. Speedy Trial (concluded)	X.E. Pretrial Discovery (concluded)	Several participants agreed that the court should authorize withholding of any evidence that may lead to a substantial risk of physical harm, but there was some question as to whether such action would continue to protect the defendant.	II, V
		Participants supported the use of contempt charges for failure to disclose evidence presented at trial. However, one participant was concerned that such an act may be a means of controlling the defense.	II, V
		Region V expressed strong support for insuring that discovery procedures applied to both the defense and prosecution.	V
	X.F. Traffic Violations	Diverse opinions were expressed about allowing minor traffic violators to enter pleas by mail.	
		Some participants felt this idea should be given priority status.	II*
Others thought it was important for traffic offenders, particularly youths, to appear in court because direct contact with the judicial system tends to have a deterrent effect.		IX	
XI. Sentencing	XI.A. Sentencing Criteria	Some participants were opposed to eliminating jury trials for traffic offenses.	II
		Most participants saw a need for sentencing criteria.	IX, II, I
		Region I also perceived a need for definite sentencing, since parole is confusing to many inmates. Rehabilitation and punishment should be separated in sentencing.	I
		Other participants felt present sentencing criteria were sufficient and expressed opposition to any additional guidelines.	VII
		Some participants in Region VII were opposed to both uniform and mandatory sentencing.	VII
		Similarly, classification of offenses elicited opposing views regarding the adequacy of present offense categories.	I, IX
		Flexible sentencing legislation was often favored, but participants felt that offenders should serve at least a minimum sentence, minus "good time." Terms should be figured on a basis known to the court.	VI, VIII
* Priority Objective			

* Priority Objective

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XI. Sentencing (continued)			
	XI.A. Sentencing Criteria (concluded)	Most participants agreed with the incarceration guidelines in Strategy 7. However, participants stressed the need for a presentence report to make such a decision.	VI, VII.
		Region II thought the court should include reasons for sentencing in the record so that sentences can be reviewed. This review should not be done in-house.	II
		Region VII felt court jurisdiction over sentenced offenders should be subject to outside stimulus. Correctional experts can determine continued for incarceration.	VII
		Many participants saw problems in making a psychiatric examination mandatory for dangerous offenders.	VI, I, VII
		Such a policy is too inflexible, and doctors sometimes disagree in their conclusions.	I
		If a psychiatric examination is conducted, it should be included in the presentencing report. The judge should not be bound by the presentencing report, however.	VII
	XI.B. Sentencing Criteria for Dangerous and/or Persistent Felony Offenders	Considerable support was expressed for this objective.	VII, I
		Some thought dangerous offenders were already adequately covered under current practice but that extended terms should be used for habitual criminals and certain misdemeanors, e.g., prostitutes.	II
		Region VII participants thought special judicial authority in cases of extended terms would help strengthen confidence in the judicial system.	VII
	XI.C. Sentencing Criteria for Offenders Convicted of Multiple Offenses	Opinion varied regarding the involvement of the prosecutor when imposing a sentence concurrent with out-of-state sentences.	
		Some liked the concept.	II, V
		Others thought such involvement was outside the prosecutor's role and tended to interfere with the judge's duties.	
	XI.D. Presentence Report	Participants were concerned about the limitations associated with guidelines for presentence reports.	
		Some discretion is thought necessary in preparing presentence reports. The judge should be able to make any inquiries he deems necessary.	VI

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XI. Sentencing (continued)	XI.D. Presentence Report (concluded)	One participant pointed out that preparation of presentence reports prior to adjudication was a waste of time if the defendant is not convicted.	III
		Some participants favored the development of guidelines but questioned who should prepare the reports and how they should be paid for.	I
		Participants in Region II commented that the presentence report should not be prepared by the district attorney alone and that reports from the Kansas Reception and Diagnostic Center should be kept confidential.	II
		Many participants did not feel it is necessary to prepare a presentence report for every case involving a minor, first offender or incarceration for at least a year. Moreover, such a requirement would tax available resources.	III, V
	XI.E. Separation of Sentencing and Determination of Guilt	Opinion regarding this objective was varied.	
		Some participants favored a separation of sentencing and determination of guilt.	II
		Others, however, felt such separation impractical and too costly.	VII
		Many participants favored the practice of holding a hearing prior to sentencing.	I, II
		Cost was the principal objection of those opposed to such hearings. It was stated that a presentence hearing might be acceptable on an advisory basis.	VII
		The establishment of guidelines concerning the evidence that may be considered by the court was generally opposed.	V, VII
		Some participants felt the court should consider all evidence while others argued it was difficult to develop effective guidelines when dealing with people.	
		Several participants commented that neither the prosecution nor the defense have time to verify a presentence report (Strategy 7).	VII, V

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XI. Sentencing (concluded)	XI.E. Separation of Sentencing and Determination of Guilt	Participants favored adopting means to acquaint judges with correctional facilities and Region II participants recommended that such a policy be given a strong emphasis.	II, VII
		All participants thought judges should be allowed to visit correctional institutions although some felt such visits to be useless.	VII, I, II
		Support was expressed for the conduct of periodic sentencing institutes.	II, VI
XII. Appeal	XI.F. Probation as a Correctional Alternative	Some participants had difficulty understanding parts of this objective because they were not familiar with the Model Penal Code.	II
XII.A. Opportunity for Full and Fair Review of Conviction and Sentence		Many participants objected to the time limits proposed under this objective.	
		For example, participants felt it was reasonable to require that cases containing only insubstantial issues be finally disposed of within 60 days of sentencing.	VII
		Ninety days was judged insufficient time to finally dispose of cases containing substantial issues.	VII
		Participants felt it was impossible to insure the availability of trial transcripts within 30 days after the close of trial.	VII
		Some participants felt that local input should be considered in deciding the location of appellate courts. It was suggested that construction costs be shared by all districts using a facility.	I
		Some participants were opposed to supplying transcripts at public expense for <u>every</u> case.	VII
XIII. Rights of Defendants During Detention and Awaiting Trial	XII.A. Right to Prompt Communication With a Lawyer	Participants in Region II were opposed to the requirement that a defendant be brought before a judicial officer within 6 hours after his arrest. Twenty-four hours was thought prompt enough.	II
		Participants also objected to permitting a relative or close friend of the defendant to request representation for him.	II

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XIII. Rights of Defendants During Detention and Awaiting Trial	XIII.B. Full-Time Public Defender Organization	Opinion varied concerning the creation of a full-time public defender organization in all judicial districts.	
		Some participants expressed opposition to the public defender system or commented that such a system would meet opposition from private attorneys.	VII, IX
		Others considered the defender system a high priority objective but were concerned about means for financing it.	I, II*
		Region II participants felt a statewide defender system would be more realistic than separate organizations for each district. They suggested a system similar to that used in Colorado.	II
		Several participants supported state financing of the public defender system. However, some also wanted to see local control over budget and personnel.	I, II I
		Some participants were opposed to having public defenders provide support for court-appointed lawyers because the former have too much to do already.	II
XV. Modernization of Criminal Code	XV.A. Periodic Review of Criminal Code/ Elimination of Statutory Crimes That are Haphazardly Enforced	The proposal of a balanced approach to the treatment of victims and defendants was strongly approved in Region I.	I
		Mixed feelings were expressed about providing reasonable remuneration and protection to witnesses.	
		Some participants agreed with this idea, but others felt the cost was beyond current resources.	I, II, VII
		Similar opinions were expressed regarding victim reparation.	
		Opinions also varied on Strategy 3. Region II participants favored the idea.	II
		Region VII participants countered that no one can make jury duty easy.	VII

* Priority Objective

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XV. Modernization of Criminal Code (concluded)	XV.B. Actions to Prevent Misuse of Firearms	Participants thought that providing a mandatory minimum sentence for misuse of firearms was much better than banning firearms for everyone.	I
		Some participants thought the existing law was too limited and wanted to see a 20-year sentence substituted for the current statutory sentence.	II
XVI. Ethics		There was general agreement with this goal and its objectives.	
XVII. Administration of Criminal Proceedings	XVII.B. Rules Governing the Use of Witnesses	Many participants believed that use and treatment of witnesses was already governed by ethical standards.	II, III
		Some participants supported juror compensation but expressed concern regarding the means to finance this plan.	I
		Other participants, however, felt that jury duty is a civic obligation that need not require reimbursement.	VII
		Similarly, witness compensation was often thought a good idea but one that would be very costly.	III
	XVII.D. Standards Relating to Jury Trial	Some participants were in favor of allowing jurors to take notes during trial for use in their deliberations.	II
		Region V thought note taking should be left to the courts discretion.	V
		Region V was opposed to permitting the court to comment on and summarize evidence in its instructions to the jury. Such comments are not necessary and could possibly lead to misconduct.	V
XVIII. Administrative Structure	XVIII.A. Law Enforcement Policies Relating to Courts	Most participants agreed that the police, in cooperation with the courts and prosecution, should provide administrative follow-up of selected criminal cases.	II, V
	XVIII.B. System of Full-Time Prosecutors	This objective was relatively well-received by conference participants.	
		However, some participants thought the system should be set up on a district rather than a county basis.	I

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XVIII. Administrative Structure (concluded)	XVIII.B. System of Full-Time Prosecutors (concluded)	Participants expressed a desire for state funding but not state control over the prosecutors' system.	II
		Several participants supported the strategy to combine smaller prosecutorial jurisdictions into districts.	V, II
		Region IX participants, however, were concerned that smaller counties might suffer from a lack of competent staff if this strategy is implemented. They felt that prosecutors should be assignable.	IX
		The development of policy statements for prosecutors' office was not perceived as a need in smaller counties where the staff is small.	V
	XVIII.C. Court Unification	Several concerns about court unification were expressed.	
		Financing court unification was a major concern among some participants.	IX
		Some participants also thought there was a lack of direction on unification from the state supreme court.	IX
		Participants expressed concern about the possible conflict between state and local administrative authority as detailed in Strategies 3 and 5.	I
		Region I participants felt Strategy 15 placed an unjustified burden on local taxpayers.	I

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XIX. Planning	XIX.A. Systemwide Planning Network	Participants favored the creation of a network of planning agencies, but some thought population distribution in the smaller counties might hamper local planning operations.	I,V
	XIX.B. Establishment of Coordinating Councils and Planning Agency Supervisory Boards	Some participants thought coordinating councils would be good, especially from the public relations standpoint. Funding was seen as a possible problem since agencies are funded differently.	V
		Some participants wanted the council to have purely advisory functions with duties and responsibilities clearly spelled out.	I
	XIX.C. Budgeting	Some participants favored the establishment of court cost accounting systems but wondered if the cost might exceed the benefits.	V
XX. Interagency Relations- Public Relations	XX.A. Effective Relationships Among Components of the Criminal Justice System	Region II participants expressed strong support for this objective since interagency communication is problematic there.	II
		Participants saw communication between courts and corrections as a particular problem. Courts need information on released persons still under sentence.	V,VI
		Participants stated that police currently utilize the KBI form to supply prosecutors with information regarding defendant.	V,III
		However, some participants felt this form is inadequate.	V
		Regular communication between prosecutors and correctional agencies was also favored.	V
	XX.B. Public Relations Programs	Courthouse information desks were seen as necessary for the bigger counties but not for smaller ones.	II,V
		Similar views were expressed concerning information systems for witnesses.	III,V
		Opinions regarding handbooks for jurors were also divided.	

