

MICROFILME

STANDARDS AND GOALS FOR THE KANSAS CRIMINAL JUSTICE SYSTEM IMPLEMENTATION HANDBOOK



CORRECTIONS

Prepared by the Governor's Committee on Criminal Administration
and Midwest Research Institute

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October 1976

The preparation of this handbook was financed in part
through a grant from the Law Enforcement Assistance
Administration, U.S. Department of Justice, under
Public Law 90-351 (as amended).

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 implementation handbook is one of a four volume set. The set is composed of one handbook for each of the following criminal justice functional user areas: (1) Law enforcement; (2) Courts; (3) Juvenile Justice; and (4) Corrections.

As an introduction to the goals, objectives and strategies adopted for the Kansas Criminal Justice System, this handbook is designed to offer the reader a broad perspective on the implementation process. The intention is to give examples of a wide range of programs while providing insight into the process of planning through the development of standards and goals.

These handbooks are oriented toward regional and local criminal justice practitioners who may be called upon to participate in the process of implementing strategies whereby objectives and ultimately goals may be reached.

The primary purpose of these handbooks is to identify on-going programs within the state that provide examples for local or regional practitioners who are beginning implementation efforts. A special effort has been made to provide adequate descriptions and the name, address and telephone number of program directors or other knowledgeable persons who can provide further assistance.

The implementation handbooks are organized into four chapters. Chapter I gives a description of the standards and goals process to date, including both the national and State experience. Chapter II summarizes the state-of-the-state as it relates to the functional user area addressed by the handbook. Chapter III provides a listing of goals and their companion objectives. Chapter IV presents, in addition to goals and objectives, possible strategies for meeting the goals and objectives. In addition, summary descriptions of selected programs that have implemented a given goal are included. Appendix A contains a listing of the GCCA's priorities as it pertains to the functional user area.

TABLE OF CONTENTS

	<u>Page</u>
Chapter I - Standards and Goals Process to Date.	1
A. The National Experience	1
B. The Kansas Experience	2
Chapter II - Corrections in Kansas	5
A. State Correctional Structure.	5
B. State Correctional Facilities	6
C. Field Services.	8
D. Local Corrections	9
Chapter III - Goals and Objectives	25
Chapter IV - Goals, Objectives and Strategies with Selected Imple- mented Programs	39
Appendix A	139

CHAPTER I

STANDARDS AND GOALS PROCESS TO DATE

A. The National Experience

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.

Although the President's Commission on Law Enforcement and Administration of Justice had made extensive recommendations for improvement of the criminal justice system, and most of the American Bar Association's Standards for Criminal Justice were available as tentative drafts by the end of 1968, few of them were incorporated into the planning process.

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 1976, 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). Valuable guides include: the NAC standards, and those of the American Bar Association, the American Correctional Association, the National Council on Crime and Delinquency, the National Advisory Commission on Civil Disorders, the National Commission on Causes and Prevention of Violence, the President's Commission on Campus Unrest, the National Commission on Marijuana and Drug Abuse, the Advisory Committee on Intergovernmental Relations, and other organizations. All must be judged against the problems and experience of the individual states and regions in the development of standards for these unique areas.

Finally, setting standards is a dynamic process, not a static one. Even at the national level, standards are still under development. In the area of juvenile justice, for instance, standards are currently being developed separately by an LEAA advisory committee and also under the auspices of the American Bar Association and the Institute of Judicial Administration.

Each state has been given the latitude to select its own approach as well as the freedom to adopt standards which best meet their needs.

B. The Kansas Experience

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. The GCCA contracted with Midwest Research Institute (MRI) for the provision of staff and general project support.

The standard development process selected utilized a systems approach. That is, the model standards were grouped into 20 functional categories; i.e., Apprehension of Offenders, Intake and Pretrial Detention, Sentencing, Institutional Treatment, etc. The advantage of this approach was that it encouraged those persons with the development of standards to: (1) think of criminal justice as a system and, (2) consider agency interrelationships.

Throughout the development phase of this project 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.

During May and June 1975, a representative sample of 78 members of the Governor's Advisory Panel met in Topeka. These persons were responsible for recommending final language for the standards and goals.

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 standard and goals which constitute the major content of this document are formatted into goal, objective and strategy categories. These categories are 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.

This approach permits regional planning units and local units of government to adopt alternative strategies for achievement of the specified objectives, based upon their unique problems and resources. This is especially helpful when rural areas are implementing standards developed primarily for urban areas.

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. These program areas are Law Enforcement,

Courts, Corrections, and Juvenile Justice.^{1/} 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 these goals, objectives and strategies for the State's criminal justice system marked the successful completion of the development phase. The logical next step is implementation whereby regional and local criminal justice agencies take concrete measures to achieve those objectives they deem relevant to the needs of the agencies and people involved.

^{1/} See Appendix A for the GCCA's long range goals, objectives and standards for Corrections.

CHAPTER II

CORRECTIONS IN KANSAS

A. State Correctional Structure

The Kansas Correctional Structure is composed of the Department of Corrections, the Kansas Adult Authority, a Citizens' Advisory Board and an ombudsman.

The Department of Corrections is unified under the direction of a secretary of corrections appointed for a 4-year term by the governor with the advice and consent of the senate.

In July 1974, probation and parole services, institutional facilities, work release programs and central office management were consolidated into one state agency with responsibility for administration vested in the secretary of corrections. Specific duties of the secretary include: supervision and management of the five state correctional institutions; assignment and transfer of inmates; establishment of programs of classification and diagnosis, education, counseling, vocational training and other rehabilitative services; and supervision of persons on probation and parole.

Within the Department of Corrections, as of July 1, 1976, there are three divisions: management, field services and institutions.

The Kansas Adult Authority (KAA) has five members appointed (for 4-year terms) by the governor with the advice and consent of the senate. KAA is responsible for granting and revoking paroles and for final release of probationers throughout the state. This authority, formerly under the Board of Probation and Parole, was transferred to the Department of Corrections by the Penal Reform Act in July 1974.

A Citizens' Advisory Board has 15 members appointed to staggered 4-year terms by the governor, attorney general, chief justice, speaker of the house and president of the senate (three appointments each). Its duties are: to make recommendations to the secretary of corrections concerning the planning, operation, and facilities of the correctional system; to make recommendations to the governor for selection of the secretary of corrections when a vacancy occurs; and to appoint an ombudsman of correctional institutions and establish his salary.

The ombudsman is responsible for reporting to the secretary of corrections any misfeasance and discrepancy in administration or any unreasonable treatment of inmates. The first ombudsman was appointed and began his

duties in the summer of 1975.

B. State Correctional Facilities

1. Kansas State Reception and Diagnostic Center. KRDC is located in Topeka and has a capacity of 120. Establishment was authorized in 1961 legislation which outlined its primary responsibility as the evaluation of male felony offenders sentenced by the District courts of Kansas. Since 1962, over 7,200 persons have been evaluated.

The clinical and correctional staff prepare a psychiatric diagnostic report on each individual with a medical-psychiatric conclusion, outlining the needs, assets and liabilities of the individual examined. This diagnostic understanding is essential before rehabilitation or treatment can be formulated. Diagnostic work-up requires an average stay of 28 days per individual.

The individual evaluation report becomes a key resource document utilized by district judges to evaluate initial sentencing when considering modifications and recommendations for probation, by institutional classification teams in determining appropriate rehabilitative programming, and by the Kansas Adult Authority when considering parole.

KRDC also plays a major role in screening admissions for the new Vocational Training Center in Topeka.

2. Kansas State Penitentiary. Mandated under the State Constitution, it is charged with the confinement of males convicted of felonies and sentenced by the courts of Kansas. KSP is located in Lansing and has a capacity of 668. At the present time, the average stay at KSP is from 2.5 to 3 years.

The institution currently offers a wide variety of educational, vocational training, work, counseling, medical, athletic and religious programs to its population. In addition, minimum security inmates can qualify to live in the "honor" dorm where the work details and living facilities are outside the central wall.

Individual programming and supervision is handled by "unit teams," a recently introduced innovation in staff organization. Upon arrival at KSP, each man is interviewed and assigned to a unit team for the duration of his stay at the institution. The team assists in individual programming and evaluation, reviews each case every 90 days and makes the initial recommendation for parole consideration.

3. Kansas Correctional Institution for Women: Established outside of the Kansas State Penitentiary walls in 1917, KCIW is responsible for security and confinement of all females convicted of felonies and those misdemeanants assigned by the convicting court. On July 11, 1974, a compact with the Federal Bureau of Prisons was approved whereby women serving federal sentences would be confined at this institution. Located in Lansing, KCIW has a capacity of 95. The current length of stay at KCIW is from 2.5 to 3 years.

Due to the physical restrictions of the Reception and Diagnostic Center, women are sent directly to KCIW where initial diagnostic work is completed.

The staff at KCIW has been reorganized under the "unit team" concept which provides flexibility in counseling and individual programming. Education programs as well as vocational training, recreation, and religious programs are available to the population.

4. Kansas State Industrial Reformatory: KSIR was established in 1895 for the primary purpose of providing detention for first-time male offenders between the ages of 18 and 25. Since the mid-60's, total population at KSIR has decreased drastically due to a variety of community and institutional alternatives. With a capacity of 692, KSIR is located in Hutchinson.

The "unit team" organizational concept has been introduced at KSIR, and teams assist inmates in selecting vocational and educational programs based on individual needs. In addition to on-the-job training available in several maintenance areas at KSIR, formal vocational and academic programs are in existence. In operation as well is a work release program that enables specially classified and screened individuals to work in the community and return to KSIR in the evenings.

5. Kansas Correctional-Vocational Training Center: KCVTC is responsible for the care, custody, education and rehabilitation of nonviolent, first-time male felony offenders up to the age of 27. The facility opened in January 1975 in Topeka with a capacity of 160.

The average length of stay at KCVTC is approximately 6 months, and the training programs are designed for "open entry/open exit" with 780 hours of training in each area.

The program represents a cooperative effort in corrections, dividing responsibility among three state agencies. The Department of Corrections provides administrative management, the Division of Vocational Rehabilitation furnishes staff and programs for vocational counseling and social services,

and the Division of Vocational Education directs all vocational education. Topeka School District 501 provides certified academic teachers. Volunteers and other community services are utilized as needed.

C. Field Services

1. Toronto Honor Camp: This camp is located in the southeastern portion of the state at the center of the Toronto State Park and Reservoir. The primary building on the camp site houses 50 offenders. It is a minimum security facility limited to extremely low-risk offenders. The decision for transfer to TSP is cooperative, made by the inmate, the institutional unit team and the Honor Camp staff.

Offenders provide services for the Kansas Parks Department including general park maintenance and upkeep, lawn and tree care, general construction and repair of park facilities, etc. Presently, it offers an alternative to the traditional correctional facility, allowing men who meet specific criteria to serve their time by working and living in a minimum security camp.

2. Work Release: In June 1975, the first official Work Release Center was opened in Topeka, on the grounds of KCVTC. The building has the capacity to house 20 persons with two rooms reserved for female participants. A second Center was opened in the fall of 1975 in the Wichita area. The Wichita Center can house approximately 20 men and women who are planning to return to south central Kansas. Long-range plans include the opening of work release centers in Kansas City and one in western Kansas.

Work release participants live at the centers while working in the community. The program enables minimum custody individuals, within 8 months of parole eligibility to be placed in jobs outside the prison. Objectives of the program include the development of work skills and community ties and the obtaining of employment prior to release.

3. Probation and Parole: Since 1974, the state has been divided into 5 regions with regional supervisors taking responsibility for 52 parole and probation officers. Parole and probation officers are within the Department of Corrections, and the division is under the direction of a deputy secretary of corrections.

Among the duties of probation and parole officers are pre-parole classes within the correctional facilities, supervision of individual clients, recommendations for revocation or discharge, issuance of warrants and work with local law enforcement agencies and community services to facilitate parolees' return to the community. Parole and probation officers also make investigations and reports for the courts.

D. Local Corrections

1. Jails: Kansas maintains no state level jail system. Jail operations are the responsibility of local units of government, city or county, under the direction of the chief of police (city) or sheriff (county). In some cases, cities and counties have cooperative agreements concerning jail operations. Some counties have contracted with other counties for the provision of housing and services to sentenced offenders.

Under its authority to promulgate standards and conduct inspections relating to the sanitation and safety of any correctional institution or jail in the state, the Department of Corrections conducted a study, Jail Standards and Procedures, between July 1 and December 31, 1975. The study identified several deficiencies in county and city jails: jail administration programs exist in only five counties; many sites need 24-hour supervision and services in confinement facilities; and many facilities are obsolete and deteriorating.

As a result, the Department of Corrections recommended the closing of 28 county and 9 city jails. Many of these recommendations were for fire safety and sanitation reasons. Several jails have since been remodeled, or plans have been begun to remodel or replace existing facilities. In a few cases, jail consolidation has been arranged.

Table 1 summarizes the results of a county jail survey conducted by the GCCA in February 1976. Data shown include annual budget, staff and the age, adequacy and capacity of facilities.

Most counties were unable to furnish accurate budget figures due to the fact that they draw funds from their county's general funds as needed. Of the 103 sheriffs completing the questionnaire, 26 indicated their jail facilities to be inadequate. Table 2 reports the county jail adult population data.

2. Probation and Parole: Local probation/parole in the State of Kansas does not have uniformity and continuity. No statewide policies exist regarding procedures with the result that there are major service variations among the counties.

Only 6 counties--Sedgwick, Shawnee, Wyandotte, Johnson, McPherson, and Harvey--have the capacity to provide probation services for felony offenders. State parole and probation officers are utilized in the other 99 counties in providing services for felons.

In general, field services in the more populated communities are complete. However, caseloads are also heaviest in these regions.

TABLE 1

COUNTY JAIL FACILITIES AND STAFFING

<u>County</u>	<u>Budget</u> <u>(\$)</u>	<u>Year</u> <u>Built</u>	<u>Number of Employees</u>		<u>Facilities</u> <u>Considered</u> <u>Adequate?</u>	<u>24-Hour</u> <u>Staff?</u>	<u>Total</u> <u>Capacity</u>
			<u>Full-Time</u>	<u>Part-Time</u>			
Allen	9,232	1960	1	1	Yes	Yes	20
Anderson	--	--	0	0	--	No	30
Atchison	54,570	1941	3	5	Yes	No	26
Barber	3,700	1956	6	2	Yes	Yes	14
Barton	50,000	1953	4	0	Yes	Yes	58
Bourbon	7,116	1895	1	0	No	--	25
Brown	--	1926	1	0	No	No	17
Butler	62,000	1970	5	2	Yes	Yes	66
Chase	--	1872	0	0	No	No	6
Chautauqua	3,000	1930	0	1	Yes	--	18
Cherokee	8,600	1957	1	0	No	No	32
Cheyenne	--	1924	1	1	Yes	No	12
Clark	--	1953	0	0	Yes	No	7
Clay	--	1905	1	0	No	No	14
Cloud	--	1931	4	0	Yes	No	30
Coffey	--	1934	0	0	Yes	No	14
Comanche	1,429	1927	0	0	Yes	No	13
Cowley	18,000	1961	3	2	Yes	Yes	59
Crawford				CLOSED			
Decatur	540	1926	1	1	Yes	No	3
Dickinson	--	1956	4	0	Yes	Yes	34
Doniphan	--	1957	3	1	Yes	Yes	16
Douglas	20,000	1905	25	2	No	Yes	26
Edwards	--	1928	3	0	Yes	No	16
Elk	4,000	1960	0	1	Yes	--	14
Ellis	--	1976	2	3	Yes	Yes	36
Ellsworth	50,000	1906	0	0	Yes	No	20

TABLE 1 (Continued)