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XX. Interagency Relations- Public Relations (con- cluded)	XX.B. Public Relations Programs (concluded)	Some participants thought such handbooks were unnecessary.	
		Others thought these handbooks would be very beneficial. Jurors should know as much about their job as possible.	II, IX
		Some participants supported the appointment of a public information officer to serve as a liaison between the courts and the press.	I, VI
		Smaller counties, however, did not feel the expenses associated with such a function were justifiable.	V
		Some participants thought this function should be provided by the administrative judge.	II, III
		Most participants did not think it necessary to establish a special office.	IV, V, VI
		Participants felt that a citizen group was necessary.	II
XXIV. Facilities	XXIV.B. Courthouses	Some participants thought that it was not the prosecutor's duty to regularly inform the public about the activities of his office.	IV
		Participants felt that improving facilities was important. However, financial problems make it impossible.	IX
		Some courthouses have problems with heating, cooling, acoustics, and architecture.	VI
		Some participants agreed that offices of prosecutors and public defenders should be comparable to offices of similar size private law firms. However, there is a question of financing these offices.	V, VI

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXV. Staff	XXV.A. Personnel Performance	A state model legislation is needed for implementing the objective.	I
		Most strategies for optimizing personnel performance would not apply in the smaller counties.	VI,V
		Judges should also be involved in planning process.	II
		Some participants thought that more staff would enable them to keep statistics for analysis and interpretation.	V
	XXV.B. Employee Organizations, Collective Bargaining, and Interpersonal Relations	Some participants don't feel this is at all necessary.	II
	XXV.C. Judicial Personnel	Courts shouldn't be above other workers, such as support personnel.	I
		Region VI recommends 6 year terms for all judges except Supreme Court justices.	VI
		Allocation of judges should be examined to determine if some counties have too many.	VI
	XXV.D. Professional Support	Some judges may only need clerks instead of a professional staff of lawyers for assistance.	V
		Some participants feel that prosecutors and defenders should be equal. An appointed attorney would be fine for a small area.	V
		Some participants don't feel there should be an independant police advisor. Ongoing education is needed for police officers as well as others in criminal justice.	IX
XXVI. Recruitment and Selection	XXVI.A. Recruitment and Selection	Courts, local government, and state must work together to organize a set of systemwide standards.	I

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXVI. Recruitment and Selection (concluded)	XXVI.A. Recruitment and Selection (concluded)	Freemployment screening for applicants in information systems should be in the hands of skilled personnel.	I
	XXVI.B. Eliminate Discrimination	Some participants felt that support personnel need training.	VI
	XXVI.C. Qualifications	Acquiring a full-time skilled professional for prosecutor may be a problem.	V,VI
		Some participants feel that prosecutors should be under civil service job security.	III
		"Top" pay for the prosecutor is an important consideration.	III,VI
		Some participants felt that the prosecutor should be elected by the voters.	V
		Some part-time assistant prosecutors could also be needed.	V
		Public defenders should also be regulated by the civil service.	III
		Public defender staff should be hired, retained and promoted on the basis of merit.	IX
		Some participants felt that a public defender should serve at the pleasure of a judge.	II
		The power to discipline a public defender should lie in strong periodic review.	II
		It is essential that the district court administrator be a college graduate or have experience. However, it is difficult to get the money for the salary.	VI
		Some participants feel that all districts should have court administrators funded by the state. They feel the present system is unfair. The administrative judge doesn't have adequate training to be administrative clerk, which is what he needs to be.	IX

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXVI. Recruitment and Selection (concluded)	XXVI.C. Qualifications (concluded)	Court personnel need at least a high school education.	VI
XXVII. Training and Education	XXVII.A. Systemwide Standards	Region VI expressed a common opinion voiced numerous times during all eleven meetings. Training is needed but it promotes upward mobility among judicial personnel receiving training toward higher paying jobs.	VI
	XXVII.B. Standards for Judicial Personnel	<p>Region IX felt <u>all</u> attorneys should have standards for continuing education, not just prosecutors, public defenders and state assigned counsel.</p> <p>Differences of opinion were voiced over the number of training hours that should be required. Region I felt the present level was sufficient. Region V had instituted a local orientation program but felt some Regions would object to the 40 hours as specified. Region IX however, felt the orientation should last at a minimum, 80 hours. Region II (metropolitan) felt money to finance this program would be difficult to secure. They also felt the orientation should be held within one year of assuming office and that a <u>national</u> orientation program was not needed.</p> <p>Region IX was in favor of state seminars being offered judges. But felt out-of-state training was better. The state should supplement national programs that have more expertise. Participants agreed 3 day seminars are more useful than 2 day. Municipal judges should also be required to attend training; minimum standards should be increased.</p> <p>Region III (metropolitan) favored state seminars, but felt the quality of individual seminars should be monitored and only those of good quality supported.</p> <p>Region II (metropolitan) felt a newsletter was a valuable idea which should be assigned priority status. Regions III and V felt any extra publications were unnecessary. KBA and KTLA already publish the information the strategy calls for. Region VI commented it was a good idea; should concentrate on Kansas law.</p>	<p>IX</p> <p>I V IX II</p> <p>IX</p> <p>III</p> <p>II III,V VI</p>

TABLE 24 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXVII. Training and Education (concluded)	XXVII.B. Standards for Judicial Personnel (concluded)	Region IX felt minimum of 40 hours prosecutors' training too few hours. Regions IX and II agree with the strategy but IX pointed out this would present a problem to small counties. There would be no one to man the prosecutor's office if the prosecutor were away receiving training.	IX II
		The KCDDA is presently providing training for prosecutors' prior to exercise of duties.	I
		Public defender training programs should be established it was agreed. However, several regions stipulated additional conditions. Region III agreed if they were under a tenure system; Regions VI and IX felt it should be mandatory if a statewide defender system is adopted; and Region V indicated the same training opportunities should be made available to both prosecution and defendant personnel.	III VI, IX
	XXVII.C. In-Service Training	In-house training programs are applicable only in metropolitan areas. Otherwise they are infeasible.	V
		Continuing legal programs are provided by KCDDA; however, the details of time, place, duration etc. need to be more widely distributed.	V
	XXVII.D. Specialized Training	KBI provides instruction concerning the CJIS's proper use and control.	V
XXVIII. Salaries	XXVII.E. Education Incentive Program	Region II (metropolitan) felt strongly that more skill should be compensated by more money.	II
		If a program of sabbatical leave for judges was adopted an incentive would need to be offered because most judges couldn't afford to take advantage of the program without economic assistance.	VI
	XXVII.F. Career Development	Region II (metropolitan) feels strongly that in-house training is essential to career development.	II
	XXVIII.A. Formal Salary Structure	Region V felt the state should have minimum standards but the salaries should remain flexible enough to meet county needs. Also felt the provision of adequate salaries for adjudicatory personnel is the number one problem in that Region.	V

TABLE 24 (concluded)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXVIII. Salaries (concluded)	XXVIII.A. Formal Salary Structure (concluded)	Regions I and II (Regional) disagreed with strategy 2. Participants felt prosecutors and public defenders should not be compensated at a rate equal to the presiding judge of the trial court of general jurisdiction.	I,II
		Region VI, however, felt this strategy to be necessary and of priority importance.	VI*
		Regions I and II sympathize with strategy 3 but feel state help is needed if this strategy is to become a reality.	I,II
	XXVIII.B. Benefits	Region VI recommends implementation of all strategies listed under this objective. Rationale: these steps must be taken to compete effectively with private firms.	VI
		Region V felt an employees services unit is not necessary.	V
		Region I participants recommended local governmental input be solicited on the suggested provisions of a comprehensive health care program.	I

* Priority Strategy

TABLE 25

COURTS

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
IV.A	VII	Strategies 1 to 5 not applicable
VII.B.1	I	Change to: The following criteria should be used in making available to an offender for diversion
XI.D.3	III	Change to: The presentence report should be disclosed to his counsel and the prosecutor (9.4,3)
XI.D.5	II	Change to: A presentence report should be required in every case involving a minor, first offender or where incarceration for any period of time is a possible disposition (9.4,5)
XI.D.6	III	Change to: Require the prosecutor to assist the court in assessing the accuracy and completeness of the presentence report and to provide all information in his files bearing on sentencing to court (9.4,b)
XVII.D.3	V	Not applicable in Kansas
XVII.D.4	V	Change to: Motions for judgment of acquittal should be made after presentation of evidence by either side. However, the court should not render judgment on the motion unless both sides have completed their presentation (14.3.4,4)
XX.A.4	I	Change to: The prosecutor should establish regular communication with correctional agencies to determine the effect of his practices on resources (16.2.1,4)
XX.B.4	IV	Change to: the judge should instruct the jury panel, prior to its members sitting in any case, concerning its responsibilities, its conduct and the proceedings of a criminal trial (16.2.2,8)
XX.B.11	III	Not applicable
XX.B.11	V	Not applicable

TABLE 25 (concluded)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XX.B.12	III	Not applicable
XXV.B.1	IV	Not applicable
XXV.D.4.b	V	Not applicable
XXV.D.5	V	Not applicable
XXV.D.5	VI	Not applicable
XXVI.C.4.a	II	Change to: Serve at pleasure of judge.
XXVI.C.6	III	Change to: Public defender staff attorneys should have civil service status.
XXVII.B.5	III	Not applicable
XXVII.B.7	III	Change to: All prosecutors and assistants should attend a formal prosecutor's training course one week each year in addition to in-house training (20.3.3,7)
XXVIII.B.2	V	Not applicable

TABLE 26

IMPLEMENTATION STATUS OF SELECTED OBJECTIVES
AND STRATEGIES FOR COURTS*

<u>G.O.S.</u>	<u>Region</u>	<u>Comment</u>
I.A.2	II, V III	In practice In practice, but have allowances for exceptions
I.A.3	V III	In practice In practice in Sedgwick County, however, exceptions are permissible
I.A.5, a.	II IV	In practice Covered by statute
I.A.5, b.	II, IV	Covered by statute
I.A.5, c.	II, IV	Covered by statute
II.A	VII	In progress
II.A.1	I	Currently provided
III.A.	II	Currently provided
III.A.3	II	Currently provided
III.A.5	II	In practice
III.A.6, a.	III	In practice
III.A.6, c.	III	In practice
III.A.7	II	Covered by statute
III.A.9	II	In practice
IV.A	I	Currently provided.
IV.A.4	I	Prosecution in Region I currently provides
VI.A	II	Currently provided in Region II by prosecution's discretion
VI.A.1	III, V	In practice
VI.A.2	II, III	In practice
VI.A.3	II, III	In practice
VII.A.3	I	In progress
VII.B	I	In practice
VII.B.4	II	In practice
IX.A.1	II	In practice
IX.A.2	IV, VI	In practice
IX.A.4	III	Covered by statute or case law

* This table identifies those objectives and strategies that participants from the specified regions indicated, in their opinion, had been implemented. This implementation took the form of those activities currently in practice or provided, and those covered by statute, canon, etc. Unless specified the implementation of the designated strategy or objective may be statewide, regional or local.

TABLE 26 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Comment</u>
IX.A.5	III	In practice
IX.B.3	II	Currently provided
IX.C.1	I,II	In practice
IX.C.2	II, III, IV	In practice
IX.C.3	III	In practice
IX.C.5	II, V	In practice
IX.C.6	III	By office policy in Wichita
IX.D.	II	Covered by canon
X.A	II, V	Covered by legislation
X.A.5	I, II	Covered by legislation
X.A.6	II	In practice
	III	Covered by statute
	V	Unification provides
X.A.7	II, III, V	Covered by statute
X.A.8	II, V	In practice
	III	Covered by statute
X.A.9	II	In practice
	III	Covered by statute
X.A.10	III	Covered by statute
X.A.11	II, V	In practice
X.B	I, II	Currently provided
X.B.2	V	In practice
X.B.3	V, VI	In practice
X.B.4	I, V	In practice
X.B.7	II	Covered by statute
X.B.12	V	Currently provided
X.B.13	III	In practice
X.B.14	III	In practice
X.B.15	III	In practice
X.B.16	III	In practice
X.B.17	III	In practice
X.B.18	III,V	In practice
X.B.19	III	Standard ethical practice
X.B.24, b.	III, V	Currently provided
X.B.24, c.	III	In practice
X.B.24, d.	III, V	Currently provided
X.C.1	I	In practice
X.C.2	I	In practice
X.D.1	II, III	In practice
X.D.2	II, III	In practice
X.D.3	III	In practice
X.D.4	III	In practice
X.D.5	III	In practice

TABLE 26 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Comment</u>
X.D.6	III	Currently provided
X.D.8	III	Currently provided
X.E.	I	Currently provided
X.E.1	II, III, V	In practice
X.E.2	II, V	In practice
X.E.3	II	In practice
X.E.7	V	In practice
X.E.9	II, III	Covered by statute
X.E.10	II, III	Covered by statute
X.E.11	II	Covered by statute
X.E.12	II	Covered by statute
X.E.13	V	In practice
X.E.15	II	In practice
X.E.16	II, III, V	Covered by statute
X.E.17	II, III, V	Covered by statute
X.E.18	II	Covered by statute
X.E.19	II, III	Covered by statute
X.E.20	II	Covered by statute
XI.A.3	VII	In practice
XI.A.7	VII	In practice
XI.A.8	VII	Currently provided
XI.A.9	VII	In practice
XI.A.10	VI, VII	Covered by case law
XI.A.12	II, VII	Currently provided
XI.B.1, b	II	Currently provided
XI.C	VII	Currently provided
XI.C.1	I, II, V	Currently provided
XI.D.	II	Currently provided
XI.D.1	I	In practice
	V	Currently provided in Crawford County
XI.D.2	V	Currently provided in Crawford County
	II	Currently provided
XI.D.2	V	In practice in Crawford County
	II	In practice
XI.D.4	V	Currently provided in Crawford County
XI.D.5	II, VII	In practice
XI.E	II	In practice
XI.E.1	III, V, VI	In practice
XI.E.2	III	Currently provided
XI.E.3	III	Currently provided
XI.E.5	II	Covered by canon
XI.E.7	II, III	In practice

TABLE 26 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Comment</u>
XI.E.8	V	In practice in Crawford County
	VII	In practice
XI.E.9	IV	In practice
	V	In practice in Crawford County
XI.E.10	V	In practice in Crawford County
XI.E.12	VII	Currently provided
XI.F	II, VII	Covered by legislation
XI.F.2	II, VII	Currently provided
XI.F.2. a.	VI	Currently provided
XI.F.3	II, VI	Covered by statute
XI.F.4	II, VI	Covered by statute
XI.F.5	II, VI	Covered by statute
XI.F.6	II, VII	Covered by statute
XII.A	VII	Currently provided
XII.A.16	VII	In practice
XII.A.17	VII	Currently provided
XIII.B.7, a.	II	In practice
XIII.B.7, e.	II	In practice
XV.A	II	In practice
XV.A.4	II, VII	In practice
XV.B	II	Currently provided
XVI.A.1	III	Currently provided
XVII.B.1	III	By office policy in Wichita
XVII.B.2	III	By office policy in Wichita
XVII.B.3	III	By office policy in Wichita
XVII.B.4	III	By office policy in Wichita
XVII.B.6	IV	Covered by statute
XVII.D.1	V	In practice
	V	In practice
XVII.D.6	V	In practice
XVII.D.7	V	In practice
XVII.D.8	V	In practice
XVII.D.9	V	In practice
XVII.D.10	V	In practice
XVII.D.12	V	Currently provided by court procedure in Region V.
XVIII.A.1	II	Currently provided; in part by KCDA
XVIII.A.1, c.	V	In practice
XVIII.B.1	I, V	Currently provided by KCDA
XVIII.C	II	Provided by Unification
XIX.B.4	V	In practice
XIX.B.5	V	In practice

TABLE 26 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Comment</u>
XX.A.1	V	In practice in Crawford County
	III	In practice
XX.A.2	V	In practice in Crawford County
	III	In practice
XX.A.3	III	Currently provided
XX.A.4	III	Currently provided
XX.B.1	I	Currently provided
XX.B.3	II	Currently provided
	III	Currently provided with exception of wallet-size informational card
XX.B.4	III	Currently provided with exception of juror handbooks
XX.B.5	III, V	In practice, Regions III and V
XX.B.6	II	Public relations is the duty of the admin- istrative judge; thus is in practice
XX.B.8	III	In practice
XX.B.9	III	In practice
XXIV.B.2	V	Currently provided in Crawford County
XXIV.B.4	V	Currently provided in Crawford County
XXV.A.1	III	Currently provided
XXV.A.2	III	Currently provided
XXV.A.3	III	Currently provided
XXV.A.4	III	In practice
XXV.D.1	V	Currently provided
XXV.D.2	V	Currently provided
	VI	Covered by statute
XXVI.A.1, a.	V	Currently provided
XXVI.A.2	V	In practice in Crawford County
XXVI.C.1, c.	VI	Covered by statute
XXVI.C.7	V	In practice
	VI	Covered by statute
XXVI.C.8	III	Currently provided
XXVI.C.9	III	Currently provided
XXVI.C.10	III	In practice
XXVII.B.1	V	In practice
XXVII.B.2	V	Currently provided
XXVII.B.6	I	Currently provided by KCDAA
XXVII.B.7	V	Currently provided
XXVII.C.2	V	Currently provided by KCDAA
XXVII.D.1	V	Currently provided by KBI
XXVIII.B.3, a.	III	Currently provided by Sedgwick County
XXVIII.B.3, b.	III	Currently provided by Sedgwick County

TABLE 26 (concluded)

<u>G.O.S.</u>	<u>Region</u>	<u>Comment</u>
XXVIII.B.3, c.	III	Currently provided
XXVIII.B.3, d.	III	Currently provided
XXVIII.B.3, e.	III	Currently provided
XXVIII.B.3, f.	III	Currently provided
XXVIII.B.3, g.	III	Currently provided
XXVIII.B.3, h.	III	Currently provided
XXVIII.B.3, i.	III	Currently provided
XXVIII.B.3, j.	III, V	Currently provided
XXVIII.B.5	III	Currently provided by the state retirement system

D. Corrections

Nine functional user area meetings were held of the 11 originally scheduled. The comments and modifications presented in Tables 27 and 28 are the product of these meetings and as such represent a considerable expenditure of the participants' time and energy.

The descriptions of the goals and objectives listed below are abbreviated versions of the original goal and objective statement as they appear in the corrections implementation handbook.

E. Juvenile Justice

Juvenile justice meetings were held in all 11 sites. However, insufficient participation at two of these sites necessitated a change in meeting procedure. As a result, only on nine of these meetings were complete records kept. Tables 29 and 30 represent the comments expressed by participants of these juvenile justice meetings. The goal and objective descriptions that appear below are abbreviations of longer goal and objective statements appearing in the juvenile justice implementation handbook.