<u>County</u>	<u>Budget</u> <u>(\$)</u>	<u>Year</u> <u>Built</u>	<u>Number of Employees</u>		<u>Facilities</u>		<u>Total</u> <u>Capacity</u>
			<u>Full-time</u>	<u>Part-time</u>	<u>Considered</u> <u>Adequate?</u>	<u>24-Hour</u> <u>Staff?</u>	
Finney			CLOSED				
Ford	16,200	1931	4	0	Yes	Yes	39
Franklin	--	1973	2	1	Yes	Yes	44
Geary	102,000	1952	10	0	Yes	Yes	35
Gove	--	1967	1	2	Yes	No	4
Graham	400	1958	3	1	No	Yes	16
Grant	--	1973	0	0	Yes	Yes	40
Gray	610	1929	1	4	Yes	Yes	4
Greeley	1,350	1975	0	2	No	Yes	3
Greenwood	13,000	1957	2	3	Yes	Yes	15
Hamilton	--	1910	--	--	No	No	10
Harper			CLOSED--NEW JAIL UNDER CONSTRUCTION				
Harvey	52,000	1965	4	0	Yes	Yes	68
Haskell	2,250	1923	3	0		CLOSED	
Hodgeman	--	1929	6	1	Yes	Yes	8
Jackson	12,100	1958	3	0	Yes	Yes	21
Jefferson	--	1934	0	4	Yes	Yes	18
Jewell	51,500	1890	0	6	No	No	4
Johnson	286,289	1973	21	0	Yes	Yes	128
Kearny	7,500	1962	11	1	Yes	Yes	20
Kingman	--	1954	4	9	No	Yes	20
Kiowa	8,000	1973	--	--	No	Yes	6
Labette	6,000	1949	6	0	Yes	Yes	24
Lane	--	1930	4	1	Yes	Yes	12
Leavenworth	220,548	1938	26	0	Yes	Yes	65
Lincoln	41,000	1930	8	3	Yes	No	15
Linn	60,000	1907	5	0	Yes	Yes	14

TABLE 1 (Continued)

County	Budget (\$)	Year Built	Number of Employees		Facilities	24-Hour Staff?	Total Capacity
			Full-Time	Part-Time	Considered Adequate?		
Logan	--	1949	3	6	Yes	Yes	5
Lyon	38,744	1930	3	0	No	Yes	18
Marion	4,113	1932	5	0	No	Yes	20
Marshall			CLOSED				
McPherson	22,385	1958	0	0	Yes	No	30
Meade	4,620	1935	0	3	Yes	No	12
Miami	--	1967	3	0	No	Yes	22
Montgomery	--	1931	4	0	Yes	Yes	80
Morris	--	1969	9	0	No	Yes	8
Morton	--	1964	1	3	Yes	Yes	24
Neosho	11,000	1948	1	0	No	No	20
Ness	--	1955	1	3	Yes	Yes	8
Norton	--	--	1	1	No	No	13
Osage	5,335	1923	0	0	Yes	No	12
Osborne	26,120	1956	0	0	Yes	No	17
Ottawa			CLOSED				
Pawnee	--	1952	3	0	Yes	Yes	15
Phillips	2,000	1917	2	2	No	Yes	9
Pottawatomie	7,943	1970	7	0	Yes	Yes	16
Pratt	--	1976	--	--	Yes	Yes	--
Rawlins	--	--	1	2	--	Yes	8
Reno	101,659	1971	5	0	Yes	Yes	84
Republic	1,603	1939	2	0	Yes	Yes	28
Rice	39,760	1929	0	0	Yes	No	46
Riley	16,000	1940	10	0	Yes	Yes	42
Rooks	--	--	1	1	Yes	No	12
Rush	--	1927	3	0	No	Yes	12
Russell	38,236	1957	2	1	Yes	No	28

TABLE 1 (Concluded)

<u>County</u>	<u>Budget</u> <u>(\$)</u>	<u>Year</u> <u>Built</u>	<u>Number of Employees</u>		<u>Facilities</u> <u>Considered</u> <u>Adequate?</u>	<u>24-Hour</u> <u>Staff?</u>	<u>Total</u> <u>Capacity</u>
			<u>Full-Time</u>	<u>Part-Time</u>			
Saline	99,140	1962	3	2	Yes	Yes	107
Scott	4,615	1950	3	0	Yes	No	12
Sedgwick	371,796	1959	23	0	No	Yes	180
Seward	7,592	1957	9	2	Yes	Yes	34
Shawnee	301,109	1975	26	0	No	Yes	98
Sheridan	--	1934	0	0	Yes	No	6
Sherman	4,500	1972	2	2	Yes	Yes	27
Smith			CLOSED				
Stafford	1,535	1929	0	0	No	No	14
Stanton	2,000	1925	0	0	No	No	12
Stevens	1,782	1958	0	0	Yes	No	14
Sumner	2,000	1951	3	1	Yes	Yes	38
Thomas	--	1976	2	2	Yes	Yes	11
Trego	875	1888	0	0	No	No	6
Wabaunsee	4,000	1933	2	1	Yes	Yes	24
Wallace	350	1914	0	0	Yes	No	8
Washington	5,000	1896	1	0	Yes	Yes	6
Wichita	--	1916	2	0	Yes	No	6
Wilson	8,000	1975	0	1	Yes	No	14
Woodson	--	1969	3	0	Yes	Yes	8
Wyandotte	257,717	1927	40	0	No	Yes	184

Mitchell and Nemaha counties did not report

TABLE 2

COUNTY JAILS - ADULT DETENTION

County	Capacity			1975 Population			Average Stay			Average Overnight Population		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Allen	16	4	20	243	15	258	9.7	3.6	9.3	6.46	0.15	6.61
Anderson	28	2	30	67	4	71	4.6	1.1	4.6	0.84	0.01	0.86
Atchison	10	3	13	270	40	310	5.1	2.0	4.7	3.77	0.22	3.99
Barber	8	2	10	129	11	140	3.7	2.6	3.6	1.31	0.08	1.39
Barton	26	4	30	530	101	631	7.0	2.0	6.1	10.16	0.55	10.72
Bourbon	20	5	25	250	19	269	3.0	2.0	2.9	2.05	0.10	2.16
Brown	14	3	17	340	79	419	4.0	3.0	3.8	3.73	0.65	4.38
Butler	51	5	56	255	6	261	6.4	2.0	6.3	4.47	0.03	4.50
Chase	6	0	6	47	0	47	11.76	0	11.8	1.51	0	1.51
Chautauqua	16	2	18	29	5	34	5.0	3.0	4.7	0.39	0.04	0.44
Cherokee	28	4	32	270	31	301	6.0	1.0	5.5	4.44	0.08	4.52
Cheyenne	3	3	6	38	7	45	5.0	2.0	4.5	0.52	0.03	0.55
Clark	5	1	6	50	1	51	11.0	1.0	10.8	1.51	0	1.51
Clay	8	3	11	135	7	142	8.2	8.1	8.2	3.03	0.16	3.19
Cloud	24	2	26	160	4	164	12.0	4.0	11.8	5.26	0.04	5.30
Coffey	12	2	14	94	5	99	2.0	1.0	1.9	0.52	0.01	0.53
Comanche	10	3	13	23	2	25	13.8	3.0	12.9	0.86	0.01	0.88
Cowley	45	6	51	206	25	231	33.0	14.0	30.9	18.62	0.96	19.58
Crawford							CLOSED					
Decatur	2	1	3	30	5	35	2.0	2.0	2.0	0.16	0.02	0.19
Dickinson	24	4	28	444	14	458	8.0	14.0	10.3	9.73	0.54	10.27
Doniphan	8	4	12	125	4	129	15.0	15.0	15.0	5.14	0.16	5.30
Douglas	18	6	24	809	133	942	7.5	3.4	6.9	16.61	1.22	17.85
Edwards	10	2	12	2	2	4	2.0	1.0	1.5	0.01	0.01	0.02
Elk	6	4	10	34	3	37	3.0	11.0	3.6	0.28	0.09	0.37
Ellis	12	2	14	164	6	170	9.5	5.0	9.3	4.27	0.08	4.35

TABLE 2 (Continued)

County	Capacity			1975 Population			Average Stay			Average Overnight Population		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Ellsworth	3	3	6	73	4	77	NOT REPORTED					
Finney							CLOSED					
Ford	32	3	35	190	10	200	3.0	2.0	2.9	1.56	0.05	1.61
Franklin	26	6	32	789	64	853	8.0	3.0	7.6	17.29	0.53	17.82
Geary	26	3	29	879	0	879	6.3	0	6.3	15.25	0	15.25
Gove	2	2	4	0	0	0	0	0	0	0	0	0
Graham	14	2	16	34	6	40	5.0	5.0	5.0	0.47	0.08	0.55
Grant	16	8	24	250	12	262	1.0	1.0	1.0	0.69	0.03	0.72
Gray	4	4	8	36	2	38	3.1	2.0	3.0	3.0	0.11	0.41
Greeley	3	0	3	20	0	20	8.1	0	8.1	0.44	0	0.44
Greenwood	12	3	15	137	15	152	6.1	2.0	5.7	2.29	0.08	2.38
Hamilton	10	0	10	143	0	143	2.5	0	2.5	0.16	0	0.16
Harper	12	4	16	43	5	48	2.0	1.0	1.9	0.24	0.01	0.25
Harvey	28	24	52	160	18	178	6.0	2.0	5.6	2.63	0.10	2.73
Haskell							CLOSED					
Hodgeman	8	0	8	28	2	30	4.0	1.5	3.8	0.31	0.01	0.32
Jackson	13	2	15	318	80	398	3.9	2.5	3.6	3.40	0.54	3.95
Jefferson	12	2	14	273	28	306	3.2	1.0	3.0	2.43	0.08	2.51
Jewell	3	1	4	71	7	78	3.9	3.1	3.8	0.76	0.06	0.82
Johnson	106	12	118	2,622	379	3,071	6.5	3.9	6.2	47.98	4.26	52.24
Kearny	12	4	16	60	8	68	4.6	1.5	4.2	0.75	0.03	0.78
Kingman	10	4	14	172	12	184	2.0	1.0	1.9	0.15	0.01	0.16
Kiowa	3	3	6	15	3	18	3.0	1.0	2.6	0.12	0.01	0.13
Labette	20	4	24	150	50	200	12.0	4.0	10.0	4.93	0.55	5.48
Lane	10	0	10	13	0	13	12.0	0	12.0	0.43	0	0.43

TABLE 2 (Continued)

County	Capacity			1975 Population			Average Stay			Average Overnight Population		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Leavenworth	45	8	53	1,325	92	1,417	6.1	2.2	5.8	22.14	0.55	20.74
Lincoln	--	--	15	--	--	75	--	--	5.5	--	--	1.13
Linn	8	2	10	175	24	199	3.0	3.0	3.0	1.44	0.20	1.64
Logan	2	1	3	25	15	40	5.0	2.0	3.9	0.34	0.08	0.42
Lyon	18	4	22	319	4	323	8.8	20.0	8.9	7.69	0.22	7.91
Marion	16	4	20	123	7	130	2.0	1.0	1.9	0.67	0.02	0.69
Marshall						CLOSED						
McPherson	20	4	24	475	55	530	6.9	3.5	6.6	8.97	0.52	9.49
Meade	4	2	6	128	28	156	7.0	1.3	6.0	2.45	0.10	2.55
Miami	14	2	16	528	39	566	3.0	1.0	2.9	4.34	0.11	4.45
Montgomery	72	8	80	778	36	814	9.7	3.6	9.4	20.67	0.35	21.02
Morris	8	0	8	51	1	52	10.5	2.0	10.3	1.47	0.01	1.47
Morton	18	2	20	77	4	81	2.9	1.7	2.8	0.61	0.02	0.63
Neosho	18	2	20	77	3	80	10.0	1.0	9.7	2.11	0.01	2.12
Ness	8	0	8	30	0	30	2.0	0	2.0	0.08	0	0.08
Norton						CONTRACTING TO GRAHAM COUNTY AT PRESENT						
Osage	12	0	12	120	1	121	7.6	5.0	7.6	2.49	0.01	2.51
Osborne	9	4	13	55	4	59	5.6	1.5	5.3	0.84	0.01	0.86
Ottawa						CLOSED						
Pawnee	12	3	15	28	2	30	2.0	1.0	1.9	0.15	0.01	0.16
Phillips	8	1	9	107	0	107	6.4	0	6.4	1.87	0	1.87
Pottawatomie	12	2	14	209	5	214	10.0	10.0	10.0	5.73	0.14	5.86
Pratt	10	4	14	118	8	126	4.0	1.0	3.8	1.29	0.02	1.31
Rawlins	7	0	7	60	2	62	5.0	2.0	4.9	0.82	0.01	0.83
Reno	69	5	74	292	27	319	17.0	4.0	15.9	13.6	0.30	13.90
Republic	12	2	14	71	3	74	3.9	1.0	3.8	0.76	0.01	0.77
Rice	26	2	28	179	2	181	14.9	4.0	14.8	7.31	0.02	7.33

TABLE 2 (Concluded)

County	Capacity			1975 Population			Average Stay			Average Overnight Population		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Riley	32	6	38	682	20	702	6.0	3.0	5.9	11.21	0.16	11.38
Rooks	12	2	14	61	10	71	2.0	2.0	2.0	0.33	0.05	0.39
Rush	12	0	12	4	0	4	3.0	0	3.0	0.03	0	0.03
Russell	16	4	20	128	16	144	2.7	2.7	2.7	0.94	0.11	1.06
Saline	91	6	97				NOT REPORTED					
Scott	10	2	12	133	6	139	10.7	6.3	10.5	3.90	0.10	4.00
Sedgwick	143	37	180	521	47	568	121.0	93.0	118.7	172.72	11.98	184.69
Seward	26	0	26	816	63	879	6.7	5.0	6.6	14.93	0.86	15.80
Shawnee	92	6	98	1,337	136	1,473	17.6	0.8	16.7	64.55	3.09	67.64
Sheridan	4	1	5	12	1	13	7.0	1.0	6.5	0.23	0	0.23
Sherman	19	4	23	167	2	169	6.5	1.0	6.4	2.97	0.01	2.98
Smith				CLOSED								
Stafford	13	1	14	80	0	80	3.0	0	3.0	0.66	0	0.66
Stanton	6	2	8	93	3	96	4.5	1.0	4.2	1.15	0.01	1.16
Stevens	8	2	10	167	4	171	2.0	2.0	2.0	0.92	0.02	0.94
Sumner	27	4	31	632	52	684	3.0	1.0	2.8	5.19	0.14	5.33
Thomas	7	2	9	150	30	180	7.0	7.0	7.0	2.88	0.58	3.45
Trego	4	0	4	70	0	70	3.2	0	3.2	0.61	0	0.61
Wabaunsee	22	2	24	112	3	115	4.0	1.0	3.9	1.23	0.01	1.24
Wallace	6	2	8	39	2	41	2.0	2.0	2.0	0.21	0.01	0.22
Washington	4	2	6	45	2	47	16.0	1.0	15.4	1.97	0.01	1.98
Wichita	6	0	6	6	0	6	1.0	0	1.0	0.02	0	0.02
Wilson	8	6	14	51	23	74	10.0	10.0	10.0	1.40	0.63	2.03
Woodson	4	4	8	70	1	71	2.7	1.0	2.7	0.51	0	0.52
Wyandotte	156	8	164	2,179	223	2,402	11.4	5.2	10.8	68.00	3.16	71.16

Caseloads range from a high of 213 in Sedgwick County with 15 officers to a low of 25 in Bourbon County with one officer.

Policy guidelines exist that preclude the state from accepting the limitation of field services at the local level. Programs for adult misdemeanants are almost nonexistent especially in the areas of intake and diversion. Only one misdemeanor court, located in Kansas City, has a sentencing alternative program. Services at the local level for adult offenders after adjudication are also inadequate. There are no probation personnel available in 41 counties. Sixteen counties with full-time probation officers and 19 counties with part-time staff provide services for the adult misdemeanor only. Nineteen counties have probation officers who serve both juveniles and adults. Seven counties have part-time services for adults, and six counties have part-time offices serving both adults and juveniles.

Volunteer programs for adults are reported in only three counties with coordinators for the programs provided in only two of the three counties.

Table 3 provides a summary of probation for both juvenile and adult staffing by county. Table 4 shows the adult probation caseload per county.