5

TABLE 27

SUMMARY OF COMMENTS BY GOAL, OBJECTIVE, AND/OR STRATEGY ACROSS REGIONS
(Corrections)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
II. Pretrial Programs and Services	II.A. Adult Intake Services	The judicial officer does not necessarily need information gathering services. Most information services are provided by state agencies.	VII
IV. Diversion Criteria and Procedures	IV.A. Diversion Programs	Strategy 4 elicited some concern about ex-offenders working in correctional programs. Very careful screening would be necessary to implement this strategy.	III
		Operation of mental health holding wards as evaluation units should be expanded or continued as long as the court retains control over the clients' movement.	VII
	IV.B. Unified Correctional System	Participants found it hard to understand how the "prosecution may cause undue harm to the defendant." This strategy seems to put too much power in the hands of the prosecutor.	IV, VIII
		Strategy 3 is unclear. The individual who is to write up the statement detailing the reasons for diversion should be specified.	III
V. Classification	V.B. Assessment of Classification System	There is concern that women receive the same kind and quality of services that men do. However, it is not felt to be a necessity, that facilities for women be provided at KRDC.	II
		The term "initial classification," used in Strategy 4 is unclear to some participants.	VII
	V.C. Classification Teams	Programming individual offenders for community-based programs should be dependent upon the charges for which the offender is adjudicated.	IV
VI. Offender Reentry into Community	VI.A. Offender Reentry Through Classification System	Correctional personnel need to be made more aware of what is available in the community.	III
VII. Alcohol and Drug Abuse	VII.A. Diversion Programs	The alcohol and drug unit should be a component within the system.	VIII

TABLE 27 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
IX. Rights of Offenders	IX.B. Rules of Conduct and Disciplinary Procedures	Disciplinary procedures should be uniform throughout <u>all</u> correctional facilities. Procedures for each type of facility should be not be differentiated.	III
		Some participants did not understand Strategy 17.	III
	IX.D. Freedom from Personal Abuse	Some participants objected that "corporal" was not clearly defined.	III
	IX.I. Constitutional Rights	Offenders should have access to the public through television, newspapers, and media information.	VII
X. Conditions of Confinement	X.A. Minimum Requirements to Assure Adequacy of Confinement	Some participants felt a rationale should be given for establishing minimum requirements.	VII
		Strategy 20 is not clear to some participants.	VII
	X.C. Inmate Involvement in Correctional Organization and process	Regional II does not favor liberalization of rules governing hair length and wearing of moustaches and beards. Elimination of uniforms is also opposed.	II
	X.D. Legislation for Flexible Handling of Inmates	Policies and practices designed to preserve individual identity should be primarily a state responsibility.	V
XI. Rehabilitation and Reentry	XI.B. Release programs Involving Community Support	Strategy 10 is not clear to some participants.	V
	XI.C. Prison Industries	Participants are concerned that prison industries would compete with private enterprise, with detrimental effects.	VII
XII. Programs for Unique and Specialized Needs	XII.B. Minority Programs	Minority programs should not be given special emphasis. Using police officers to acquaint offenders with pertinent sections of the law would not help offenders.	II
XIV. Administrative Structure	XIV.A. Unified Correctional System	Shawnee County participants are opposed to extending unification to the county level.	II
		The local judiciary should be included on parole decisionmaking bodies.	I

TABLE 27 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
IX. Rights of Offenders	IX.B. Rules of Conduct and Disciplinary Procedures	Disciplinary procedures should be uniform throughout <u>all</u> correctional facilities. Procedures for each type of facility should be not be differentiated.	III
		Some participants did not understand Strategy 17.	III
	IX.D. Freedom from Personal Abuse	Some participants objected that "corporal" was not clearly defined.	III
	IX.I. Constitutional Rights	Offenders should have access to the public through television, newspapers, and media information.	VII
X. Conditions of Confinement	X.A. Minimum Requirements to Assure Adequacy of Confinement	Some participants felt a rationale should be given for establishing minimum requirements.	VII
		Strategy 20 is not clear to some participants.	VII
	X.C. Inmate Involvement in Correctional Organization and process	Regional II does not favor liberalization of rules governing hair length and wearing of moustaches and beards. Elimination of uniforms is also opposed.	II
	X.D. Legislation for Flexible Handling of Inmates	Policies and practices designed to preserve individual identity should be primarily a state responsibility.	V
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XII. Programs for Unique and Specialized Needs	XII.B. Minority Programs	Minority programs should not be given special emphasis. Using police officers to acquaint offenders with pertinent sections of the law would not help offenders.	II
XIV. Administrative Structure	XIV.A. Unified Correctional System	Shawnee County participants are opposed to extending unification to the county level.	II
		The local judiciary should be included on parole decisionmaking bodies.	I

TABLE 27 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XIV. Administrative Structure (concluded)	XIV.C. Goal-Oriented Service Delivery Systems for Parolees	The parole board should not have jurisdiction over the issuing and signing of warrants to arrest alleged parole violators. This is a local/regional responsibility. Moreover, it would be ineffective due to the time delay.	VII
		Parole release hearings should be scheduled when inmates are <u>eligible</u> for release.	II
XV. Planning Capabilities	XV.C. State Corrections System	Participants are concerned about enforcing standards that are established by the state.	V
XVIII. Computerized Information Systems	XVIII.B. Local CJIS Service	The local CJIS should reflect local representation.	I
	XVIII.C. Intraagency Support From CJIS	Extensive utilization of CJIS to support intraagency needs tends to make people idle.	III
	XVIII.E. Standardization of CJIS Development	Participants do not entirely agree that juvenile records should not be entered into adult criminal history files. Certain offenses committed by juveniles (e.g., murder, rape) should be entered.	X
XX. Quality and Adequacy of Staff		Likewise, some participants question the purging of certain serious crimes from an individual's criminal record.	V
		Legislation is needed for all encompassed by this goal.	IV
	XX.A. Administrative Structure and Procedures	Strategy 1 is unclear. Offenders should not be included in the decisionmaking process within the correctional system.	II II, V
	XX.B. Employee Organizations and Collective Bargaining	Strategy 1.a is not clear to participants from Region V.	V
		Participants are strongly opposed to legislation prohibiting concerted work stoppage or job action.	V
		Any ombudsman employed within the correctional system should be independent of the system or at least of the administrator's office.	I, II, III
XXI. Personnel Recruitment and Selection		Inmate input into the solution of specific problems within a correctional facility or system is not necessary.	V
	XXI.B. Elimination of Discrimina- tion in Employment	Correctional agencies should develop policies to eliminate discrimination against women.	I

TABLE 27 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XIV. Administrative Structure (concluded)	XIV.C. Goal-Oriented Service Delivery Systems for Parolees	The parole board should not have jurisdiction over the issuing and signing of warrants to arrest alleged parole violators. This is a local/regional responsibility. Moreover, it would be ineffective due to the time delay.	VII
		Parole release hearings should be scheduled when inmates are <u>eligible</u> for release.	II
XV. Planning Capabilities	XV.C. State Corrections System	Participants are concerned about enforcing standards that are established by the state.	V
XVIII. Computerized Information Systems	XVIII.B. Local CJIS Service	The local CJIS should reflect local representation.	I
	XVIII.C. Intraagency Support From CJIS	Extensive utilization of CJIS to support intraagency needs tends to make people idle.	III
	XVIII.E. Standardization of CJIS Development	Participants do not entirely agree that juvenile records should not be entered into adult criminal history files. Certain offenses committed by juveniles (e.g., murder, rape) should be entered.	X
		Likewise, some participants question the purging of certain serious crimes from an individual's criminal record.	V
XX. Quality and Adequacy of Staff		Legislation is needed for all encompassed by this goal.	IV
	XX.A. Administrative Structure and Procedures	Strategy 1 is unclear. Offenders should not be included in the decisionmaking process within the correctional system.	II II, V
	XX.B. Employee Organizations and Collective Bargaining	Strategy 1.a is not clear to participants from Region V.	V
		Participants are strongly opposed to legislation prohibiting concerted work stoppage or job action.	V
		Any ombudsman employed within the correctional system should be independent of the system or at least of the administrator's office.	I, II, III
		Inmate input into the solution of specific problems within a correctional facility or system is not necessary.	V
XXI. Personnel Recruitment and Selection	XXI.B. Elimination of Discrimina- tion in Employment	Correctional agencies should develop policies to eliminate discrimination against women.	I

TABLE 27 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXI. Personnel Recruitment and Selection (concluded)	XXI.C. Legislation to Establish Position Qualifications and Reduce Political Pressures	Participants expressed concern that in liberalizing access opportunities for minorities and exoffenders reverse discrimination might occur.	I
		Participants are opposed to abandoning regimented behavior for personnel and inmates. Correctional authorities should establish appropriate behavior regulations for every type of institution.	I
XXII. Upgrade Training, Education, and Career Development	XXII.A. Systemwide Standards for Training and Education	There is much support for training across all components of the criminal justice system. Participants favor use of task and performance objectives in the development of training and education programs. Less emphasis on theory and philosophy is also favored. Co-administered, interagency training was also recommended.	V
			I
	XXII.B. Standards for Correctional Training and Education	Support for the state commission for corrections and police training would be strengthened if more corrections representatives were added. Suggested additions to the commission include state and local corrections personnel and community-based treatment personnel.	I, II, III
			V
		The state commission should also be empowered by legislation.	I
		A decisionmaking mechanism for granting certification for training received in other states should also be instituted.	V
	XXII.C. Inservice Training	Some participants felt too many hours of mandatory training were recommended and they suggested that the number of hours of required training should be left to the discretion of the agency director.	I
		Some concern was expressed about the number of hours of inservice training suggested. Too many hours interrupts ongoing agency functions.	I
		Similar worries were expressed regarding extended leaves of absence. It was suggested that staff compensate for daytime teaching and course work by working at night.	IV
		Participants thought training provided probation and parole officers by community mental health centers should only comprise part of the total training program.	I, V
	XXII.D. Advanced Training	Advanced training ranks as a high priority among participants.	I
	XXII.E. Formal career development Programs	Internship programs received strong support from the corrections participants.	V

TABLE 27 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXI. Personnel Recruitment and Selection (concluded)	XXI.C. Legislation to Establish Position Qualifications and Reduce Political Pressures	Participants expressed concern that in liberalizing access opportunities for minorities and exoffenders reverse discrimination might occur.	I
		Participants are opposed to abandoning regimented behavior for personnel and inmates. Correctional authorities should establish appropriate behavior regulations for every type of institution.	I
XXII. Upgrade Training, Education, and Career Development	XXII.A. Systemwide Standards for Training and Education	There is much support for training across all components of the criminal justice system. Participants favor use of task and performance objectives in the development of training and education programs. Less emphasis on theory and philosophy is also favored. Co-administered, interagency training was also recommended.	V
			I
	XXII.B. Standards for Correctional Training and Education	Support for the state commission for corrections and police training would be strengthened if more corrections representatives were added. Suggested additions to the commission include state and local corrections personnel and community-based treatment personnel.	I, II, III
			V
		The state commission should also be empowered by legislation.	I
		A decisionmaking mechanism for granting certification for training received in other states should also be instituted.	V
	XXII.C. Inservice Training	Some participants felt too many hours of mandatory training were recommended and they suggested that the number of hours of required training should be left to the discretion of the agency director.	I
		Some concern was expressed about the number of hours of inservice training suggested. Too many hours interrupts ongoing agency functions.	I
		Similar worries were expressed regarding extended leaves of absence. It was suggested that staff compensate for daytime teaching and course work by working at night.	IV
		Participants thought training provided probation and parole officers by community mental health centers should only comprise part of the total training program.	I, V
	XXII.D. Advanced Training	Advanced training ranks as a high priority among participants.	I
	XXII.E. Formal career development Programs	Internship programs received strong support from the corrections participants.	V

TABLE 27 (concluded)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XXIII. Salaries and Benefits	XXII.B. Uniform System of Benefits	The strategy regarding the establishment of a health care program (No. 3) proposes guidelines not standards.	II

Note: Some participants objected to the language used in the goals, objectives, and strategies. Among terms found objectionable are "detainees," "exoffenders," "cultural bias," and "standard."