TABLE 3

COUNTY ADULT AND JUVENILE PROBATION - STAFFING

County	Personnel						Volunteer Coordinator	Volunteers
	Administrative		Probation Officer		Clerical			
	FT	PT	FT	PT	FT	PT		
Allen	0	0	0	0	0	0	Yes	4
Anderson	0	0	0	0	0	0	No	0
Barber	0	1	0	0	0	1	No	0
Barton	0	0	2	2	0	0	No	6
Bourbon	0	0	2	0	0	2	NNo	0
Brown	1	0	0	1	1	2	No	0
Butler	0	1	2	1	1	0	No	3
Chase	0	0	0	0	0	0	No	0
Chautauqua	0	0	0	0	0	0	No	0
Cherokee	0	0	2	0	1	0	Yes	2
Cheyenne	0	0	0	0	0	0	No	1
Clark	0	0	0	0	0	0	No	2
Clay	0	0	0	1	0	0	No	0
Cloud	0	0	1	0	0	0	No	3
Coffey	0	0	0	0	0	0	No	0
Comanche	0	0	0	0	0	0	No	0
Cowley	0	0	1	2	0	2	No	0
Crawford	0	0	2	0	1	0	No	0
Decatur	0	0	0	1	0	0	No	0
Dickinson	0	0	1	0	1	0	NNo	0
Doniphan	0	0	0	0	0	0	No	0
Douglas	1	0	3	0	2	1	Yes	1
Edwards	0	0	0	0	0	0	No	0
Elk	1	0	0	0	0	0	No	0
Ellis	0	0	2	0	1	0	No	1
Finney	0	0	3	0	1	0	No	0
Ford	1	0	1	2	0	0	No	0
Franklin	1	0	1	0	1	0	No	0

TABLE 3 (continued)

COUNTY ADULT AND JUVENILE PROBATION - STAFFING

County	Personnel						Volunteer Coordinator	Volunteers
	Administrative		Probation Officer		Clerical			
	FT	PT	FT	PT	FT	PT		
Geary	2	1	2	0	1	0	No	17
Gove	0	0	0	0	0	0	No	0
Graham	0	0	1	0	0	0	No	0
Grant	0	0	0	1	0	0	No	15
Gray	0	0	0	0	0	0	No	0
Greeley	1	0	0	0	0	0	No	0
Greenwood	0	0	1	0	1	0	No	4
Hamilton	0	0	0	0	0	0	No	0
Harper	0	0	0	7	0	0	No	3
Harvey	0	1	2	1	1	0	No	1
Haskell	0	0	0	0	0	0	No	0
Hodgeman	0	0	0	0	0	0	No	0
Jackson	0	0	0	0	0	1	No	0
Jefferson	0	0	0	0	0	0	No	7
Jewell	0	0	0	0	0	0	No	0
Johnson	5	0	23	0	10	0	Yes	50
Kearney	0	0	0	0	0	0	No	0
Kingman	1	0	1	0	0	1	No	15
Kiowa	0	0	0	0	0	0	No	0
Labette	0	0	2	1	0	0	No	0
Lane	0	0	0	2	0	0	No	0
Leavenworth	1	0	3	0	2	0	No	30
Linn	1	0	1	0	0	1	No	0
Logan	0	0	0	0	0	0	No	1
Lyon	1	0	6	0	1	0	Yes	2
Marion	0	0	0	0	0	0	No	0
Marshall	0	0	0	1	0	0	No	0
McPherson	0	1	2	2	1	0	No	0
Meade	0	0	0	0	0	0	No	0

TABLE 3 (continued)

COUNTY ADULT AND JUVENILE PROBATION - STAFFING

County	Personnel						Volunteer Coordinator	Volunteers
	Administrative		Probation Officer		Clerical			
	FT	PT	FT	PT	FT	PT		
Miami	0	0	1	0	1	0	No	0
Mitchell	0	0	0	0	0	0	No	0
Montgomery	0	0	2	0	2	0	No	0
Morris	0	0	0	0	0	0	No	0
Morton	4	1	0	1	1	0	No	3
Nemaha	0	0	0	1	0	0	No	2
Neosho	0	0	1	0	0	1	No	0
Ness	0	0	0	0	0	0	No	0
Norton	1	0	0	0	0	0	No	1
Osage	0	0	0	1	0	0	No	0
Osborne	0	0	1	2	0	0	No	0
Ottawa	0	0	0	1	1	0	No	2
Pawnee	0	0	0	1	0	1	No	0
Phillips	0	0	0	0	0	0	No	3
Pottawatomie	0	0	0	0	0	0	No	4
Pratt	0	0	1	0	0	0	No	4
Rawlins	1	0	1	0	0	0	No	4
Reno	0	1	3	0	1	0	No	0
Republic	0	0	0	0	0	0	No	0
Rice	0	0	1	0	2	1	No	5
Riley	0	0	2	0	2	0	Yes	91
Rooks	0	0	1	2	1	0	No	0
Rush	0	0	0	0	0	0	No	2
Russell	0	0	0	1	0	0	No	0
Saline	1	0	2	4	2	1	No	12
Scott	0	0	0	0	0	0	No	0
Sedgwick	5	0	26	2	15	0	Yes	162

TABLE 3 (concluded)

COUNTY ADULT AND JUVENILE PROBATION - STAFFING

<u>County</u>	<u>Personnel</u>						<u>Volunteer Coordinator</u>	<u>Volunteers</u>
	<u>Administrative</u>		<u>Probation Officer</u>		<u>Clerical</u>			
	<u>FT</u>	<u>PT</u>	<u>FT</u>	<u>PT</u>	<u>FT</u>	<u>PT</u>		
Seward	0	2	2	0	0	2	No	0
Shawnee	4	0	25	0	12	0	Yes	250
Sheridan	0	0	0	0	0	0	No	1
Sherman	0	0	0	1	0	0	No	0
Smith	2	0	1	0	1	0	No	0
Stafford	0	0	0	1	0	0	No	2
Stanton	0	0	0	0	0	0	No	0
Stevens	0	0	2	0	0	0	No	0
Sumner	0	0	1	0	1	0	No	0
Thomas	0	0	1	0	0	0	No	0
Trego	0	0	0	1	0	0	No	0
Wabaunsee	0	0	0	0	0	0	No	1
Wallace	0	0	0	0	0	0	No	1
Washington	0	1	0	0	0	1	No	5
Wichita	0	0	0	0	0	0	No	0
Wilson	0	0	1	0	1	0	No	0
Woodson	0	0	0	0	0	0	No	0
Wyandotte	6	0	21	0	12	0	Yes	125

TABLE 4

COUNTY ADULT PROBATION - CASELOADS

County	Number of Probation Officers		Number of Cases - 1975				Successfully Completing	Number Revoked	Average Active Caseload	Presentence Investigation
	FT	PT	January 1		New					
			Active	Inactive	Active	Inactive				
Anderson	0	0	--	--	4	0	--	--	NA	0
Barton	1	1	188	0	190	0	175	4	132.7	17
Bourbon	1	0	119	0	25	0	111	8	25.0	0
Butler	1	1/2	20	5	77	0	30	0	51.2	139
Cheyenne	0	0	0	0	20	0	20	0	NA	0
Clay	0	1/2	10	--	15	--	6	0	76.0	7
Cloud	0	1	27	12	27	0	17	0	37.0	15
Comanche	0	0	5	0	5	0	5	0	NA	5
Cowley	0	1	0	67	0	93	51	3	0.0	0
Douglas	0	0	0	6	0	24	1	1	NA	36
Edwards	0	0	7	0	10	0	7	1	NA	10
Elk	0	0	0	12	0	4	16	0	NA	0
Finney	0	3	94	0	52	0	57	1	58.7	224
Franklin	0	1	--	--	27	0	--	--	54.0	25
Geary	0	1	8	8	19	20	15	0	24.0	24
Greeley	0	0	0	0	0	3	3	0	NA	0
Greenwood	0	1	3	0	2	0	2	0	6.0	0
Harper	0	0	0	8	10	0	10	2	NA	0
Harvey	0	2 1/2	59	24	61	0	45	0	60.0	2
Jackson	0	0	--	--	12	3	--	--	NA	15
Johnson	8	0	603	81	332	0	192	8	91.9	227
Kingman	0	1	18	16	32	13	21	0	106.0	53
Labette	1	0	--	--	--	--	--	--	--	--
Lane	0	1	0	0	0	2	0	0	0	0
Leavenworth	2	0	220	10	271	28	250	30	105.5	499
Linn	0	1	--	--	15	--	--	--	30.0	25
Lyon	1	2	80	0	80	0	72	8	40.0	20
McPherson	1	1	137	--	178	--	129	--	124.0	13
Miami	0	1	--	--	71	--	--	--	142.0	5
Morton	0	1/2	4	76	0	0	0	0	320.0	8

ADULT PROBATIONARY PROGRAM BEGAN NOVEMBER, 1975

TABLE 4 (concluded)

COUNTY ADULT PROBATION - CASELOADS

County	Number of Probation Officers		Number of Cases - 1975				Successfully Completing	Number Revoked	Average Active Caseload	Presentence Investigation
	FT	PT	January 1		New					
			Active	Inactive	Active	Inactive				
Nemaha	0	1/2	--	--	10	--	--	40.0	0	
Neosho	1	0	32	4	33	2	25	36.0	5	
Norton	0	0	0	0	6	0	6	NA	0	
Osage	0	1/2	3	1	4	5	6	4.0	4	
Phillips	0	0	0	0	10	0	10	NA	0	
Pratt	0	1	42	0	45	0	39	92.0	59	
Reno	1	0	131	90	114	0	31	209.0	51	
Rice	0	1	--	--	42	14	--	84.0	15	
Riley	1	0	216	0	187	0	211	187.0	1	
Rush	0	0	0	1	0	3	0	NA	3	
Scott	0	0	0	5	0	64	5	NA	0	
Sedgwick	15	0	2,360	0	2,508	0	1,403	213.7	480	
Shawnee	11	0	533	257	691	21	354	72.9	1,227	
Sheridan	0	0	0	0	15	0	15	NA	5	
Stafford	0	0	6	0	4	0	5	NA	0	
Stevens	0	1	--	--	--	6	5	0.0	0	
Sumner	0	1	137	0	139	0	127	286.0	13	
Wabaunsee	0	0	0	9	0	17	9	NA	0	
Wallace	0	0	0	0	54	0	54	NA	5	
Washington	0	0	--	--	2	--	--	NA	2	
Wilson	0	1								
Wyandotte	5	0	400	0	211	0	120	96.2	337	

ADULT PROBATIONARY PROGRAM BEGAN MARCH, 1976

CHAPTER III

GOALS AND OBJECTIVES

This chapter lists goals and objectives for Corrections. It is designed to provide the reader with an overview of the subjects and areas included.

MAJOR GOAL: IMPROVE PROCEDURES FOR PRETRIAL SCREENING, DIVERSION,
AND DETENTION OF ADULTS (3)

I. GOAL: MINIMIZE PRETRIAL CONFINEMENT (3.2)

I.A. Objective: By 1978, each local agency should establish procedures and written guidelines which:

- . Insure that all arraigned defendants are considered for pretrial release.
- . Insure that the alternatives to pretrial detention will reasonably assure the appearance of the accused for trial.
- . Insure the rights of the person arrested. (3.2.1 a-c)

II. GOAL: IMPROVE PRETRIAL PROGRAMS AND SERVICES (3.3)

II.A. Objective: By 1977, adult intake services should be provided for each judicial district to:

- . Perform investigative services for pretrial intake screening.
- . Emphasize diversion and referral.
- . Offer initial and ongoing assessment, evaluation and classification services to other agencies as requested.
- . Provide assessment, evaluation and classification services that assist program planning for sentenced offenders.
- . Arrange secure residential detention for pretrial detainees. (3.3.1 a-e)

III. GOAL: IMPROVE PRETRIAL DETENTION FACILITIES, PROGRAMS AND SERVICES (3.4)

III.A. Objective: By 1978, jails or community correctional centers should avoid the use of holding rooms for periods longer than 2 hours and provide physical separation from other portions of the facility and from the discharge process. (3.4.1)

III.B. Objective: By 1983, facilities, programs and services for those awaiting trial should be administered by the state correctional agency under a unified correctional system. (3.4.2)

III.C. Objective: Immediately, all adults having been convicted and sentenced to the Department of Corrections for a felony and who are awaiting trial on other detainers should not be detained in jail but should be sent to the Department of Corrections. (3.4.3)

MAJOR GOAL: IMPROVE PROCEDURES FOR SCREENING, DIVERSION
AND CLASSIFICATION (4)

IV. GOAL: DEVELOP AND IMPLEMENT CRITERIA AND PROCEDURES FOR DIVERSION (4.2)

IV.A. Objective: By 1976, each local jurisdiction, in cooperation with related state agencies should develop and implement formally organized programs of diversion that can be applied in the criminal justice process from the time an illegal act occurs to adjudication. (4.2.1)

IV.B. Objective: By 1978, each agency with the authority to select or recommend offenders for diversion should develop specific criteria for diversion. (4.2.2)

V. GOAL: REEXAMINE AND REORGANIZE CLASSIFICATION SYSTEM (4.3)

V.A. Objective: By 1976 each correctional agency, whether community-based or institutional, should immediately reexamine its classification system and reorganize it along the following principles:

- . The system should operate on a practical level and for realistic purposes.
- . The system should be guided by the principle that no offender should receive more surveillance or "help" than he requires.
- . No offender should be kept in a more secure condition or status than his potential risk dictates. (4.3.1 a-c)

V.B. Objective: By 1976, each correctional agency operating institutions for committed offenders should periodically assess its classification system. (4.3.2)

V.C. Objective: By 1978, state and local correctional agencies should establish jointly and cooperatively (in conjunction with the planning of community-based programs) classification teams in the larger cities of the state for the purpose of:

- . Encouraging the diversion of selected offenders from the criminal justice system.
- . Minimizing the use of institutions for convicted or adjudicated offenders.
- . Programming individuals for community-based programs. (4.3.3 a-c)

VI. GOAL: EMPHASIZE OFFENDER RE-ENTRY INTO THE COMMUNITY (4.4)

VI.A. Objective: Arrangements and procedures for offenders sentenced to correctional institutions to assume increasing individual responsibility and community contact should be, by 1976, incorporated in the classification system to be used at an institution. (4.4.1)

MAJOR GOAL: REDUCE ALCOHOL AND DRUG ABUSE (6)

VII. GOAL: DEVELOP DIVERSION TREATMENT PROGRAMS (6.1)

VII.A Objective: By 1978, persons in need of treatment for alcoholism or drug addition should be diverted to an appropriate treatment program from the criminal justice system. (6.1.1)

VIII. GOAL: PROMOTE THE FAIRNESS AND EQUALITY OF SENTENCING (9)

VIII.A. Objective: By 1980, establish general criteria for sentencing. (9.1)

VIII.B. Objective: By 1980, legislation should be enacted providing probation as an alternative for all offenders except in cases where mandatory minimum sentences are specifically provided. (9.6)

IX. GOAL: INSURE RIGHTS OF SENTENCED OFFENDERS (12.2)

IX.A. Objective: By 1976, Kansas should enact legislation to assist correctional agencies in assuring the rights of sentenced offenders. (12.2.1)

IX.B. Objective: By 1976, all correctional institutions including jails, should establish rules of conduct and disciplinary procedures for offenders under their jurisdictions. (12.2.2)

IX.C. Objective: By 1980, grant persons under correctional supervision access to:

. Courts.

. Legal services. (12.2.3 a-b)

IX.D. Objective: By 1980, each correctional agency should establish policies and procedures for offenders to be free from personal abuse. (12.2.4)

IX.E. Objective: By 1976, fulfill the right of each person in a correctional institution's custody to:

. A healthful place in which to live--including his own cell.