TABLE 28
CORRECTIONS

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
IV.A.4	III	Change to: Exoffenders who are academically trained and off parole should be trained to work with participants in these programs and court personnel should be well informed about the purpose and methods of pretrial intervention (4.2.1,4)
IV.B.1.a	VIII	Not applicable
IV.B.1.a	III	Not applicable
IV.B.1.b	III	Not applicable
IV.B.1.d	III	Not applicable
IV.B.1.d	VIII	Not applicable
IV.B.1.e	VII	Not applicable
IV.B.1.g	VII	Not applicable
IV.B.1.g	III	Not applicable
V.C.1.b	III	Change to: Personnel of specific community-based programs (employment programs, community treatment centers, work-study programs, etc.).
V.C.4	II	Not applicable
V.C.4	III	Not applicable
V.C.6	III	Change to: The classification team should have a role in recommending the establishment of new community programs and the modification of existing ones (4.3.3,6).
VII.A	II	Change to: <u>Objective:</u> By 1978 persons in need of treatment for alcoholism or drug abuse should be diverted to an appropriate treatment program from the Criminal Justice System (6.1.1)

TABLE 28 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
VII.A.1	II	Change to: Legislation should be enacted providing authority to divert persons in need of treatment of alcoholism or drug abuse from the Criminal Justice System and provide funding for treatment centers where such persons can receive both de-toxification and follow-up care (6.1.1,1)
IX.A.1.b	II	Change to: Inmates should have all the rights of free citizens except those that are inconsistent with the written rules and regulations of the institution or prohibited by law.
IX.B.2	III	Change to: Offenders should be provided with written or oral statements of the institution's up-to-date rules (12.2.2,2)
IX.D.1.b	II	Change to: Use of physical force by correctional staff (except as necessary for self-defense, protection of another person from imminent physical attack, prevention of riot or escape, or destruction of property, or when necessary to control).
IX.D.1.c	III	Not applicable
IX.E.2	III	Change to: Offenders should receive--within 24 hours--examination by a physician, upon commitment to a correctional facility (12.2.5,2)
IX.I.7	VII	Not applicable
IX.I.9.a	VII	Not applicable
IX.I.11	VII	Not applicable
X.A.4	II	Change to: Drug abusers should be diverted to drug treatment centers (13.1.1,4)
X.A.10	II	Change to: Each inmate should be examined by qualified personnel within 24 hours after admission (13.1.1,10)
X.C.7.b	II	Change to: Identification of offenders by name and institutional number rather than prison number whenever feasible.

TABLE 28 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
X.C.7.c	VII	Not applicable
XII.B.1.f	II	Change to: Opportunities for selected offenders to travel to, and participate in, worship services of local churches.
XII.C.1	II	Change to: Insure that facilities for women offenders are an integral part of the overall corrections system (13.3.3,1)
XIV.B.1	II	Change to: The state correctional systems. . . should be given the responsibilities for:
XIV.C.1.b	II	Change to: Acting on appeals under their jurisdiction.
XV.C	III	Delete: "Institutional resources available to the entire community;"
XV.C.1	IV	Change to: The state and local correctional system should take appropriate action immediately to establish effective working relationships with the major social institutions, organizations and agencies of the community (i.e., employment and educational resources, social welfare services, and the specialized units of law enforcement which provide public information...(16.2.4,1)
XV.C.9	V	Change to: the State Department of Corrections should develop a comprehensive set of guidelines to improve the programs and facilities relating to pretrial release and detention (16.2.4,9)
XIX.B.1	II	Change to: Each correctional agency administering state institutions for adult offenders should adopt a policy of building new institutions only after an analysis of the total criminal justice and adult corrections system produces a clear finding that no alternative is possible (19.3.2,1)
XIX.B.1	III	Not applicable

TABLE 28 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XIX.B.3	II	Change to: Consideration should be given to abandoning institutions which do not meet these criteria at such time when new buildings become available (19.3.2,3)
XIX.B.3	III	Statement "Consideration should be given to abandoning institutions which do not meet these criteria" is not applicable.
XIX.B.3.a	I	Change to: Near communities from which inmates come.
XIX.B.7	V	Not applicable
XIX.B.7	III	Not applicable
XIX.B.8	III	Not applicable
XIX.B.8	V	Not applicable
XIX.B.10	V	Add: d. Attitudes of public officials (judges; chiefs; etc.)
XIX.B.11.i	I	Change to: House no more than 400 persons in a single component or institution; and
XIX.B.11.i	II	Change to: House no more than 400 persons in a single component or institution; and
XX.A.5	III	Not applicable
XX.B.7.c	II	Not applicable
XXI.B.3	I	Change to: Corrections recruitment should involve a community relations effort where the general population does not reflect the ethnic and cultural diversity of the correctional population (20.2.2,5)
XXI.B.5.c	I	Change to: Develop selection criteria that remove obstacles to the utilization of women (20.2.2,8a-c)
XXI.B.7.a	I	Not applicable
XXI.C.1	I	Not applicable

TABLE 28 (concluded)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XXII.B.4 and XXII.C.4	I	Duplicative
XXII.C.6	III	Not applicable
XXII.E.2.a	I	Change to: Recruitment efforts concentrating on minority groups and women.
XXII.E.8	I	Add an eighth subsection to read "Incentive for educational attainment."
XXIII.A.2	II	Change to: the Secretary of Corrections should be compensated at a rate equal to those of chief executives of other government agencies
XXIII.B.3.d	II	Change to: Continuing medical care for pulmonary tuberculosis, mental disorders, drug abuse, alcoholism and childbirth
XXIII.B.5	II	Change to: The state should provide an actuarially sound statewide criminal justice system retirement system for all personnel within the state designed to facilitate lateral entry (20.4.2,5)

TABLE 29

SUMMARY OF COMMENTS BY GOAL, OBJECTIVE AND/OR STRATEGY ACROSS REGIONS
(Juvenile Justice)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
II. Community Services		Region IV participants expressed the need for additional alternative programs; especially group homes and foster care.	IV
	II.A. Youth Services Bureaus-- Establishment	Youth Services Bureaus will not be established until legislation requires it. Region III (metropolitan participants) had the following specific criticisms of youth services bureaus: they are not successful with chronic runaways and the failure to relieve the system by omitting status offenders from consideration.	III
		Region III stated the organization of youth services bureaus into independent, locally operated agencies is unworkable.	III
		Numerous regions felt the youth services bureau and related activities should be under the judicial system. This was Region III's response to Strategy II.A.1.	III
		Private funding should be encouraged, Region III participants agreed, but how?	III
		Region III participants agreed youth services bureaus can not depend upon community input. In too many instances the support is not forthcoming.	III
	II.B. Youth Services Bureau--Staffing	Metropolitan Region III participants had a difference of opinion when discussing this objective and the possible strategies. Some participants wanted to see a crisis intervention team utilized. Others felt this would be a duplication of effort and would compound the present bureaucratic system.	III
	II.C. Youth Services Bureau--Court Processing	Region III participants suggested requiring, by court policy, the parents of status offenders to seek help from court sanctioned sources prior to the scheduled court appearance.	III
	II.D. Youth Services Bureau-- Effectiveness Evaluation	Law enforcement agencies should develop full-blown diversion processes.	III
	III. Diversion/Treatment Program	Region I participants suggested developing diversion programs for juveniles who are declared truant.	I
		Region VII stressed the need for developing <u>local</u> programs to treat juveniles who are drug or alcohol dependent. These programs should provide evaluation and counseling.	VII
	II.A. Alcoholism/Drug Treatment	Region I wants juvenile addicts treated within the criminal justice system, not diverted from it.	I

TABLE 29 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
III. Diversion/Treatment Program (concluded)	II.A. Alcoholism/Drug Treatment (concluded)	Region II had two concerns with this particular objective. First procedures must be developed to facilitate working with the juvenile's family. This problem is doubly difficult in that the families do not want to cooperate. Secondly, diversion, as defined within the system does not work. Many juvenile treatment facilities will accept only "cooperative" clients unless the courts force them to accept "less desirable" clients.	II
IV. Minimize Involvement		Minimizing the extent of juvenile offenders' involvement with the criminal justice system was cited by Region IX as being a <u>priority goal area</u> .	IX*
		Region I felt the elimination of the "progressive statute" must be accomplished for this goal to be realized.	I
	IV.A. Definition of Delinquency	Participants from Region VI indicated this objective was not clearly worded.	VI
	IV.B. Diversion of Juveniles from JJS	Region I participants voiced the opinion that status offenders <u>must</u> remain under the court system.	I
		Juvenile units should be established in law enforcement agencies that have the quality of personnel needed to operate the unit effectively.	I
V. Processing of Family and Juvenile Cases		Concern was expressed over the ability of the Department of Social and Rehabilitation Services to provide these additional services.	IV
	V.A. Mechanisms for Processing	Region III (metropolitan) suggested incorporating all 11 strategies under this objective into existing court programs in lieu of establishing a youth services bureau.	III
VI. Improve Juvenile Confinement		Region III (metropolitan) wants practice of requiring status offenders to appear in court abolished.	III
	VI.A. Minimum Requirements--Juvenile Institutions and Programs	Region VII indicated desire to acquire and/or maintain local control over juvenile programs.	VII
		The justice system cannot solve all the social problems currently existing; it is not a panacea for all social ills.	III
		Region III felt legislation was needed to prevent the mentally ill from being housed in detention facilities. (Institutional transfer should be the mechanism for dealing with this.)	III