- . Recreational opportunities.
 - . Healthful surroundings--including independent safety and sanitation inspections. (12.2.5 a-c)
- IX.F. Objective: By 1980, each correctional agency should develop and implement policies and procedures governing searches and seizures of persons under their authority. (12.2.6)
- IX.G. Objective: Immediately, offenders will not be subjected to discriminatory treatment based on race, religion, nationality, sex or political beliefs. (12.2.7)
- IX.H. Objective: By 1980, each correctional agency should develop and implement policies, procedures and practices governing the offenders' right to habilitative services. (12.2.8)
- IX.I. Objective: By 1980, each correctional agency should develop and implement policies and procedures to assure that the individual offenders are able to exercise their constitutional rights, limited only to regulations necessary to maintain order or protect other offenders, correctional staff or other persons from violence or the clear threat of violence. (12.2.9)
- X. GOAL: IMPROVE THE CONDITIONS OF ADULT CONFINEMENT (13.1)
- X.A. Objective: By 1976, enact necessary legislation and procedures to assure certain minimum requirements are adhered to in all correctional institutions and programs. These requirements should assure:
- . Adequacy of facilities.
 - . Adequacy of services (medical, nutritional, and legal).
 - . Adequacy of security.
 - . Adequacy of regulations and procedures. (13.1.1 a-d)
- X.B. Objective: By 1975, establish a procedure to evaluate and enforce minimum standards regarding all confinement institutions and programs. (13.1.2)

X.C. Objective: By 1980, each correctional agency operating adult institutions should:

- . Provide organizational structure that permits open communication.
- . Allow for maximum input in the decision-making process.
- . Make explicit its correctional goals and program thrust.
- . Adopt policies and procedures that will preserve the individual identity of the inmate.
- . Normalize institutional settings. (13.1.3 a-e)

X.D. Objective: By 1976, every state should enact legislation, which would provide major correctional institutions with flexible policies for handling inmates. (13.1.4)

XI. GOAL: IMPROVE CORRECTIONAL PROGRAMS THROUGH EMPHASIS OF REHABILITATION AND REENTRY (13.2)

XI.A. Objective: By 1976, each institution for . . . adults should examine education and vocational training programs to ensure that they provide programs to individualize education and training. (13.2.1)

XI.B. Objective: By 1977, local adult correctional institutions should develop release programs drawing community leadership, social agencies, and business interests into the criminal justice system. (13.2.2)

XI.C. Objective: By 1978, legislation should be enacted to broaden the operation of prison industries. (13.2.3)

XI.D. Objective: By 1978, recreational programs should be implemented to assist in changing the behavior patterns of offenders. (13.2.4)

XI.E. Objective: By 1976, each major correctional institution should plan and organize ongoing counseling programs. (13.2.5)

XI.F. Objective: By 1978, each major correctional institution should adopt policies and practices to insure a full range of religious programs. (13.2.6)

XII. GOAL: DEVELOP PROGRAMS FOR UNIQUE AND SPECIALIZED NEEDS (13.3)

XII.A Objective: By 1978, each correctional agency operating a major institution should implement policies and procedures to improve treatment for problem offenders. (13.3.1)

XII.B Objective: Each correctional agency operating a major institution should immediately develop program provisions for unique problems faced by offenders with emphasis on minority offenders. (13.3.2)

XII.C Objective: Each state correctional agency should immediately implement policies and procedures to improve treatment for female offenders. (13.3.3)

XII.D Objective: By 1983, male and female institutions of adaptable design and comparable populations should be planned as coeducational facilities. (13.3.4)

XIII. GOAL: MAINTAIN HIGH ETHICAL STANDARDS IN THE CRIMINAL JUSTICE SYSTEM (14.2)

XIII.A. Objective: Recognizing that deviations in conduct of those persons within the criminal justice system may occur that, while not criminal, seriously affect the quality of justice and the proper implementation of the minimum standards and goals, formulate and enforce as appropriate to each type of agency standards of ethical conduct. (14.2.1)

XIII.B. Objective: Provide methods by which improper external influences on the administration of justice may be dealt with. (14.2.2)

XIV. GOAL: STREAMLINE THE ADMINISTRATIVE STRUCTURE OF THE CRIMINAL JUSTICE SYSTEM (15)

XIV.A Objective: By 1978, all adult correctional facilities and programs, both state and regional and local, should be unified except that where they meet state standards, regional and local pretrial detention and correctional facilities may be continued. (15.6)

- XIV.B Objective: By 1978, the probation system should develop goal-oriented service delivery systems. (15.8)
- XIV.C Objective: By 1978, the adult parole system should develop goal-oriented service delivery systems. (15.9)
- XV. GOAL: DEVELOP PLANNING CAPABILITIES IN ALL PARTS OF THE CRIMINAL JUSTICE SYSTEM AT ALL LEVELS OF GOVERNMENT (16.1)
- XV.A Objective: By 1978, establish a network of planning agencies serving all components and levels of the criminal justice system. (16.1.1)
- XV.B Objective: By 1978, all levels of government should establish a coordinating council and a planning agency supervisory board, for the criminal justice system that include community participation. (16.1.2)
- XV.C Objective: By 1978, the state corrections system should analyze its needs, resources and service gaps and develop a systematic plan for implementation of a range of alternatives to institutionalization. Minimum alternatives to be included in the plan include:
- . Diversion prior to trial and sentence;
 - . Nonresidential supervision programs in addition to probation and parole;
 - . Residential alternatives to incarceration;
 - . Community resources open to confined populations;
 - . Institutional resources available to the entire community;
 - . Prerelease programs; and
 - . Community facilities for released offenders in the reentry phase with provisions for short-term return as needed. (16.2.4 a-g)

XV.D Objective: By 1978, state, regional and local government shall utilize long-term forecasts of problems and needs for the purpose of budgeting for their respective agencies. (16.1.4)

XVI. GOAL: IMPROVE INTERACTION BETWEEN CRIMINAL JUSTICE AGENCIES AND THE PUBLIC (16.2)

XVI.A. Objective: By 1980, establish effective working relationships between components of the criminal justice system. (16.2.1)

XVI.B. Objective: By 1977, establish specific programs to inform the public of the problems, needs and activities of the criminal justice system and its component parts. (16.2.2)

MAJOR GOAL: BE PREPARED AT ALL TIMES FOR MASS DISORDERS AND UNUSUAL OCCURRENCES (17)

XVII. GOAL: ASSURE COORDINATION AMONG ALL AGENCIES DURING MASS DISORDERS (17.1)

XVII.A. Objective: By 1976, establish responsibility for the coordination and use of all justice system resources during an unusual occurrence.

. Such delegation of responsibility must be accompanied by necessary authority to act. (17.1.1)

XVII.B. Objective: By 1976, local justice system agencies should develop a plan to coordinate all government and private agencies involved in unusual occurrence control activities. (17.1.2)

XVIII. GOAL: ESTABLISH A NETWORK OF COMPUTERIZED INFORMATION SYSTEMS LINKING ALL COMPONENTS OF THE CRIMINAL JUSTICE SYSTEM (18)

XVIII.A. Objective: By 1977, the state shall assign responsibility for activities related to the development of a criminal justice information system (18.1)

XVIII.B. Objective: By 1980, every locality should be serviced by a local criminal justice information system which supports the needs of criminal justice agencies. (18.2)

XVIII.C. Objective: By 1980, every component agency of the criminal justice system should be served by an information agency which supports its intra-agency needs. It should:

- . Provide rationale for the internal allocation of personnel and resources.
- . Provide a rational basis for scheduling events, cases and transactions within the agency.
- . Provide data required for the proper functioning of other systems as appropriate.
- . Provide an interface between the local criminal justice information system and individual users within its own agency.
- . Create and provide access to files needed by users that are not provided by other information systems when they have a right to the information. (18.3 a-e)

XVIII.D. Objective: By 1978, regulations should be developed to:

- . Protect an individual's right to privacy.
- . Control access to the criminal justice information systems. (18.4)

XVIII.E. Objective: By 1977, requirements should be established to insure that the development of information systems is standardized. (18.5)

MAJOR GOAL: IMPROVE CRIMINAL JUSTICE
EQUIPMENT AND FACILITIES (18)

XIX. GOAL: IMPROVE CORRECTIONAL FACILITIES (19.3)

XIX.A. Objective: By 1976, guidelines should be developed for evaluating and planning adult correctional facilities. (19.3.1)

XIX.B. Objective: By 1978, plans for the improvement of adult correctional facilities should be implemented. (19.3.2)

MAJOR GOAL: UPGRADE PERSONNEL WORKING IN THE
KANSAS CRIMINAL JUSTICE SYSTEM (20)

XX. GOAL: IMPROVE QUALITY AND ADEQUACY OF STAFF (20.1)

XX.A. Objective: By 1978, adopt administrative structures and procedures that will optimize personnel performance. (20.1.1)

XX.B. Objective: By 1978, establish uniform procedures governing employee organizations, collective bargaining and interpersonal relations. (20.1.2)

XX.C. Objective: Provide adequate professional support to all criminal justice agencies. (20.1.5)

XXI. GOAL: UPGRADE THE RECRUITMENT AND SELECTION OF PERSONNEL (20.2)

XXI.A. Objective: By 1977, set systemwide standards for the recruitment and selection of personnel. (20.2.1)

XXI.B. Objective: By 1976, eliminate discrimination in the employment of criminal justice personnel. (20.2.2)

XXI.C. Objective: By 1978, legislation should be enacted to entrust operation of correctional programs to professionally trained individuals and to protect the positions from political pressure. Such legislation should include:

. A statement of qualifications for each position.

. A procedure for removal from office for cause. (20.2.4)

XXII. GOAL: UPGRADE THE TRAINING, EDUCATION, AND CAREER DEVELOPMENT OF PERSONNEL. (20.3)

XXII.A. Objective: By 1980, set systemwide standards for the training and education of personnel. (20.3.1)

XXII.B. Objective: By 1976, set standards for training and education of police and corrections personnel. (20.3.2)

XXII.C. Objective: By 1976, establish formal inservice training programs for criminal justice personnel. (20.3.4)

XXII.D. Objective: By 1980, provide advanced training in specialized areas. (20.3.5)

XXII.E. Objective: By 1980, establish formal career development in all criminal justice agencies. (20.3.7)

XXIII. GOAL: ESTABLISH FAIR AND COMPETITIVE SALARIES AND BENEFITS FOR ALL CRIMINAL JUSTICE PERSONNEL. (20.4)

XXIII.A. Objective: By 1978, establish a formal salary structure based on systematic classification of all criminal justice positions. (20.4.1)

XXIII.B. Objective: By 1978, establish a uniform system of benefits for criminal justice personnel. (20.4.2)

CHAPTER IV

GOALS, OBJECTIVES AND STRATEGIES WITH SELECTED IMPLEMENTED PROGRAMS

This chapter contains the goals, objectives and strategies for corrections. Local programs which have implemented the goal appear at the end of each goal, objective and strategy section. The programs are briefly described with a notation following which indicates who may be contacted if additional information is desired. It is hoped that the program listings will benefit those persons who are interested in implementing similar projects. It should be noted that this is not an all inclusive list. Programs were identified through review of information resident in the files of the Governor's Committee on Criminal Administration and the regional planning unit.

MAJOR GOAL: IMPROVE PROCEDURES FOR PRETRIAL SCREENING,
DIVERSION AND DETENTION OF ADULTS

I. GOAL: MINIMIZE PRETRIAL CONFINEMENT (3.2)

*I.A. Objective: By 1978, each local agency should establish procedures and written guidelines which:

- . Insure that all arraigned defendants are considered for pre-trial release.
- . Insure that the alternatives to pretrial detention will reasonably assure the appearance of the accused for trial.
- . Insure the rights of the person arrested. (3.2.1 a-c)

* Designated a "Priority Long-Range Program Objective" by the GCCA.

II. GOAL: IMPROVE PRETRIAL PROGRAMS AND SERVICES (3.3)

II.A Objective: By 1977, adult intake services should be provided for each judicial district to:

- . Perform investigative services for pretrial intake screening.
- . Emphasize diversion and referral.
- . Offer initial and ongoing assessment, evaluation and classification services to other agencies as requested.
- . Provide assessment, evaluation and classification services that assist program planning for sentenced offenders.
- . Arrange secure residential detention for pretrial detainees.
(3.3.1 a-e)

Possible Strategies

- II.A.1 Intake services should operate in conjunction with a community correctional facility, and/or will protect the rights of the accused at every phase, and maintain confidentiality at all times. (3.3.1,1)
- II.A.2 Social inventory and offender classification should be a significant component of intake services. (3.3.1,2)
- II.A.3 Specialized services should be purchased in the community on a contractual basis and include the services of psychiatrists, clinical psychologists, social workers, interviewers, and education specialists. (3.3.1,3)
- II.A.4 Information gathering services for the judicial officer relevant to the pretrial release or detention decision should be provided by law enforcement agencies and verified by the agency that develops the presentence report. (3.3.1,4)
- II.A.5 Investigation to gather information relevant to the pretrial release or detention decision should commence immediately. (3.3.1,5)

III. GOAL: IMPROVE PRETRIAL DETENTION FACILITIES, PROGRAMS AND SERVICES
(3.4)

III.A Objective: By 1978, jails or community correctional centers should avoid the use of holding rooms for periods longer than 2 hours and provide physical separation from other portions of the facility and from the discharge process. (3.4.1)

*III.B Objective: By 1983, facilities, programs and services for those awaiting trial should be administered by the state correctional agency under a unified correctional system. (3.4.2)

Possible Strategies

III.B.1 Pretrial detainees and persons awaiting trial in detention should not be required to participate in any program of work, treatment or rehabilitation; voluntary participation should be on a confidential basis. (3.4.2,1)

III.B.2 Information on participation and progress in such programs should be available to the sentencing judge following conviction for the purpose of determining the sentence. (3.4.2,2)

III.B.3 Intake processing should include a hot water shower with soap and the option of issuing clothing. Personal property and clothing taken from the individual should be recorded and stored, and a receipt issued to the owner. (3.4.2,3)

III.B.4 Processing records should include:

- a. Name and vital statistics; brief personal, social and occupational history; identity data.
- b. Results of the initial medical examination, and results of the initial intake interview conducted in private by a counselor, social worker, or other program staff members as soon as possible after reception.
- c. It should be mandatory that the physician's orders be followed. (3.4.2,4 a-c)

* Designated a "Priority Long-Range Program Objective" by the GCCA.

III.C Objective: Immediately, all adults having been convicted and sentenced to the Department of Corrections for a felony and who are awaiting trial on other detainers should not be detained in jail but should be sent to the Department of Corrections. (3.4.3)

Possible Strategies

III.C.1 Allow transfer immediately on receipt of commitment paper. (3.4.3,1)

MAJOR GOAL: IMPROVE PROCEDURES FOR SCREENING,
DIVERSION AND CLASSIFICATION (4)

IV. GOAL: DEVELOP AND IMPLEMENT CRITERIA AND PROCEDURES FOR DIVERSION (4.2)

- *IV.A Objective: By 1976 each local jurisdiction, in cooperation with related state agencies, should develop and implement formally organized programs of diversion that can be applied in the criminal justice process from the time an illegal act occurs to adjudication. (4.2.1)

Implementation Criteria

- . Responsible authorities at each step in the criminal justice process where diversion may occur should develop policies, priorities, procedures, lines of responsibility, and establish mechanisms for periodic review and evaluation of policies, decisions and practices.
- . Criminal justice agencies must have the cooperation and resources of other community agencies to which persons can be diverted for services relating to their problems and needs.

Possible Strategies

- IV.A.1 Provide initial health agency referral to those persons in need of professional assistance, but not taken into custody. (4.2.1,1)
- *IV.A.2 Provide pretrial intervention programs offering manpower and related supportive services. Intervention efforts should incorporate a flexible continuance period of at least 90 days, during which the individual would participate in a tailored job training program. Satisfactory performance in that training program would result in job placement and dismissal of charges, with arrest records maintained only for official purposes and not for dissemination. (4.2.1,2)
- IV.A.3 Provide a wide range of community services to deal with any major needs of the participant. (4.2.1,3)

* Designated a "Priority Long-Range Program Objective" by the GCCA.

IV.A.4 Exoffenders 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.A.5 Expand and/or continue operation of the mental health holding ward as an effective evaluation unit. (4.2.1,5)

*IV.B Objective: By 1978 each agency with the authority to select or recommend offenders for diversion should develop specific criteria for diversion. (4.2.2)

Possible Strategies

IV.B.1 The following criteria should be used in selecting an offender for diversion:

Positive criteria

- a. Relative youth of the offender.
- b. Willingness of the victim to waive prosecution.
- c. Likelihood the offender suffers from mental illness or psychological abnormality related to his crime and for which treatment is available.
- d. Likelihood the crime was significantly related to any other situation which would be subject to change by participation in a diversion program.
- e. Likelihood that prosecution may cause undue harm to the defendant.
- f. Unavailability within the Criminal Justice System of services to meet the offender's needs and problems.
- g. Likelihood that the arrest has already served as a desired deterrent.
- h. Likelihood that the needs and interests of the victim and society are served better by diversion.
- i. Probability that the offender does not present a substantial danger to others.

* Designated a "Priority Long-Range Program Objective" by the GCCA.

- j. Voluntary acceptance of the offered alternative by the offender.

Negative criteria

- a. History of use of physical violence.
- b. Involvement with syndicated crime.
- c. History of antisocial conduct indicating such conduct has become an ingrained part of the defendant's life style.
- d. Any special need to pursue criminal prosecution to discourage others. (4.2.2,1)

IV.B.2 Prior to diversion the facts of the case should sufficiently establish that the defendant committed the alleged act. If the facts do not sufficiently establish guilt, the defendant should be screened or the prosecution should be required to prove his guilt in court. (4.2.2,2)

IV.B.3 A written statement should be made and retained specifying the fact of and reason for a diversion not involving a diversion agreement between defendant and prosecution. (4.2.2,3)

IV.B.4 When a defendant (who comes under a category of offenders for whom diversion is regularly considered) is not diverted, a written statement of the reasons should be retained. (4.2.2,4)

IV.B.5 Where the diversion program involves significant deprivation of an offender's liberty, diversion should be permitted only under a court-approved agreement. (4.2.2,5)

IV.B.6 Procedures should be developed for the formulation of court-approved diversion agreements and their approval by the court. (4.2.2,6)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL IV:

1. Short-Term Diagnostic and Treatment Center

This community-based program operates a residential facility for young male offenders ages 18 to 20 as an alternative to incarceration. The target population is the first-time misdemeanor offenders referred from municipal courts.

Site: Kansas City (Wyandotte County)
Contact: John Keith, Grant Administrator
Municipal Court
Kansas City
(913) 371-2000, ext. 352

2. Halfway House for Readjustment of Parolees to Normal Life^{1/}

Reno County Halfway House, Inc., provides a residential center for both the penal parolee during reentry into community life and the court-referred probationers. Thus, the facility acts as a diversionary alternative to institutional incarceration, as well as an aid in transition from institutionalization.

Site: Reno County
Contact: Charles Douglas
Project Director
Courthouse
206 West 1st Street
Hutchinson
(316) 665-7841

3. Topeka Halfway House^{1/}

This is a prerelease center for parolees from the Kansas Department of Corrections or the Shawnee County Jail. Selected federal prisoners and those who are placed on federal probation by a District Judge are also served by the center. In accepting court-referred probationers, a program of diversion is provided as an alternative to institutional confinement.

Site: Shawnee County
Contact: Larry Frost
807 Western
Topeka
(913) 357-4211

^{1/} These programs are also listed under Goal VI as illustrative of programs emphasizing offender reentry into the community.

4. Coordinator of Volunteers

The Coordinator of Volunteers acts as director of the Misdemeanor Probation and Parole Office, and also as the Coordinator of the Volunteer Probation Supervisor Program, which works in conjunction with the Misdemeanor Probation and Parole Office.

Site: Riley County

Contact: The Honorable Jerry Mershon
Probate and Juvenile Judge
Court Annex Building
Manhattan
(913) 776-4854

V. GOAL: REEXAMINE AND REORGANIZE CLASSIFICATION SYSTEM (4.3)

V.A Objective: By 1976 each correctional agency, whether community-based or institutional, should immediately reexamine its classification system and reorganize it along the following principles:

- . The system should operate on a practical level and for realistic purposes.
- . The system should be guided by the principle that no offender should receive more surveillance or "help" than he requires.
- . No offender should be kept in a more secure condition or status than his potential risk dictates. (4.3.1 a-c)

Possible Strategies

V.A.1 The classification system should be in written form specifying:

- a. The objectives of the system, detailed methods for achieving the objectives, and monitoring and evaluation mechanisms to determine whether the objectives are being met;
- b. The critical variables of the typology to be used;
- c. Detailed indicators of the components of the classification categories; and
- d. The structure (committee, unit, team, etc.) and procedures for balancing the decisions that must be made in relation to programming, custody, personal security, and resource allocation. (4.3.1,1 a-d)

V.A.1 The classification system should:

- a. Provide full coverage of the offender population.
- b. Be consistent with individual dignity and basic concepts of fairness.
- c. Provide for maximum involvement of the individual in determining the nature and direction of his own goals (including the right to appeal administrative decisions affecting him).
- d. Be adequately staffed with trained personnel.

- e. Be sufficiently objective and quantifiable to facilitate research, demonstration, model building, intrasystem comparisons, and administrative decisionmaking. (4.3.1,2 a-c)

V.A.2 The correctional agency should participate in or be receptive to cross-classification research toward the development of a classification system that can be used commonly by all correctional agencies. (4.3.1,3)

V.B Objective: By 1976, each correctional agency operating institutions for committed offenders should periodically assess its classification system. (4.3.2)

Possible Strategies

*V.B.1 KRDC should continue to perform both the reception and diagnostic functions for the system; to make this possible, its size should be increased by constructing a new building and a housing capacity of approximately 150 to bring the total to 250. Facilities for women should be provided. Medical/psychiatric treatment should be available for up to 75 persons. (4.3.2,1)

V.B.2 Whether a reception unit or classification committee or team is utilized within the institution, the administration's classification plan should:

- a. Describe the makeup of the unit, team or committee, as well as its duties and responsibilities;
- b. Define its responsibilities for custody, employment and vocational assignments;
- c. Indicate what phases of an inmate program may be changed without unit, team, or committee action;
- d. Specify procedures relating to inmate transfer from one program to another;
- e. Prescribe form and content of the classification review; and
- f. Provide for development of written policies regarding initial inmate classification and reclassification. (4.3.2,2 a-f)

* Designated a "Priority Long-Range Program Objective" by the GCCA.

V.B.3 The purpose of initial classification should be:

- a. To screen inmates for safe and appropriate placement and determine whether these programs will accomplish the purposes for which inmates are placed in the correctional system.
- b. Through orientation to give new inmates an opportunity to learn of the programs available to them and of the performance expected to gain their release. (4.3.2,3 a-b)

V.B.4 Initial classification should not take longer than 1 week. (4.3.2,4)

V.B.5 A purpose of reclassification should be the increasing involvement of offenders in community-based programs. (4.3.2,5)

V.B.6 Reclassification should be undertaken at intervals not exceeding 6 weeks. (4.3.2,6)

V.B.7 An activities facility should be included within the KRDC to provide space for recreational activities, such as indoor athletics, movies, religious services, craft shops, etc. (4.3.2,7)

*V.C Objective: By 1978, state and local correctional agencies should establish jointly and cooperatively (in conjunction with the planning of community-based programs) classification teams in the larger cities of the state for the purpose of:

- . Encouraging the diversion of selected offenders from the Criminal Justice System.
- . Minimizing the use of institutions for convicted or adjudicated offenders.
- . Programming individual offenders for community-based programs. (4.3.3 a-c)

Possible Strategies

V.C.1 The planning and operation of community classification teams should involve:

* Designated a "Priority Long-Range Program Objective" by the GCCA.

- a. State and local correctional personnel (institutions, jails, probation, and parole).
- b. Personnel of specific community-based programs (employment programs, halfway houses, work-study programs, etc.).
- c. Police, court and public representatives. (4.3.3,1 a-c)

V.C.2 The classification teams should assist:

- a. Pretrial intervention projects in the selection of offenders for diversion.
- b. Courts in identifying offenders who do not require institutionalization.
- c. Probation and parole departments and state and local institutional agencies in original placement and periodic reevaluation and reassignment of offenders in specific community programs of training, education, employment and related services. (4.3.3,2 a-c)

V.C.3 The classification team, in conjunction with participating agencies, should develop criteria for screening offenders according to:

- a. Those who are essentially self-correcting and do not need elaborate programming.
- b. Those who require different degrees of community supervision and programming.
- c. Those who require highly concentrated institutional controls and services. (4.3.3,3 a-c)

V.C.4 The classification team should develop policies that consider the tolerance of the general public concerning degrees of "punishment" that must be inflicted. (4.3.3,4)

V.C.5 The work of the classification team should be designed to enable:

- a. Departments, units and components of the correctional system to provide differential care and processing of offenders.

b. Managers and correctional workers to array the clientele in caseloads of varying sizes and programs appropriate to the clients' needs as opposed to those of the agencies.

c. The system to match client needs and strengths with department and community resources and specifically with the skills of those providing services. (4.3.3,5 a-c)

V.C.6 The classification team should have a role in recommending the establishment of new community programs and the modification of existing ones; to involve volunteers, ex-offenders and paraprofessionals; and to have an evaluation and advisory role in the operation of community programs. (4.3.3,6)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL V:

1. Institutional Programming: A Unit Team Approach

The unit team approach decentralized its programming from a total institution concept to one where classification teams are assigned to each living unit within an institution. Each team consists of a unit program supervisor, two counselors and a contingent of regularly assigned correctional officers.

Site: State of Kansas

Contact: Deputy Secretary of Corrections
Kansas Department of Corrections
KPL Towers
818 Kansas Avenue
Topeka
(913) 296-3317

VI. GOAL: EMPHASIZE OFFENDER REENTRY INTO THE COMMUNITY (4.4)

VI.A Objective: Arrangements and procedures for offenders sentenced to correctional institutions to assume increasing individual responsibility and community contact should be, by 1976, incorporated in the classification system to be used at an institution. (4.4.1)

Possible Strategies

- VI.A.1 An offender should meet with the classification team to develop a plan for increasing personal responsibility and community contact when he is received at a correctional institution. (4.4.1,1)
- VI.A.2 Behavioral objectives should be established at the initial meeting. After those objectives have been met, another meeting should be held to make adjustments in the individual's plan which will provide for transition to a lower level of custody and increasing personal responsibility and community involvement. (4.4.1,2)
- VI.A.3 At regular time intervals, each inmate's status should be reviewed and further favorable adjustments made (if no strong reasons exist to the contrary). (4.4.1,3)
- VI.A.4 The inmate should move through a series of levels broadly encompassing movement from initial security involving few outside privileges and minimal contact with community participants in institutional programs, to lesser degrees of custody with participation in institutional and community programs, to partial release programs, to residence in halfway house or similar residence, to residence in the community at the place of his choice with moderate supervision, and finally to release from correctional supervision. (4.4.1,4)
- VI.A.5 When an inmate fails to meet behavioral objectives, the team may decide to keep him in the same status for another period or move him back. The primary emphasis should be on individualization. A guiding principle should be the use of positive reinforcement in bringing about behavioral improvements. (4.4.1,5)

- VI.A.6 Primary emphasis should be on individualization-- behavioral changes based on the individual's interests, abilities, and priorities. (4.4.1,6)
- VI.A.7 Offenders should be given opportunities to give of their talents, time and efforts to others, including other inmates and community residents. (4.4.1,7)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL VI:

1. Halfway House for Readjustment of Parolees to Normal Life^{1/}

The aim of the Reno County Halfway House, Inc. is to aid parolees in the transition to community life through the structured atmosphere provided by the center.

Site: Reno County
Contact: Charles Douglass
Project Director
Courthouse
206 West 1st Street
Hutchinson
(316) 665-7841

2. Topeka Halfway House^{1/}

This facility is a pre-release center which attempts to assist parolees in adjustment from incarceration to community living.

Site: Shawnee County
Contact: Larry Frost
807 Western
Topeka
(913) 357-4211

3. Community Resource Development

The Department of Corrections employs a community resource specialist to assist local agencies in the development and implementation of community and institutional correctional programs; e.g., halfway houses, volunteer programs.

Site: State of Kansas
Contact: John Callison
Department of Corrections
KPL Towers
818 Kansas Avenue
Topeka
(913) 296-3317

^{1/} These programs are also listed under Goal IV as illustrative of programs emphasizing diversion.

MAJOR GOAL: REDUCE ALCOHOL AND DRUG ABUSE (6)

VII. GOAL: DEVELOP DIVERSION TREATMENT PROGRAM (6.1)

*VII.A Objective: By 1978 persons in need of treatment for alcoholism or drug addiction should be diverted to an appropriate treatment program from the Criminal Justice System. (6.1.1)

Possible Strategies

VII.A.1 Legislation should be enacted providing authority to divert persons in need of treatment of alcoholism or drug addiction from the Criminal Justice System and provide funding for treatment centers where such persons can receive both detoxification and follow-up care. (6.1.1,1)

* Designated a "Priority Long-Range Program Objective" by the GCCA.

PROGRAMS WHICH HAVE IMPLEMENTED GOAL VII:

1. Leavenworth City/County Court Services and Probation Program

The Leavenworth County Probation Department offers unified services to city and county courts for both adults and juveniles. Comprehensive drug and alcohol counseling for individuals involved in alcohol/drug-related offenses is offered through information schools.

Site: Leavenworth County
Contact: Lloyd Salisbury
Director of Court Services
Courthouse
Leavenworth
(913) 682-6060

2. Headquarters/Douglas County Court Diversion Program

Treatment for drug offenders is offered in a program of group and individual sessions which emphasize legal concerns, drug pharmacology, alternatives to drug usages, and risks in employment, etc.

Site: Douglas County
Contact: Alan R. Johnson
Program Director
1602 Massachusetts
Lawrence
(913) 841-2370

VIII. GOAL: PROMOTE THE FAIRNESS AND EQUALITY OF SENTENCING (9)

VIII.A Objective: By 1980, establish general criteria for sentencing.
(9.1)

Possible Strategies

VIII.A.1 Procedures should be established allowing the offender or the correctional agency to initiate proceedings to request the court to exercise the jurisdiction of the court over sentenced offenders. (9.1,16)

VIII.B Objective: By 1980, legislation should be enacted providing probation as an alternative for all offenders except in cases where mandatory minimum sentences are specifically provided.
(9.6)

Possible Strategies

VIII.B.1 Criteria for probation should be patterned after the Model Penal Code for granting of probation, conditions of probation, revocation of probation and length of probation. (9.6,1)

VIII.B.2 Pending enactment of legislation, each sentencing court should revise its policies, procedures and practices concerning probation to include:

- a. Sentence to probation for a specific term.
- b. The court to impose such conditions as necessary to provide a benefit to the offender and protection to public safety.
- c. The offender provided with a written statement of the conditions imposed.
- d. Procedures adopted authorizing revocation.
- e. Probation is not revoked for the alleged commission of a new crime until the offender has been tried and convicted of that crime. (9.6.2 a-e)

IX. GOAL: INSURE RIGHTS OF SENTENCED OFFENDERS (12.2)

IX.A Objective: By 1976, Kansas should enact legislation to assist correctional agencies in assuring the rights of sentenced offenders. (12.2.1)

Possible Strategies

IX.A.1 The legislation should be patterned after the Model State Administrative Procedures Act. These procedures should include:

- a. Institutional administration should have the right to revise their own rules and regulations.
- b. Inmates should have all the rights of free citizens except those that are inconsistent with the written rules and regulations of the institution.
- c. Judicial review for agency actions affecting the substantive rights of individuals, including offenders. (12.2.1,1 a-c)

IX.B Objective: By 1976, all correctional institutions including jails, should establish rules of conduct and disciplinary procedures for offenders under their jurisdictions. (12.2.2)

Possible Strategies

IX.B.1 Each correctional agency will establish agency rules to provide procedures for review of offenders' grievances, imposition of discipline, and change of an offender's status within correctional programs. (12.2.2,1)

IX.B.2 Offenders should be provided with written statements of the institution's up-to-date rules. (12.2.2,2)

IX.B.3 Rules of conduct for offenders should be:

- a. Designed to effectuate or protect an important interest of the facility or program for which they are promulgated.
- b. The least drastic means of achieving that interest.
- c. Specific.