* Priority goal area

TABLE 29 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
VI. Improve Juvenile Confinement (concluded)	VI.A. Minimum Requirements--Juvenile Institutions and Programs (concluded)	Participants from Region V questioned the need for separate facilities to house disabled juvenile offenders, at both the community-based and institutional level.	V
		Region V disagreed with Strategy 16. Participants felt this specification should be applied only to community-based programs.	V
		The metropolitan participants from Region II felt the two strategies (16 and 17) calling for minimum security measures and least restrictive custodial levels are based on an erroneous idea. Juvenile offenders need structure even at times when the situation appears contradictory.	II
		The state needs additional facilities for the treatment of juvenile offenders.	II
		Region II agreed drug and alcohol dependent juvenile offenders should be diverted to the proper treatment centers, but indicated such facilities are nonexistent.	II
	VI.C. Juvenile Institution--Operating Requirements	Region V stated alcoholic juvenile offenders can be diverted to detoxification centers only in metropolitan areas.	V
		Region II indicated the Youth Center at Topeka has implemented Strategies 1-4. An advisory board was created to deal with such activities.	II
	VI.D. Legislate Flexible Policies-- Juvenile Institutions	Region I disagreed with Strategies 1 through 7 under this objective. Concerning the development of sufficient background information on each juvenile offender, the participants felt this was the courts' responsibility not the institutions. Region I indicated this objective is detrimental to the entire juvenile court system.	I
		Region V felt strongly that a court review should be completed prior to any transfer of juveniles between institutions. This review would aid in protecting the rights of the affected juveniles.	V
		Region I indicated dissatisfaction with the present system of aftercare and open campus. (YRC's which have many AWOL's.)	I
VII. Rehabilitation and Aftercare	VII.A. Educational and Vocational Training	Educational and vocational training programs for institutionalized juveniles should be monitored for relevancy by an agency outside the institution.	VII

TABLE 29 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
VIII. Unique and Specialized Needs	VIII.A. Problem Offenders--Treatment	It was the consensus of Region I that the development of programs for juvenile offenders with unique and specialized problems should not be emphasized. The solution of general problems would facilitate the solution of special problems.	I
		Regions II and VII pointed out there are not enough facilities to meet needs of problem offenders. The commitment of addicts was seen as undesirable, but without alternative facilities the problem remains.	VII, II
		Specifically Region II voiced the need for alcohol information schools for juveniles convicted of DWI.	II
		Strategy 4 is unworkable as there are no programs specifically for emotionally disturbed juveniles.	II
		Region II participants agreed there is a special need for long-term care in a structured setting with psychiatric treatment.	II
X. Administrative Structure		Regions I and IX indicated the retention of as much local autonomy and control as possible was the most desirable outcome of streamlining the administration structure of the juvenile justice system.	I, IX
		Region I emphasized the need for streamlining the administrative structure but cautioned the standards must be carefully chosen to keep them from becoming levelers that give rise to mediocrity.	I
	X.A. Unification of State Juvenile Authority	The regional participants from Region II want to see truancy removed from the state statutes. A specific diversion system should be developed if it does not duplicate existing programs and if they do not have unrealistic entrance requirements (i.e., no runaways, no sex offenders, no drug users, etc.). Participants related the youth services bureau concept is embodied in the Douglas County Volunteers in Court Program.	II
		Region VI participants felt as many children as possible should be diverted from the juvenile justice system. The Courts should be a last resort. When courts must be utilized the realities of juvenile institutions must be impressed upon those in decision-making positions.	VI

TABLE 29 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
X. Administrative Structure (concluded)	X.A. Unification of State Juvenile Authority (concluded)	Region IX and Region II differed on the acceptability of Strategy 1. Region IX stated the State Juvenile Authority should be placed under the judicial branch in preference to the Department of Social and Rehabilitation Services. Region II (Metropolitan) said the courts should definitely <u>not</u> run the institutions.	IX, II
		Region IX disagreed that the State Juvenile Authority should make parole decisions for release from juvenile institutions. Institutional personnel should not have the authority to make a final determination affecting the release of juveniles.	IX
		Region II felt determination affecting the release of juveniles should be confined to probation staff not the institutions.	
	X.B. Goal-Oriented Service Delivery System	Region II (Metropolitan) expressed disapproval of large probation staffs becoming a part of a state system. The statement was made that the probation system has never had a chance to work due to lack of funding.	II
XI. Planning	X.D. Child Protective Services Delivery	Participants from Region II were concerned that the development of a statewide vehicle for the delivery of child protective services would result in a loss of local control.	II
	XI.A. Network of Planning Agencies	Region V felt appropriate objectives and strategies should be developed specifically for the Juvenile Authority. Juveniles should have their own network tailored to their needs.	V
XII. Public Relations		Region IX felt the needs of the community need to be evaluated.	IX
	XII.A. Cooperation Between Components of CJS	Region V--Representatives of Cherokee County indicated there is very little cooperation with the courts. Felt they needed a stronger response from the administrative judge.	V
	XII.C. Analyze needs, resources and Service Gaps	Region V agreed substrategies XII.C.a-f describe needed programs. Substrategy g. describes community facilities for released offenders in the reentry phase of their criminal justice system involvement. Participants indicated these facilities are available only on a very limited basis.	V

TABLE 29 (continued)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XIII. Facilities	XIII.B. Construction or Renovation	Region II expressed the judgment it is not realistic to build juvenile facilities that are segregated by sex. Composition of these facilities should reflect life outside the institution.	II
		Region IX participants indicated there is a new facility at Norton for mentally retarded juvenile offenders.	IX
		Participants from Region IX were unsure whether a juvenile facility should be located in a residential area near court and community resources. In response to renovation in preference to new construction, participants felt an in-depth study should be made of existing facilities and their response to needs.	IX
XIV. Staff		Region IV was of the opinion additional probation counselors need to be provided and that employment standards should be set.	IV
		Region VI expressed the feeling that too much emphasis is placed on the youth centers. Furthermore, programs and administrative practices at the reception centers should correspond to those of the youth centers.	VI
		Region V set a standard of at least one juvenile probation officer should be employed for each 15,000 population.	V
XIV.C. Professional Support			
XV. Recruitment and Selection	XV.A. Systemwide Standards	Region IX felt the GCCA should set standards and qualifications for probation officers to be funded by the GCCA in subgrants.	IX
XVI. Education and Training		Region I would like to see the costs of formal inservice training absorbed by the State.	I
	XVI.A. Systemwide Standards	Region I stressed the need for uniformity in training interns.	I
		Mitchell County, Region IX, like other rural counties, would be better served by using locally trained personnel. The budget will not permit paying high salaries.	IX
	XVI.B. Corrections Standards	Region II urged implementation of education and training standards.	V

TABLE 29 (concluded)

<u>Goal Number and Description</u>	<u>Objective Number and Description</u>	<u>Comment</u>	<u>Region</u>
XVI. Education and Training (concluded)	XVI.E. Formal Career Development	Region I documented a lack of understanding and communication between various levels of the juvenile justice system. There is also a lack of mandated control. Participants also reported a status problem in the juvenile court as compared to the other courts.	I
		Region I wanted to see an optional course offered to those counties with diverse problems.	I
XVII. Salaries	XVII.A. Formal Salary Structure	Region V suggested the adoption of a salary structure for juvenile justice personnel based on that of DSRS. They cautioned, however, most counties cannot maintain salaries at too high a level on their own.	V
	XVII.B. Benefits	Region I suggested establishing unemployment insurance coverage.	I
		Strategy 3 describes services that are presently incorporated into ongoing programs.	V
		Region V felt the implementation of Strategy 4 required legislation.	V
		Region V felt KPERS implements Strategy 5 by providing an actuarially sound statewide criminal justice retirement system.	V
<u>Additional Comments</u>		The administration of the juvenile court should be under a special structure according to the size of the jurisdiction and by special problems.	I

CONTINUED

2 OF 3

TABLE 30

JUVENILE JUSTICE

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
II.A	III	Change to: <u>Objective</u> : By 1978, establish community-based youth services bureaus throughout the state (to focus on the special problems of youth).
III.A	VII	Change to: <u>Objective</u> : By 1978 persons in need of treatment for alcoholism or drug addiction should be placed in an appropriate treatment program by the Criminal Justice System (6.1.1)
IV.A	IV	Change to: <u>Objective</u> : By 1978, legislation should be enacted defining delinquency as an act that, if committed by an adult, would be a felony and miscreancy should be defined as an act that, if committed by an adult, would be a misdemeanor (11.1.2)
IV.B.1,B.2,B.3	VII	Not applicable in small communities
VI.A.16	V	Not applicable
VI.A.17	V	Change to: Youths should be assigned to the least restrictive custodial level possible and only those mechanical and chemical devices absolutely necessary for security purposes should be used (13.4.1,17)
VI.B	VII	Change to: By 1982, establish a procedure to evaluate and enforce minimum standards regarding all juvenile institutions and programs (13.4.2)
VI.D.1	I	Not applicable
VI.D.2	I	Not applicable
VI.D.3	I	Not applicable
VI.D.5	I	Not applicable
VI.D.7	I	Not applicable

TABLE 30 (continued)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
VII.C	III	Change to: <u>Objective</u> : By 1976, each major juvenile institution should plan and organize intensive counseling programs (13.5.3)
VIII.A	II	Additional strategy: Provide special facilities for mentally retarded--with IQ of from 50 to 70.
VIII.A.2.b	VII	Not applicable
VIII.A.8	II	Additional strategy: Special need for crisis intervention in communities.
X.A	II	Change to: <u>Objective</u> : By 1978, all juvenile facilities and programs, regional and local, should be unified under a state juvenile authority except that where they meet state standards, regional and local programs and facilities, may be continued. Juvenile probation services should be maintained as autonomous program units (15.7)
X.A.6.c	II	Not applicable
X.A.6.e	II	Not applicable
XIII.B.1.j	IX	Not applicable to state institutions
XV.A	V	Change to: <u>Objective</u> : By 1977, set statewide standards for the recruitment and selection of personnel to include experience (20.2.1)
XV.C	V	Change to: a. A statement of qualifications for each position. Education and/or experience.
XVII	I	Change to: <u>Goal</u> : Establish fair and competitive salaries and benefits for all juvenile justice personnel (20.4)
XVII.A	I	Change to: <u>Objective</u> : By 1978, establish a formal salary structure based on systematic classification of all juvenile justice positions (20.4.1)
XVII.A.2	I	Not applicable
XVII.A.2	V	Not applicable

TABLE 30 (concluded)

<u>G.O.S.</u>	<u>Region</u>	<u>Modification</u>
XVII.B	I	Change to: <u>Objective:</u> By 1978, establish a uniform system of benefits for juvenile justice personnel (20.4.2)
XVII.B.1	I	Change to: Every juvenile justice system agency should establish an employee services unit to assist all employees in obtaining the various employment benefits to which they are entitled (20.4.2,1)
XVII.B.2	I	Change to: Every juvenile justice system agency should assign at least one full-time employee to the employee services unit if the agency employs 150 or more personnel. (Those with fewer personnel should join with other local agencies to appoint a regional coordinator for employee services) (20.4.2,2)
XVII.B.3	I	Change to: Every juvenile justice system agency should establish a health care program that provides for the particular health care needs of its employees and their immediate families. The program should provide:
XVII.B.4	I	Change to: Every juvenile justice system agency should insure that an officer or his beneficiaries are allowed to continue as members of the health care program after the officer's retirement and and that benefit and cost changes under these circumstances are reasonable (20.4.2,4)
XVII.B.5	I	Change to: The state should provide an actuarially sound statewide juvenile justice system retirement system for all sworn personnel within the state designed to facilitate lateral entry (20.4.2,5)
XVII.B	V	Additional strategy: Mandate professional liability insurance.
XVII.B.2	V	Not applicable

APPENDIX A

TABLE A

SUMMARY OF NUMERICAL RATING RESPONSES BY REGION AND BY FUNCTIONAL USER AREA

Functional User Area Goals and Objectives	Region I					Region II-M					Region II-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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TABLE A (continued)

Functional User Area Goals and Objectives	Region I					Region II-M					Region II-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX							
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5													
Law Enforcement (cont.)																																																										
X.	6	1	1	1		5					7					7					4	1				4	1	3			8	2	5			3			1		3	2	3			2	1	1			9		3					
X.A.	8	2	1			5					6			1		1	8				4	1				5	2	1			8	2	4	1		1	1	1	1	1	5	1	1	1		2	1	1			8	1	4					
X.B.	8	2	1			5					6			1			8	1			4	1				5	2	1			9	1	4	1		1	1	1	1	1	4	3	1			3		1			5	3	4	1				
XI.	10					4					5		2			1	1	4			5					6		2			10	3	1	1		4					6	1	1			4					11		1					
XI.A.	9	1			1	4					7					2	7				3	1			1	6		2			7	5	2	1		3		1		1	6		1	1		4					11		2					
XI.B.	9	1			1	4					4		3			2	7				5				7		1				9	3	2	1		4		1			5		2			4					9		3					
XI.C.	10	1				4					6	1				1	1	7			4	1			7		1				10	3	1	1		2	1		1		6			1		4					11		3					
XI.D.	10	1				4					6				1		9				3				2	3		3	2			10	4		1			2	1		1		4	1	2			3					8		4	1		
XI.E.	8	3				4					6	1				1	2	6			2	1	1		1	6		2			12	2		1			5				6		1			2		2			7		5	1				
XI.F.	11					4					6		1			2	2	5			4				1	6		2			13		2				4		1			6	1	1			4					12		1				
XI.G.	6	2		1	2	5					6		1			3	1	3	2		2		1		2	2		4	2		9	3	3			1	1	1	1		4	1	2			3		1			8	1	3	2				
XII.	7		2	1		5					6		1			4	2				1	4	1		7		1				13	1				4					6		1			4					11	1						
XII.A.	7		3	1		5					5	1	1			5	3		1	4	1			5	3		1				12	2	1			4		1			7	1				4					11	1	1					
XII.B.	7		3	1		5					6		1			3	5		1	3	1	1		5	3						11	3	1			3		2			5		2	1		3		1			12		1					
XII.C.	7		3	1		5					6		1			4	4		1	4	1			6		2					12	2				4		1			5		2	1		3		1			12		1					
XIII.	8		2			5					7					2	1	3			4	1			7		1					11	2	1	1		4					7	1				4					9	1	2				
XIII.A.	9		1	1		5					3	1	3			1	1	7			4	1			4	1	3					10	4		1		5					5		3			4					9	1	3				
XIII.B.	6	1	2	2		3					3	1		3		2	1	6			2	1	1		1	3	1	3	1			7	3	2	3		2		2		1	5	1	2			3		1			4	3	5				
XIII.C.	8	1	2			4	1				6	1					8		1	4	1			7		1						11	3		1		3		1		1	6	1	1			4					7	2	3				
XIII.D.	8	2	1			4	1				7					1	8			3	1			7		1						13	2				5					6	2				4					9	1	2				
XIII.E.	6	1	3	1		2	2				6	1					9			3	2			5	3							8	4	2	1		3		2			6	1			1	2		2			8	1	3				
XIV.	8		1	1		2	3				7					2		2	1	3	1	1		8								11	3	1			3		1			5	1	1	1		3		1			7	2	3				
XIV.A.	6	1	3	1		2	3				5	2				3		3	3		2	1	1		1	6		2			7	4	2	2		3		2			5	1	2			2	1	1			8	2	3					
XIV.B.	7	1	3			4	1				4		2	1		1	1	4	2	1	1	1	1	1	1	3		4	1		9	3	1	2		1		3	1			5	2	1			2		2			5	2	5	1			
XIV.C.	5	1	4		1	2	1				4		3			3		1	4	1	3		2		6	1		1				7	4	1	2		4					5	1	2			2	1	1			9	2	2				
XV.	10		1			5					7					3		2			4	1			8							13	2				4					7	1				4					9	1	2				
XV.A.	9	1	1			5					5		2			2	1	5	1		4	1			7		1					12	2		1		4		1			6	2				4					8	2	2				
XV.B.	9	1	1			5					7					1	1	6	1		4	1			7		1					11	3	1			5					6	1	1			4					7	1	4				
XV.C.	11					5					4		3			1	2	5	1		4	1			7		1					11	3	1			3		2			6	2				4					7	2	3				
XV.D.	11					5					7					3	1	5			4	1			8							11	2	2			5					6	2				4					9		4				
XV.E.	9	1	1			5					7					4		5			4	1			8							10	4	1			5					5	2	1			3		1			9		4				
XV.F.	9	1				4	1				4		3			2	1	5	1		2	1	2		7		1					10	4	1			3					6	1	1			4					9		4				
XVI.	9	1				4	1				6	1				2		1	2		4	1			7		1					14	1				4					7	1				4					10	1					
XVI.A.	7	2	1			4	1				4	1	2			2	1	4	1	1	3	2			6	1	1					14	1				4					6	2				4					12	1					
XVI.B.	8	2	1			5					4	1	2			2	1	4	1	1	4	1			7		1					13	2				4					6	2				4					13						

TABLE A (continued)

Functional User Area Goals and Objectives	Region I					Region II-M					Region II-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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Functional User Area Goals and Objectives	Region I					Region II-M					Region II-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5										
Courts (cont.)																																																							
XI.E.	2		1				1		2				1	1	1					1	1								1											2			1					3							
XI.F.	1	1	1				1		1				2		1					1	1																			1	1							4							
XII.	1		1		1	3			1		1				1					1	1																		2									4							
XII.A.	1				2				1				1			1				1	1																				2								4						
XII.B.	2		1				1	1			1				1					1	1																				2								4						
XIII.	1		2			3			1				1		2					2																							3					2		2					
XIII.A.	1		2			3			1				1							1	1																						3					2		2					
XIII.B.	1	1				3			1		2									1	2																						2					1	4						
XIV.	2		1			4							1	1		2				2																							3					1	1	2					
XIV.A.	2	1				3			1				1	1		2				2																						3					1	1	1						
XV.	2		1			3			1		2				2		1																										3					2		1	1				
XV.A.	2		1			3			1		1	1			2		1																											3					2		1	1			
XV.B.	1				2	2			1				1		2					2																								3					1	1	2				
XVI.	2		1			2		1	1		1									1																							3					1	1	2					
XVI.A.	1	1				2		1	1					1	1					1																						3					1		2	1					
XVI.B.	2		1			2		1	1		2									1																							3							2	2				
XVII.	2		1			4					1				2					2																									3					1	1	1			
XVII.A.	2		1					1	2				1		2					2																							3							2	2				
XVII.B.	2		1					1	3				1		2					2																							3							1	3				
XVII.C.	2		1					1	1				1		1					3																							3							1	3				
XVII.D.	2		1					1	1				1		1					3																							3							1	3				
XVII.E.	2		1					1	1		1				1					3																							3							1	3				
XVII.F.	2		1			2		1		1			1		1					3																								3							1	3			
XVIII.	3					3			1	1		1		2		1																										3							2			2			
XVIII.A.	2	1				3			1	2				2		1																											3						1	1		2			
XVIII.B.	2		1			3			1				2							3																							2							1					
XVIII.C.	1	1	1					1					2							1																								3							1		3		
XVIII.D.	3							1		1		2	1							1																							3						2		1	1			
XVIII.E.	3							1				3	1							1																							3						2		1	1			
XIX.	3							2		1		1	1							1																							3						1	2		2			
XIX.A.	3							1		1		2								1																							3							2		1	3		
XIX.B.	3							1		1		2								1																							3							2		1	2		
XIX.C.	3							1		1		2	2							1																							3						2		1		2	1	
XX.	3							2	2			2								1																							3						2		1	1			
XX.A.	3							2	2			2								1																																			

TABLE A (continued)