- d. Accompanied by a range of sanctions that can be imposed.
- e. Promulgated after consultation with offenders and other appropriate parties. (12.2.2,3 a-e)

IX.B.4 Rules of conduct for offenders should provide that:

- a. Acts of violence or criminal misconduct be prosecuted criminally.
- b. The institution be responsible for disciplining serious misconduct.
- c. Disciplinary action be deferred where the state intends to prosecute. (12.2.2,4 a-c)

IX.B.5 Disciplinary procedures should be adopted for each type of residential facility. (12.2.2,5)

IX.B.6 Minor violations of rules of conduct should be punishable by such means as:

- a. Reprimand.
- b. Loss of commissary, entertainment or recreational privileges. (12.2.2,6)

IX.B.7 Rules governing minor violations should state that:

- a. Staff may impose prescribed sanctions after informing the offender of the violation and giving him a chance to explain.
- b. If a report of a violation is placed in an offender's file, he should be notified.
- c. The offender should be provided with an opportunity to request a review by an impartial officer or board.
- d. All references to the incident should be removed from the offender's file if the review indicates that the offender did not commit the violation or that the staff's action was not appropriate. (12.2.2,7 a-d)

IX.B.8 Rules governing major violations should provide for the following prehearing procedures:

- a. Someone other than the reporting officer should conduct the investigation. If probable cause exists, a hearing date should be set.
- b. The offender should receive a copy of any disciplinary report or charges of the alleged violation and notice of the time and place of hearing.
- c. The offender should receive assistance in preparing for the hearing, including legal counsel if available. (12.2.2,8 a-c)

IX.B.9 Rules governing major violations should provide for a hearing, within 72 hours of the alleged violation, which should be conducted as follows:

- a. The hearing should be held as quickly as possible.
- b. The hearing should be before an impartial officer or board.
- c. The offender should be allowed to present evidence or witnesses on his behalf.
- d. The offender may be allowed to confront and cross-examine the witnesses against him.
- e. The offender may be allowed to select someone, including legal counsel, to assist him at the hearing (if appropriate).
- f. The hearing officer or board should be required to find substantial evidence of guilt before imposing a sanction.
- g. The hearing officer or board should be required to render its decision in writing. If the decision is that the offender did not commit the violation, all reference to the charge should be removed from offender's file.

IX.B.10 Rules governing major violations should provide for internal review of the hearing officer's or board's decision. (12.2.2,10)

- IX.B.11 Internal review of the hearing officer's or board's decision should be automatic. (12.2.2,11)
- IX.B.12 The internal reviewing authority should be authorized to:
- a. Accept the decision.
 - b. Order further proceedings.
 - c. Reduce the sanction imposed. (12.2.2,12 a-c)
- IX.B.13 Rules and regulations which prescribe procedures for determining and changing offender status within the same facility should cover:
- a. Offender classification.
 - b. Transfers.
 - c. Major changes or decisions on participation in treatment, education and work programs. (12.2.2,13 a-c)
- IX.B.14 Rules and regulations which prescribe procedures for determining and changing offender status should:
- a. Specify criteria for classification;
 - b. Specify frequency of status reviews;
 - c. Be made available to offenders;
 - d. Provide for notice to offender when his status is being reviewed; and
 - e. Provide for participation of the offender in decisions affecting his own program. (12.2.2,14 a-c)
- IX.B.15 An offender should have an opportunity to oppose or support proposed changes in his status. (12.2.2,15)
- IX.B.16 Offender reviews involving substantially adverse changes in status should be subject to administrative hearings. (12.2.2,16)

- IX.B.17 Proceedings for nondisciplinary changes of status should not be used to impose disciplinary sanctions or otherwise punish offenders. (12.2.2,17)
- IX.B.18 Enact legislation to insure proper redress where an offender's rights are abridged. (12.2.2,18)
- IX.B.19 Administrative remedies, not requiring the intervention of a court, for redress when an offender's rights have been abridged should include:
- a. Redress procedures.
 - b. Policies of inspection and supervision of institutional conditions and staff practices to:
 - (1) Assure distribution and understanding of the rights of offenders.
 - (2) Provide that persistent, intentional violation of an offender's rights is justification for removal from office or employment.
 - (3) Authorize payment of claims to offenders as compensation for injury caused by violation of any right by the legislative body. (12.2.2,19 a-b)
- IX.B.20 Develop and implement a grievance procedure which has the following elements:
- a. Each person being supervised by the correctional authority should be able to report a grievance.
 - b. The grievance should be transmitted without alteration, interference or delay to those responsible for receiving and investigating grievances.
 - c. Each grievance not patently frivolous should be investigated.
 - d. The correctional authority should respond to each such report, indicating what disposition will be made of the recommendations received. (12.2.2,20 a-d)

IX.C Objective: By 1980, grant to persons under correctional supervision access to:

- . Courts.
- . Legal services. (12.2.3 a-b)

Possible Strategies

IX.C.1 Permit persons under correctional supervision to have access to courts to:

- a. Challenge the legality of their conviction or confinement;
- b. Seek redress for illegal conditions or treatment while incarcerated or under correctional control;
- c. Pursue remedies in connection with civil legal problems;
- d. Assert against correctional or other governmental authority any other rights protected by constitutional or statutory provision or common law. (12.2.3,1 a-d)

IX.C.2 Counsel should be available:

- a. At the penitentiary to advise any inmate desiring to appeal or collaterally attack his conviction.
- b. To represent any indigent inmate of any detention facility at any proceeding affecting his detention or early release.
- c. To represent any indigent parolee at any parole revocation hearing.
- d. To represent any indigent probationer at any proceeding affecting his probationary status.
- e. To provide such other legal services as may be necessary relating to their custody, control, management or legal affairs while under correctional authority. (12.2.3,2 a-e)

- IX.C.3 Correctional authorities should facilitate access to legal assistance by offenders. (12.2.3,3)
- IX.C.4 Correctional authorities should assist offenders affirmatively in pursuing their legal rights. (12.2.3,4)
- IX.C.5 Governmental authority should furnish adequate attorney representation and, where appropriate, lay representation, to meet the needs of offenders without the financial resources to retain such assistance privately. (12.2.3,5)

IX.D Objective: By 1980, each correctional agency should establish policies and procedures for offenders to be free from personal abuse. (12.2.4)

Possible Strategies

- IX.D.1 The following should be prohibited for use as disciplinary action:
 - a. Corporal punishment.
 - b. 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).
 - c. Solitary or segregated confinement as a disciplinary measure except as a last resort.
 - d. Deprivation of clothing, bed, light, ventilation, heat, exercise, balanced diet, or hygienic necessities.
 - e. Act or lack of care that injures or significantly impairs the health of any offender.
 - f. Infliction of mental distress, degradation or humiliation. (12.2.4,1 a-f)

IX.D.2 Correctional authorities should:

- a. Evaluate staff periodically to identify persons whose behavior performance constitutes a threat to offenders and, where identified, reassign or discharge them.

IX.E. Objective: By 1976, fulfill the right of each person in a correctional institution's custody to:

- . A healthful place in which to live--including his own cell.
- . Recreational opportunities.
- . Healthful surroundings--including independent safety and sanitation inspections. (12.2.5 a-c)

Possible Strategies

IX.E.1 Fulfill the right of each person in a correctional institution's custody to medical care. (12.2.5,1)

IX.E.2 Offenders should receive--within 24 hours--examination by a physician, paramedical or medical technical-assistant upon commitment to a correctional facility. (12.2.5,2)

IX.F Objective: By 1980, each correctional agency should develop and implement policies and procedures governing searches and seizures of persons under their authority. (12.2.6)

Possible Strategies

IX.F.1 Persons supervised by correctional authorities in the community should be subject to searches and seizures at any time by authorized personnel. (12.2.6,1)

IX.F.2 Supervisory personnel as well as top management officials should be authorized to order a search of the correctional institution. (12.2.6,2)

IX.G Objective: Immediately, offenders will not be subjected to discriminatory treatment based on race, religion, nationality, sex or political beliefs. (12.2.7)

IX.H Objective: By 1980, each correctional agency should develop and implement policies, procedures and practices governing the offenders' right to habilitative services. (12.2.8)

Possible Strategies

IX.H.1 A correctional authority should have affirmative programs appropriate toward the habilitation of convicted offenders. (12.2.8,1)

IX.H.2 The correctional agency should:

- a. Give first priority to implementation of statutory specifications or statements of purpose on habilitative services.
- b. Supplement its habilitative services by referring offenders to social services where offenders are under community supervision. In planning habilitative programs, it should establish a presumption in favor of community-based programs.
- c. Include a mixture of educational, vocational, counseling and other services appropriate to offender treatment needs.
- d. Advise courts and sentencing judges of the extent and availability of habilitative services and programs. (12.2.8,2a-d)

IX.H.3 Governmental authorities should be held responsible by the courts for insuring the right of offenders to habilitative services. (12.2.8,3)

IX.H.4 The correctional agency should insure that no offender is required to participate in habilitation programs or treatment. However, if an offender chooses to refuse to involve himself in habilitation, then he should be retained within the confines of the institution (12.2.8,4)

IX.I Objective: By 1980, each correctional agency should develop and implement policies and procedures to assure that the individual offenders are able to exercise their constitutional rights, limited only to regulations necessary to maintain order or protect other offenders, correctional staff or other persons from violence or the clear threat of violence. (12.2.9)

Possible Strategies

IX.I.1 Rights of expression and association should include:

- a. Exercising free speech.
- b. Sending or receiving mail.
- c. Visitation.

- d. Access to the public through the media.
- e. Engaging in peaceful assemblies.
- f. Belonging to and participating in organizations.
(12.2.9,1a-f)

IX.I.2 The correctional agency should, whenever possible:

- a. Provide access to appropriate facilities for worship or meditation.
- b. Enable offenders to adhere to the dietary laws of their faith.
- c. Arrange the institution's schedule to permit inmates to worship or meditate at the time prescribed by their faith.
- d. Allow access to clergymen or spiritual advisers of all faiths.
- e. Permit receipt of religious literature and publications.
- f. Allow religious medals or other symbols that are not unduly obtrusive. (12.2.9,2a-f)

IX.I.3 Whenever possible, offenders should have the right to:

- a. Communicate or correspond with persons or organizations.
- b. Send and receive letters, packages, books, periodicals and any other material that can be lawfully mailed. (12.2.9,3a-b)

IX.I.4 Correctional authorities should not limit the volume of mail. (12.2.9,4)

IX.I.5 Only illegal items and items which threaten the security of the institution should be considered contraband. (12.2.9,5)

IX.I.6 Offenders should receive a reasonable postage allowance to maintain community ties. (12.2.9,6)

IX.I.7 Offenders should have the right to communicate with individuals of their own choosing. (12.2.9,7)

- IX.I.8 Correctional authorities may limit the number of visitors an offender may receive or the length of such visits, in accordance with regular institutional schedules and requirements. (12.2.9,8)
- IX.I.9 Correctional authorities should facilitate and promote visitation of offenders by providing:
- a. Transportation.
 - b. Appropriate room for visitation.
 - c. Arrangements for family visits in appropriate surroundings. (12.2.9,9 a-c)
- IX.I.10 The correctional agency may supervise the visiting area in an unobtrusive manner. (12.2.9,10)
- IX.I.11 Except in emergencies such as institutional disorders, offenders should be allowed to present their views through the communications media. (12.2.9,11)
- IX.I.12 Representatives of the media should be allowed access to all correctional facilities for reporting items of public interest consistent with the preservation of offender's privacy. (12.2.9,12)
- IX.I.13 Offenders should be permitted to receive any lawful publication or radio and television broadcast. (12.2.9,13)

X. GOAL: IMPROVE THE CONDITIONS OF ADULT CONFINEMENT (13.1)

*X.A Objective: By 1976, enact necessary legislation and procedures to assure certain minimum requirements are adhered to in all correctional institutions and programs. These requirements should assure:

- . Adequacy of facilities.
- . Adequacy of services (medical, nutritional, and legal).
- . Adequacy of security.
- . Adequacy of regulations and procedures. (13.1.1 a-d)

Possible Strategies

- X.A.1 A system of classification should be established to form a basis for residential assignment and program planning for individuals. (13.1.1,1)
- X.A.2 In local facilities, segregation of diverse categories of incarcerated persons, as well as identification of special supervision and treatment requirements, should be observed. (13.1.1,2)
- X.A.3 The mentally ill should not be housed in a detention facility. (13.1.1,3)
- X.A.4 Addicts should be diverted to narcotic treatment centers. (13.1.1,4)
- X.A.5 Alcoholics should be diverted to detoxification centers. (13.1.1,5)
- X.A.6 Separate housing and close supervision should be provided for offenders who suffer from various disabilities. (13.1.1,6)
- X.A.7 Serious and multiple offenders should be kept separate from those whose charge or conviction is for a first or minor offense. (13.1.1,7)
- X.A.8 Each facility should designate regular visiting hours weekly. (13.1.1,8)
- X.A.9 Detention rules and regulations should be provided each new admission and posted in each separate area of the facility. (13.1.1,9)

*Designated a "Priority Long-Range Program Objective by the GCCA."

- X.A.10 Each inmate should be examined by a physician within 24 hours after admission. (13.1.1,10)
- X.A.11 Formal sick call procedures should be instituted. (13.1.1,11)
- X.A.12 Personal medical records should be kept for each inmate. (13.1.1,12)
- X.A.13 The institution's medical program should obtain assistance from external medical and health resources. (13.1.1,13)
- X.A.14 A dentist and other special services should be provided. (13.1.1,14)
- X.A.15 Correctional personnel should be trained to administer first aid. (13.1.1,15)
- X.A.16 Three nutritionally balanced meals should be provided per day. (13.1.1,16)
- X.A.17 Sanitation and safety procedures should be implemented. (13.1.1,17)
- X.A.18 Institutions should apply only the minimum amount of security measures necessary for the protection of the public, the staff and inmates. (13.1.1,18)
- X.A.19 Prisoners should be assigned to the least restrictive custodial level possible and only those mechanical devices absolutely necessary for security purposes should be used. (13.1.1,19)
- X.A.20 Regulations should not be aggressive, but disciplinary procedures should be adopted. (13.1.1,20)
- X.A.21 Disciplinary measures should emphasize rewards for good behavior rather than the threat of punishment for misbehavior. (13.1.1,21)
- X.A.22 Policies should be geared to support social integration. (13.1.1,22)
- X.B Objective: By 1975, establish a procedure to evaluate and enforce minimum standards regarding all confinement institutions and programs. (13.1.2)
- X.C Objective: By 1980, each correctional agency operating adult institutions should:

- . Provide organizational structure that permits open communication.
- . Allow for maximum input in the decisionmaking process.
- . Make explicit its correctional goals and program thrust.
- . Adopt policies and procedures that will preserve the individual identity of the inmate.
- . Normalize institutional settings. (13.1.3 a-e)

Possible Strategies

- X.C.1 A policy of staff participative management should be adopted. (13.1.3,1)
- X.C.2 Inmates should be allowed input, but decisions regarding institutional operations should be the responsibility of the administration. (13.1.3,2)
- X.C.3 Inmate newspapers and magazines should be supported. (13.1.3,3)
- X.C.4 Meetings with the administrator or appropriate staff of the institution should be available to all individuals and groups. (13.1.3,4)
- X.C.5 An ombudsman independent of institutional administration should receive and process inmate and staff complaints. (13.1.3,5)
- X.C.6 A decisionmaking body should be established to follow and direct the inmate's progress through the local correctional system. (13.1.3,6)
- X.C.7 Policies and practices that will preserve individual identity should include:
 - a. Offender involvement in program decisions affecting him.
 - b. Identification of offenders by name and social security number rather than prison number whenever feasible.
 - c. Liberation of rules governing hair length and wearing of mustaches and beards.

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1 OF 2

- d. Elimination of uniforms where possible.
- e. Institutional visitation in an environment conducive to healthy relationships between offenders and their families and friends.
- f. Home furloughs.
- g. Telephone privileges.
- h. Abolition of limitation on the amount of mail offenders may receive or send. (13.1.3,7 a-h)

X.C.8 Weekend visits and home furloughs should be planned regularly for those eligible offenders. (13.1.3,8)

X.D Objective: By 1976, every state should enact legislation, which would provide major correctional institutions with flexible policies for handling inmates. (13.1.4)

Possible Strategies

- X.D.1 Offenders sentenced to confinement should be sentenced to the custody of the chief executive officer of the correctional agency rather than to any specific institution. (13.1.4,1)
- X.D.2 Sufficient information should be developed about an individual offender to make intelligent decisions relating to facility assignments and programs affecting the offender. (13.1.4,2)
- X.D.3 Assignment or transfer of offenders to facilities or programs administered by the correctional agency, local subdivisions of government, the federal government, other states, or private organizations or individuals should be authorized. (13.1.4,3)
- X.D.4 Transfer of offenders in need of specialized treatment to institutions that can provide it should be authorized. (13.1.4,5)
- X.D.5 Decisions to assign an offender to a particular facility or program should not in and of themselves affect the offender's eligibility for parole or his length of sentence. (13.1.4,6)

- X.D.6 The correctional agency should develop rules and regulations, including criteria for the assignment of offenders and procedures for allowing the offender to participate in and seek administrative review of decisions affecting his assignment or transfer. (13.1.4,7)
- X.D.7 The chief executive officer of the correctional agency should be authorized to extend the limits of confinement for an offender so he/she can participate in a wide variety of community-based programs. Provisions for authorization should include:
- a. Prerelease guidance centers.
 - b. Halfway houses.
 - c. Work release programs.
 - d. Community-based vocational training programs.
 - e. Inmate participation in academic programs in the community.
 - f. Furloughs of short duration to visit relatives.
 - g. Furloughs to visit relatives should be of variable length depending on the situation.
 - h. Furloughs of short duration to contact prospective employers.
 - i. Furloughs of short duration for other reasons consistent with the public interest.
 - j. Authorization for the development of community-based residential centers.
 - k. Authorization to cooperate with and contract for a wide range of community resources.
 - l. Specific exemption for participants in community-based work programs from state-use and other laws restricting employment of offenders or sale of convict-made goods.
 - m. A requirement that correctional agencies promulgate rules and regulations specifying conduct that will result in revocation of community-based privileges. (13.1.4,8 b-n)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL X:

1. Project Security, Rehabilitation, Health Care and Education Services

This program provides the Wyandotte county jail with a treatment-oriented program and professional staff to continue rehabilitation programming which includes counseling, education, health care, and job-funding services.

Site: Wyandotte County
Contact: Noah Goddard
Jail Administrator
Courthouse
Kansas City
(913) 573-2861

2. Douglas County Corrections

Existing services in the areas of county probation services, deferred prosecution, presentence investigation reports, and work renumeration for court imposed fines are enhanced to make available a larger variety of rehabilitation alternatives.

Site: Douglas County
Contact: Judith Osburn
Courthouse
Lawrence
(913) 841-2625

3. Jail Corrections Department

The Sedgwick County Jail Department provides services and treatment for the rehabilitation of offenders. These services include mental health, medical, job training, educational training, attorney visitation, etc.

Site: Sedgwick County
Contact: Larry Reidlinger
Jail Administrator
525 North Main
Wichita (316) 268-7264

4. Rehabilitative Health

This program expanded the medical services to inmates offered in the County Jail. It provides more thorough medical histories and physical examinations.

Site: Shawnee County
Contact: Lloyd Zook
Director of Court Services
Courthouse
200 East 7th
Topeka
(913) 357-1241

XI. GOAL: IMPROVE CORRECTIONAL PROGRAMS THROUGH EMPHASIS OF REHABILITATION AND RE-ENTRY (13.2)

XI.A Objective: By 1976, each institution for...adults should re-examine education and vocational training programs to ensure that they provide programs to individualize education and training. (13.2.1)

Possible Strategies

- XI.A.1 Each institution should have a comprehensive, continuous educational program for inmates. (13.2.1,1)
- XI.A.2 Educational programs should be available to all residents, with particular emphasis on self-paced learning programs, packaged instructional materials and utilization of volunteers and paraprofessionals as instructors. (13.2.1,2)
- XI.A.3 Educational or study release should be available to all inmates who do not present a serious threat to others. (13.2.1,3)
- XI.A.4 Vocational programs should be provided by the appropriate state agencies. (13.2.1,4)
- XI.A.5 Prevocational and vocational training programs to enhance the offender's marketable skills should include:
 - a. Short, intensive training programs.
 - b. Individual prescriptions for integrating academic work, remedial reading and math.
 - c. Incentive pay scales as part of on-the-job training.
 - d. Vocational education and training programs that are relevant to the employment world.
 - e. On-the-job training and work release.
 - f. Active job placement program. (13.2.1,5 a-f)
- XI.A.6 Emphasis should be placed on programmed instruction; a variety of instructional materials should be used and selected offenders should participate in instructional roles. (13.2.1,6)

XI.A.7 Work should form part of a designed training program.
(13.2.1,7)

XI.B Objective: By 1977, local adult correctional institutions should develop release programs drawing community leadership, social agencies, and business interests into the criminal justice system.
(13.2.2)

Possible Strategies

XI.B.1 Internal programs should be aimed only at that part of the institutional population unable to take advantage of ongoing programs in the community. (13.2.2,1)

XI.B.2 Local institutions should provide counseling services.
(13.2.2,2)

XI.B.3 Volunteers should be recruited and trained to serve as counselors, instructors, teachers and recreational therapists. (13.2.2,3)

XI.B.4 Arrangements should be made to encourage offender participation in local civic and social groups. (13.2.2,4)

XI.B.5 Joint bodies consisting of institutional management, inmates, labor organizations, and industry should be responsible for planning and implementing a work program useful to the offender. (13.2.2,5)

XI.B.6 The offender should be involved as a member of the work-release program. (13.2.2,6)

XI.B.7 Program location should give high priority to the proximity of job opportunities. (13.2.2,7)

XI.B.8 Placement in private industry on work furlough programs should be implemented where job training needs cannot be met within the institution. (13.2.2,8)

XI.B.9 Work release should be made available to all persons who do not present a serious threat to others. (13.2.2,9)

XI.B.10 Work-release programs should be used to avoid service duplication within corrections. (13.2.2,10)

XI.B.11 The offender in a work-release program should be paid at prevailing wages. (13.2.2,11)

XI.B.12 Job placement programs should be operated at all community correctional centers. (13.2.2,12)

XI.B.13 When the release program is combined with a local correctional facility, there should be separate access to the work-release residence and activity areas. (13.2.2,13)

XI.B.14 Work release should be operated from rented and converted buildings (such as YMCA's), rather than an existing jail facility, in order to separate the transitional program from the image of incarceration. (13.2.2,14)

XI.C Objective: By 1978, legislation should be enacted to broaden the operation of prison industries. (13.2.3)

Possible Strategies

XI.C.1 Prison industries should be diversified. (13.2.3,1)

XI.C.2 Specific types of industrial activity should not be prohibited. (13.2.3,2)

XI.C.3 Transport or sale of products produced by prisoners should be permitted. (13.2.3,3)

XI.C.4 Offenders should be permitted to be employed by private enterprise. (13.2.3,4)

XI.C.5 Inmates should be reasonably compensated for all work performed that is of economic benefit to the correctional authority or another public or private entity. (13.2.3,5)

XI.C.6 Serious consideration should be given to paying all inmates from capital generated by industries or supplemented, if necessary, by appropriated money. (13.2.3,6)

XI.D Objective: By 1978, recreational programs should be implemented to assist in changing the behavior patterns of offenders. (13.2.4)

Possible Strategies

XI.D.1 A range of activities to provide physical exercise should be available. (13.2.4,1)

XI.D.2 Each institution should have a full-time, trained and qualified recreation director. (13.2.4,2)

XI.D.3 Recreation program planning should be for every offender. (13.2.4,3)

XI.D.4 Provide ongoing interaction with the community. (13.2.4,4)

XI.E Objective: By 1976, each major correctional institution should plan and organize ongoing counseling programs. (13.2.5)

Possible Strategies

XI.E.1 Counseling within institutions should be given high priority in resources and time. (13.2.5,1)

XI.E.2 Three levels of programs should be provided:

a. Individual.

b. Small group.

c. Large group. (13.2.5,2 a-c)

XI.E.3 Institutional organization should support counseling programs by coordinating:

a. Group living.

b. Education.

c. Work.

d. Recreational programs. (13.2.5,3)

XI.E.4 Comprehensive treatment programs in the institutions should implement the treatment recommendations of the Kansas Reception and Diagnostic Center. (13.2.5,4)

XI.F Objective: By 1978, each major correctional institution should adopt policies and practices to insure a full range of religious programs. (13.2.6)

Possible Strategies

XI.F.1 Opportunities for offenders to pursue the religious faith of their choice should be maximized. (13.2.6,1)

- XI.F.2 Chaplains should play an integral part in the institutional program. (13.2.6,3)
- XI.F.3 Community representatives of all faiths should be encouraged to participate in religious services and other institutional activities. (13.2.6,3)
- XI.F.4 The chaplain should locate religious resources in the community for offenders who desire assistance on release. (13.2.6,4)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL XI:

1. General Education Diploma (GED) Programs

Three counties provide GED instruction as part of their counseling and rehabilitative services for inmates incarcerated in their county jails. The programs include instruction by certified public school teachers in classroom settings and administration of GED examinations. If inmates are released prior to course completion, they are referred to community GED programs.

Site: Douglas County
Contact: Judith Osborn
Jail Administrator
Courthouse
Lawrence
(913) 843-0250

Site: Shawnee County
Contact: Lloyd Zook, Director
Court Services
Topeka
(913) 357-1241

Site: Wyandotte County
Contact: Noah Goddard
Jail Administrator
Sheriff's Office
Courthouse
Kansas City
(913) 573-2861

2. Work Release Programs

Work release programs afford an inmate the opportunity to work in the community prior to institutional release. A participant resides at a supervised correctional facility where additional pre-release services are provided, e.g., counseling.

Site: Cloud County
Contact: Fred L. Modlin, Sheriff
County Jail
Courthouse
Concordia
(913) 243-3636

Site: Cowley County
Contact: Jerry DeVore
Cowley County Probation Officer
County Jail
Winfield
(316) 221-4066

Site: Douglas County
Contact: Judith Osborn
Jail Administrator
Courthouse
Lawrence
(913) 843-0250

Site: Hutchinson (Reno County)
Contact: Gary Rayl
Deputy Director
Kansas State Industrial Reformatory
Hutchinson
(316) 662-1762

Site: Leavenworth County
Contact: Dan Hawes, Sheriff
County Jail
Courthouse
Leavenworth
(913) 682-5724

Site: Saline County
Contact: Ervin Hindman, Sheriff
County Jail
Courthouse
Salina
(913) 825-5487

Site: Sedgwick County
Contact: Larry Reidlinger
Jail Administrator
Courthouse
525 North Main
Wichita
(316) 268-7264

Site: Shawnee County
Contact: Lloyd Zook
Director of Court Services
Courthouse
Topeka
(913) 357-1241

Site: Topeka (Shawnee County)
Contact: Larry Wheeler, Program Director
Topeka Work Release Center
Kansas Vocational Training Center
Topeka
(913) 296-7202

Site: Wichita (Sedgwick County)
Contact: Steve Dechart
Wichita Work Release Center
1732 N. Fairmont
Wichita
(316) 681-1911

Site: Wyandotte County
Contact: Noah Goddard
Jail Administrator
County Jail
Courthouse
Kansas City
(913) 573-2867

XII. GOAL: DEVELOP PROGRAMS FOR UNIQUE AND SPECIALIZED NEEDS (13.3)

XII.A Objective: By 1978, each correctional agency operating a major institution should implement policies and procedures to improve treatment for problem offenders. (13.3.1)

Possible Strategies

- XII.A.1 When addicts are committed to correctional institutions, policies should provide for:
- a. Specially trained and qualified staff to design and supervise drug-offender programs.
 - b. Former drug offenders recruited and trained as change agents and identification of the motivations for change.
 - c. Realistic goals for the reintegration of the offender with a drug problem through the classification process.
 - d. The full range of available services for addicts should be utilized. (13.3.1,1 a-d)
- XII.A.2 Major institutions should make special provisions, in addition to segregation, for inmates who have serious behavior problems. (13.3.1,2)
- XII.A.3 Correctional agencies should provide for psychiatric treatment of emotionally disturbed offenders. (13.3.1,3)
- XII.A.4 Psychotic offenders should be transferred to mental health facilities within the correctional system. (13.3.1,4)
- XII.A.5 Correctional institution treatment of the emotionally disturbed should be under the supervision and direction of psychiatrists. (13.3.1,5)
- XII.A.6 Program policies and procedures should be clearly defined. (13.3.1,6)
- XII.A.7 A diagnostic report should be developed, along with a program plan for each offender. (13.3.1,7)

XII.A.8 All psychiatric programs should have access to a qualified neurologist and essential radiological and laboratory services. (13.3.1,8)

XII.A.9 Psychiatric programs should provide for education, occupational therapy, recreation and social services. (13.3.1,9)

XII.B Objective: Each correctional agency operating a major institution should immediately develop program provisions for unique problems faced by offenders with emphasis on minority offenders. (13.3.2)

Possible Strategies

- XII.B.1 Institutions should make provisions for unique problems faced by offenders with emphasis on minority offenders and actively develop the maximum possible interaction between community and institution. Maximum possible interaction between the community and the institution should include:
- a. Institutionally based work-release and study-release programs.
 - b. Use of exoffenders and indigenous paraprofessionals in institutional programs and activities.
 - c. Joint programming between the institution and the community.
 - d. Participation of offenders in educational programs in the community.
 - e. Involvement of police officers in acquainting offenders with pertinent sections of the law.
 - f. Opportunities for offenders to travel to, and participate in, worship services of local churches.
 - g. Active cultivation of civic group participation and encouragement for inmates to become members.
 - h. Arrangements for representatives of government agencies to render services to offenders.
 - i. Participation of business and labor in intramural and extramural programs and activities.

- j. Participation of volunteers in institution programs and activities. (13.3.2,1)

XII.C Objective: Each state correctional agency should immediately implement policies and procedures to improve treatment for female offenders. (13.3.3)

Possible Strategies

- XII.C.1 Insure that facilities for women offenders are an integral part of the overall corrections system rather than an isolated activity or the responsibility of an unrelated agency. (13.3.3,1)
- XII.C.2 Develop comprehensive evaluation of women offenders through research. (13.3.3,2)
- XII.C.3 Implement appropriate vocational training programs. (13.3.3,3)
- XII.C.4 Restructure classification systems to provide the information necessary for an adequate treatment program. (13.3.3,4)

XII.D Objective: By 1983, male and female institutions of adaptable design and comparable populations should be planned as coeducational facilities. (13.3.4)

Possible Strategies

- XII.D.1 Programs within the facility should be open to both sexes. Staff of both sexes should be hired who have interest, ability and training in coping with the problems of both male and female offenders. (13.3.4,1)
- XII.D.2 Assignments of staff and offenders to programs and activities should not be based on sex. (13.3.4,2)

XIII. GOAL: MAINTAIN HIGH ETHICAL STANDARDS IN THE CRIMINAL JUSTICE SYSTEM
(14.2)

XIII.A Objective: Recognizing that deviations in conduct of those persons within the criminal justice system may occur that, while not criminal, seriously affect the quality of justice and the proper implementation of the minimum standards and goals, formulate and enforce as appropriate to each type of agency standards of ethical conduct. (14.2.1)

Possible Strategies

XIII.A.1 Agencies which issue licenses to or certification of persons within the criminal justice system should provide for periodic review of ethical standards for the conduct of licenses or certified persons and of applicants for licenses. (14.2.1,1)

XIII.A.2 Agencies which issue licenses should provide for discipline of licenses. (14.2.1,3)

XIII.A.3 Professional organizations representing officials and employees within the criminal justice system should adopt uniform procedures for guidance of their members in matters affecting the exercise of authority and the appearance of propriety. (14.2.1,3)

XIII.B Objective: Provide methods by which improper external influences on the administration of justice may be dealt with. (14.2.2)

Possible Strategies

XIII.B.1 To encourage the flow of information concerning attempts to influence by bribery, threat or coercion, each agency should develop a reporting procedure designed to protect the criminal justice person who is the target of the attempt. (14.2.2,1)

XIII.B.2 Develop a centralized review of this information. Develop a means to secure such information from misuse. (14.2.2,2)

XIV. GOAL: STREAMLINE THE ADMINISTRATIVE STRUCTURE OF THE CRIMINAL SYSTEM
(15)

XIV.A Objective: By 1978, all adult correctional facilities and programs, both state and regional and local, should be unified except that where they meet state standards, regional and local pretrial detention and correctional facilities may be continued.
(15.6)

Possible Strategies

- XIV.A.1 The probation system should be placed organizationally in the executive branch of the state government.
(15.6,1)
- XIV.A.2 Parole decisionmaking bodies for adults should be established. They may be administratively part of an overall statewide correctional services agency but should be independent of correctional institutions and separate from field services. (15.6,2)
- XIV.A.3 Institutional and parole field services should be consolidated in departments or divisions of correctional services. (15.6,3)
- XIV.A.4 There should be interchange between field and institutional personnel. (15.6,4)
- XIV.A.5 Law enforcement agencies currently operating detention facilities should turn over all their detention and correctional facilities to an appropriate county, regional or state agency. (15.6,5)
- XIV.A.6 Pending implementation of the incorporation of local detention and correctional functions within the appropriate state system, legislation should be enacted authorizing the formulation of state standards for correctional facilities and operating procedures.
(15.6,6)
- XIV.A.7 The unified corrections system should be responsible for:
- a. Services for persons awaiting trials.
 - b. Probation supervision.
 - c. Institutional confinement.