Functional User Area Goals and Objectives	Region I					Region II-M					Region III-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5										
Courts (cont.)																																																							
XX.B.	3					3	1				2					1										1														2		1			3			1							
XXI.	1		1	1		2			1	1	1			1		2												1															2	1			1	1	2						
XXI.A.			1	2		1			1	2	1			1															1														2	1			1	1	2						
XXI.B.			1	2		1		1	1	1	1			1															1														2	1			1	1	2						
XXI.C.			1	1		1				2	1			1		1		1	1										1													1	2			2		2							
XXII.	2			1		1	1		1	1		1		1		1		1											1													1	1	1			2	1	1						
XXII.A.	2		1			1	1		1	1	1			1		1		1											1													1	1	1			1	2	1						
XXII.B.	2		1			1			2	1	1			1		1		1											1														1	1	1			1	1	1					
XXIII.	2					2	2				1		1														1																1	1	1			2	1	1					
XXIII.A.	2	1				2	2				1		1														1																1	2			2	1	1						
XXIII.B.	3					1	2		1		1																1																1	2			2	1	1						
XXIII.C.	2	1				1	3				2																1																		2	1			2	1	1				
XXIII.D.	3					1	1	1		1	1	1															1																	1	2			2	1	1					
XXIII.E.	3						1	1	1	1	2					2										1																		1	2			3	1						
XXIV.				1	1		4				2					4																												3			1	2	1						
XXIV.A.				1	1		4				2					4																												3			1	2	1						
XXIV.B.				1	1		4				2					4																												3			1	2	1						
XXV.	2		1			3		1			2					3											1																	3			1	2	1						
XXV.A.	2		1			2	1	1			2					1											1																	3			1	2	1						
XXV.B.			1	1		1	1	1		1	1	1				2												1																3			1	2	1						
XXV.C.			1	1		2		1			2					1													1															3			1	2	1						
XXV.D.	2		1			3		1			2					2											1																		3			3	1						
XXVI.	1	1	1			3		1			2					2											1																		3			4							
XXVI.A.	1	1	1			3			1		2					2											1																		3			2		1	1				
XXVI.B.	2		1			1				2	2					2												1																	3			2		1	1				
XXVI.C.	2		1			3			1		2					2											1																		3			2		1	1				
XXVII.	2	1				4					2					2											1																		3			3	1						
XXVII.A.	2	1				4					2					2											1																		3			3	1						
XXVII.B.	2	1				4					2					2											1																		3			3	1						
XXVII.C.	2	1				4					2					2	1										1																		3			3	1						
XXVII.D.	2	1				4					1	1				2	1										1																		3			2	1	1					
XXVII.E.	2	1				4					2					2	1										1																		3			4							
XXVII.F.	2	1				3		1			2					2	1										1																		3			4							
XXVIII.	2	1				2	1				1	2				4											1																		3			4							
XXVIII.A.	2	1				2	1				1	2				4											1																		3			4							

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Functional Use/ Area Goals and Objectives	Region I					Region II-M					Region II-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5										
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XXVIII.B.	2	1				2	1			1	2				4																	1					1								3					4					
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I.	6	1	3			6		3		2					5					1	1	1									3	1	2			1				2				3											
I.A.	7	1	2			4	2	2		1	2				5					2	1										3	1	2			2			1		1		2	1											
II.	3	6		1		8		1		2					4	1				2	1										3		1			1			2				3												
II.A.	1	8		1		6	2	1			2				2	3				3											4		2			2			1	1			2												
III.	6	2		2		5	3	1					1	4	1					3											4	1	1			1			2				2				1								
III.A.	4	1	2	1	2	4	3	2				2	4	1						3											3	2	1			2			2				1	1	1										
III.B.	2	4	2		2	1	3		3	2			2	2	1	2				2			1								2	1	2	1		1			1	2				1											
III.C.	3	1	4	1	1	5	3			1			2	2	1					3											5		1			2			2				2				1								
IV.	5	2	1	1	1	5	3	1			2				5					2											5		1			1			2				2												
IV.A.	4	3	1	1		4	1	2	2		2				5					2											5		1			1			1	2			2												
IV.B.	6	2	1	1		6	2	1			2				5					2			1								5		1			2			2				2												
V.	8		1	1		4	4	1			2				4	1				2		1									5			1		1			2				1		1		1								
V.A.	8	1	1	1		5	4				2				4	1				2		1									3	2		1		1	1		2					1	1	1									
V.B.	7	1	2	1		5	4				2				4	1				2		1									4	1		1		1	1		1			1			1	1	1								
V.C.	4	2	2	2		3	3	2	1				1	1	3	2				1	1		1								2	1	3			1			1			2			1		1								
VI.	7	1	1	1		5	4				2				5					3											4	1	1			1			2				2												
VI.A.	6	1	2		1	7	2						2		4	1				3											4	1	1			1	1		2				3												
VII.	6	3		1		6	2	1			2				5					3											5		1			1			1			1		2		1									
VII.A.	4	4	1	1		7	1			1	2				4	1				2	1	1									5		1			2			1		1		2		1										
VIII.	6	2	1	1		4	1	3	1				2		4		1			2		1									4			1	1	1			2				1			1									
VIII.A.	6	2	1	1		5	1	3					2		3		1	1		2		1									4			1	1	1	1			2				1			1								
VIII.B.	5	2	1	2		2	2	3	1	1			2		3		2			2		1									1	1	2	2	1	2				2				1			1								
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IX.C.	5	1	1	3		4		3	2			2			5					2		1									3	1	2			1	1							2		1			1						
IX.D.	6	1	1	2		4		3	1			2			4	1				2		1									1	1	4			1	1			2				1		1	1								
IX.E.	5	1	2	1	1	6		2			2				5					2		1									4	1	1			1	1			2				1	1		1								
IX.F.	7	1	2			3		3	3		2				4		1			2		1									3		3			1	1			2				1		1									
IX.G.	6		1	2	1	6	1		2		2				5					2		1									4		2			2			2				1		1	1									
IX.H.	5	1	3		1	2	2	3	2		2				3	1	1			1	1	1									4		2			2			2				1		1	1									
IX.I.	5		3	1	1	3		3	2			2			3	1	1			2		1									3	1	2			2				2				1			2								

TABLE A (continued)

Functional User Area Goals and Objectives	Region I					Region II-M					Region II-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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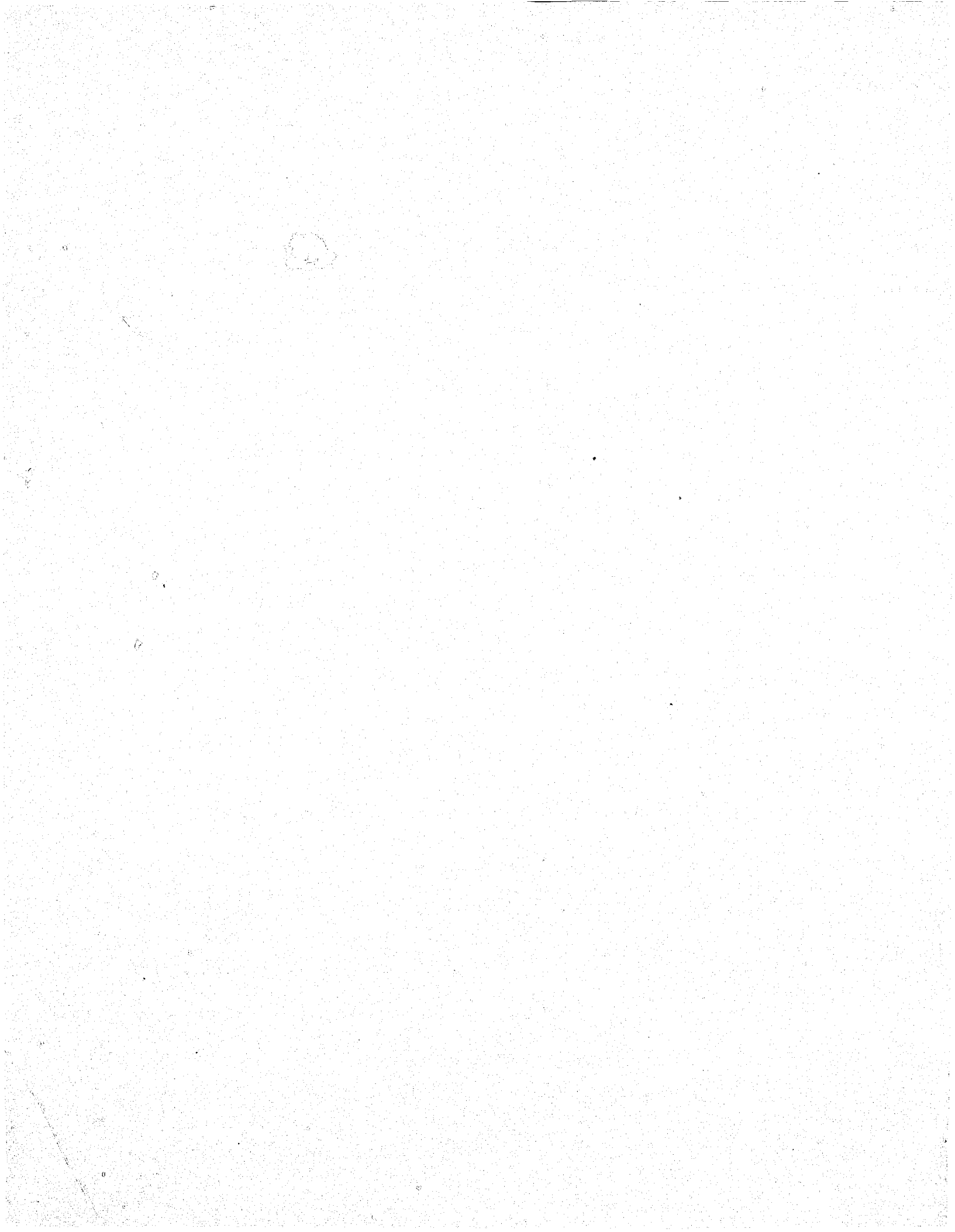
Functional User Area Goals and Objectives	Region I					Region II-M					Region II-R					Region III-M					Region III-R					Region IV					Region V					Region VI					Region VII					Region VIII					Region IX																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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TABLE A (continued)

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