- d. Community-based programs.
- e. Parole and other aftercare programs.
- f. All programs for misdemeanants. (15.6,7 a-f)

XIV.A.8 Legislation should authorize:

- a. Planning of diverse community and state programs and corrections facilities.
- b. Development and implementation of entrance standards and training programs for correctional personnel.
- c. Development and implementation of an information-gathering and research system.
- d. Evaluation and assessment of the effectiveness of its functions.
- e. Periodic reporting to governmental officials.
- f. Development and implementation of correctional programs.
- g. Contracts for the use of nondepartmental and private resources in correctional planning. (15.6,8 a-g)

*XIV.B Objective: By 1978, the probation system should develop goal-oriented service delivery systems. (15.8)

Possible Strategies

XIV.B.1 The state correctional agency...should be given the responsibilities for:

- a. Establishing statewide goals, policies and priorities for probation.
- b. Program planning and development of innovative probation service strategies.
- c. Staff development and training.

* Designated a "Priority Long-Range Program Objective" by the GCCA.

- d. Planning for manpower needs and recruitment.
- e. Collecting statistics, evaluation and research.
- f. Consultation service to courts, legislative bodies and local executives.
- g. Coordinating the activities of separate systems for delivery of services to the courts and to probationers until separate staffs to perform services to the courts are established within the court system.
- h. Developing a goal-oriented service delivery system that seeks to remove or reduce barriers confronting probationers. The staff delivery services to probationers in urban areas should be separate and distinct from the staff delivery services to the courts. A wide range of services should be offered probationers and the primary function of the probation office should be that of community resource manager for probationers. (15.8,1 a-h)

XIV.B.2 There should be no distinction between misdemeanor and felony probation as to organization, manpower or services for adults. (15.8,2)

*XIV.B.3 Manpower and resources should be available to assure that courts may use probation for persons convicted of misdemeanors. (15.8,3)

XIV.B.4 The Department of Corrections should regularly review caseloads with a view toward adjusting boundaries of the area officers cover with sufficient frequency to keep the caseloads nearly comparable. (15.8.4)

XIV.C Objective: By 1978, the adult parole system should develop goal-oriented service delivery systems. (15.9)

Possible Strategies

XIV.C.1 The Parole Board should have jurisdiction and be responsible for:

- a. Articulating and fixing policy.
- b. Acting on appeals.

* Designated a "Priority Long-Range Program Objective" by the GCCA.

- c. Issuing and signing warrants to arrest and hold alleged parole violators. (15.9,1 a-c)
- XIV.C.2 The Board should establish clearly defined procedures for policy development, hearing and appeals. (15.9,2)
- XIV.C.3 Hearing examiners may be empowered to hear and make initial decisions in parole grant and revocation cases. (15.9,3)
- XIV.C.4 The Parole Board should develop a citizen committee, broadly representative of the community to advise the board on policy developments. (15.9,4)
- XIV.C.5 The parole jurisdiction should develop policies for parole release hearings that have the following characteristics:
- a. Hearings with inmates should be scheduled within 1 year after they are received in an institution (inmates should be present) except those excluded by specific statute.
 - b. Decision should be directed toward the quality and pertinence of program objectives through inmate and institution staff participation.
 - c. Offenders should be considered for release on parole when first eligible unless certain specific conditions exist.
 - d. When a release date is not agreed upon, a further hearing date within 1 year should be set.
 - e. Inmates should be notified of any decision directly and personally within 48 hours.
 - f. The board should specify in detail and in writing the reasons for its decision.
 - g. Parole procedures should permit disclosures of information on which the hearing examiner bases his decisions. (15.9,5)
- XIV.C.6 The Parole Board should establish in each case the specific parole conditions appropriate for the individual offender. (15.9,6)

- XIV.C.7 Parole rules should be reduced to the absolute minimum, retaining only those essential to the specific case. (15.9,7)
- XIV.C.8 Parole staff should be able to request the board to amend the rules to fit the needs of each case and be empowered to require the parolee to obey any such rule when put in writing, pending final action of the Parole Board. (15.9,8)
- XIV.C.9 Parole officers should develop close liaison with police agencies. (15.9,9)
- XIV.C.10 The parole jurisdiction should develop and implement a system of revocation procedures to:
- a. Permit prompt confinement of parolees exhibiting behavior that poses a serious threat to others; and
 - b. Provide careful controls, methods of fact-finding and possible alternatives to keep as many offenders as possible in the community. (15.9,10 a-b)
- XIV.C.11 Return to the institution should be used as a last resort. (15.9,11)
- XIV.C.12 The parole officer should begin work with a parolee prior to his release from the correctional institution to facilitate easier transition and adjustment. (15.9,12)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL XIV:

1. Probation Services; District, County and Municipal Courts

This community based program is in cooperation with the 11 county consolidated "Bourbon County Regional Correctional Center" and offers probation and parole services for both adults and juveniles referred from District, County and Municipal Courts.

Site: Bourbon County
Contact: David Wilson
Director
Bourbon County Regional
Correctional Facility
210 South National
Ft. Scott
(316) 223-2380

2. Probation and Parole Services

Additional parole counselors and support staff are provided to maintain extensive and diverse parole and probation services. Specialized programs include the drug program, "Parallax," the reading program, "Laubach," and a financial school program.

Site: Sedgwick County
Contact: Milton F. Fowler
Chief Parole Counselor
Sedgwick County
540 North Main
Wichita
(316) 268-7281

XV. GOAL: DEVELOP PLANNING CAPABILITIES IN ALL PARTS OF THE CRIMINAL JUSTICE SYSTEM AT ALL LEVELS OF GOVERNMENT (16.1)

XV.A Objective: By 1978, establish a network of planning agencies serving all components and levels of the criminal justice system. (16.1.1)

Possible Strategies

XV.A.1 Establish consolidated criminal justice planning operations in metropolitan cities and counties. (16.1.1,2)

XV.A.2 Establish separate planning sections reporting to the chief executive or his deputy in all large and medium-sized operating agencies of law enforcement and criminal justice. In smaller agencies, planning should be performed by the senior executive or by staff on a part-time basis. (16.1.1,3)

*XV.A.3 Each correctional agency should develop an operational integrated process of long, intermediate and short-range planning for administrative and operational functions. (16.1.1,8)

XV.B Objective: By 1978, all levels of government should establish a coordinating council and a planning agency supervisory board for the criminal justice system that include community participation. (16.1.2)

Possible Strategies

XV.B.1 Membership on such criminal justice coordinating councils should include the chief executives of police agencies, prosecutor's offices, defenders' offices, probation and parole, correctional agencies, and, where they exist, youth authorities. Representatives of general government and the presiding or chief judge of the appellate or trial court should also be members. Finally, at least one-third of the members should be from non-criminal justice agencies and private citizens. Meetings of the boards should be publicized and open to the public. There should be full communication between council or board, the criminal justice agencies and the community. (16.1.2,1)

XV.B.2 A single council should perform comprehensive criminal justice planning, coordination of police, courts and correctional planning with other agencies. (16.1.2,2)

* Designated a "Priority Long-Range Program Objective by the GCCA.

*XV.C Objective: By 1978, the state corrections system should analyze its needs, resources and service gaps and develop a systematic plan for implementation of a range of alternatives to institutionalization. Minimum alternatives to be included in the plan include:

- . Diversion prior to trial and sentence;
- . Nonresidential supervision programs in addition to probation and parole;
- . Residential alternatives to incarceration;
- . Community resources open to confined populations;
- . Institutional resources available to the entire community;
- . Prerelease programs; and
- . Community facilities for released offenders in the reentry phase with provisions for short-term return as needed.(16.2.4 a-g)

Possible Strategies

XV.C.1 The state 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.2 State and local correctional systems and planning agencies should plan for corrections based on a total-system concept that encompasses the full range of offenders' needs and the overall goal of crime reduction. The planning process should include:

- a. A problem definition phase;
- b. Data survey (to obtain information on population trends and demography, judicial practices, offender profiles, service area resources, geographic and physical characteristics and political and government composition);

* Designated a "Priority Long-Range Program Objective by the GCCA.

c. Analysis (to assess service area needs and capabilities, to determine priorities, and to define and describe correctional delivery systems, facilities and nonfacility program requirements).
(16.2.4,2 a-c)

- XV.C.3 All community correctional planning should give highest priority to diversion and utilization of existing community resources. (16.2.4,3)
- XV.C.4 The state should develop a diverse range of programs to meet the needs of parolees. (16.2.4,4)
- XV.C.5 Parole officers should be selected and trained to fulfill the role of community resource managers. (16.2.4,5)
- XV.C.6 Parole staff should participate in developing coordinated delivery systems of human services. (16.2.4,6)
- XV.C.7 Institutional vocational training tied directly to specific subsequent job placements should be supported. (16.2.4,7)
- XV.C.8 Special caseloads should be established for offenders with specific problems (e.g., drug abuse). (16.2.4,8)
- XV.C.9 The State Department of Corrections should develop a comprehensive set of standards to improve the programs and facilities relating to pretrial release and detention. (16.2.4,9)

XV.D Objective: By 1978, state, regional and local government shall utilize long-term forecasts of problems and needs for the purposes of budgeting for their respective agencies. (16.1.4)

Possible Strategies

- XV.D.1 Planning at both state and local levels should take into account all funds available for the criminal justice system no matter what their source. (16.1.4,1)
- XV.D.2 Projects for which funds are granted by GCCA should reflect an effort to achieve standards and goals adopted by GCCA after consultation with the Standards and Goals Task Forces. (16.1.4,2)

XV.D.3 Each corrections agency should have an operating cost-accounting system by 1975 which records costs of agency programs. (16.1.4,8)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL XV:

1. Eight Year Master Plan Implementation

The Department of Corrections, through its Research and Planning Division staff, can provide assistance to agencies in the implementation of the Master Plan at the local level.

Site: State of Kansas

Contact: Research and Evaluation Division
Kansas Department of Corrections
KPL Tower
818 Kansas Avenue
Topeka
(913) 296-3317

XVI. GOAL: IMPROVE INTERACTION BETWEEN CRIMINAL JUSTICE AGENCIES AND THE PUBLIC (16.2)

XVI.A Objective: By 1980, establish effective working relationships between components of the criminal justice system. (16.2.1)

Possible Strategies

XVI.A.1 Correctional agencies should meet with the police and courts to determine where better cooperation and coordination is needed. (16.2.1,5)

XVI.B Objective: By 1977, establish specific programs to inform the public of the problems, needs and activities of the criminal justice system and its component parts. (16.2.2)

Possible Strategies

XVI.B.1 The State Department of Corrections should establish a multipurpose public information and education unit to inform the general public on correctional issues and to organize support for, and overcome resistance to, general reform efforts and specific community-based projects. (16.2.2,17)

XVI.B.2 The State Department of Corrections should establish an administrative unit responsible for securing citizen involvement in a variety of ways within corrections, including:

- a. Advisory roles;
- b. Direct service roles; and
- c. Cooperative endeavors with correctional clients. (16.2.2,18 a-c)

MAJOR GOAL: BE PREPARED AT ALL TIMES FOR MASS
DISORDERS AND UNUSUAL OCCURRENCES (17)

XVII. GOAL: ASSURE COORDINATION AMONG ALL AGENCIES DURING MASS DISORDERS
(17.1)

XVII.A Objective: By 1976, establish responsibility for the coordination and use of all justice system resources during an unusual occurrence.

- . Such delegation of responsibility must be accompanied by necessary authority to act. (17.1.1)

XVII.B Objective: By 1976, local justice system agencies should develop a plan to coordinate all government and private agencies involved in unusual occurrence control activities. (17.1.2)

Possible Strategies

XVII.B.1 Police chief executives should have ultimate responsibility for developing the local contingency plans. These plans should be developed and applied in cooperation with allied local, state and federal agencies. (17.1.2,1)

XVII.B.2 The plans for all components of the Criminal Justice System should include arrangements for sufficient clerical supplies, equipment and personnel to implement the plans. (17.1.2,3)

XVII.B.3 The local contingency plan should include procedures for regulation of the use of police resources in controlling unusual occurrences, including (but not limited to) the following components:

- a. A plan for a system for the arrest, processing, transportation, and detention of large numbers of persons. The system should facilitate the restoration of order by means of lawful arrest and preservation of all available evidence.
(17.1.2,4 b)

XVIII. GOAL: ESTABLISH A NETWORK OF COMPUTERIZED INFORMATION SYSTEMS
LINKING ALL COMPONENTS OF THE CRIMINAL JUSTICE SYSTEM (18)

XVIII.A Objective: By 1977, the state shall assign responsibility for activities related to the development of a criminal justice information system. (18.1)

Possible Strategies

- XVIII.A.1 The agency responsible for the development of a criminal justice information system shall be the Kansas Bureau of Investigation planning and analysis unit which will:
- a. Coordinate the development of an integrated network of information systems in the state.
 - b. Satisfy needs of management decisionmaking for state, local and federal criminal justice agencies.
 - c. Prepare a master plan for the development of an integrated network of criminal justice information systems, including the production of data needed for statistical purposes, specifying organizational roles and timetables.
 - d. Provide technical assistance and training to all jurisdiction levels and agencies in data collection methods, system concept development and related areas.
 - e. Arrange for system audit and inspection to insure the maintenance of maximum quality in each operating system. (18.1,1 a-e)
- XVIII.A.2 All criminal justice information systems should establish user groups. (18.1,2)
- XVIII.A.3 User groups should have considerable influence over:
- a. The operation of the system.
 - b. The system's continuing development.
 - c. Modifications to the system.

The user group for the central state information system shall serve as the governing body for that system. The members of this group should include:

A representative appointed by the Supreme Court.

A representative of the District and County Attorneys Association.

A defense attorney or public defender appointed by the Kansas Bar Association.

A representative of the Kansas Chiefs of Police Association.

A representative of the Kansas Sheriff's Association.

A representative of State law enforcement appointed by the Governor.

A representative of the Secretary of Corrections.

A representative of the Kansas Adult Authority.

A representative of the State Juvenile Authority.

The Director of the Kansas Bureau of Investigation as an ex-officio member. (18.1,3)

- XVIII.A.4 Statutory authority should be established for planning, developing and operating state level information and statistical systems. (18.1,4)
- XVIII.A.5 The state should enact legislation requiring mandatory reporting of data necessary to operate authorized systems. (18.1,5)
- XVIII.A.6 Statutes should be enacted to establish security and confidentiality controls on all systems with due regard to federal requirements. (18.1,6)
- XVIII.A.7 The state should establish a plan for the development of information and statistical systems at state and local levels.

The plan should:

- a. Specify system objectives and services.
- b. Indicate the appropriate funding source for the development and operation of the various systems.
- c. Provide mechanisms for obtaining user acceptance and involvement. (18.1,7 a-c)

XVIII.A.8 Individual systems to be funded by federal or state grants should be designed consistent with standards relating to criminal justice information systems. (18.1,8)

XVIII.A.9 The state system should make available, especially to police, almost instant access to "wanted" files and to gun and auto registration files. (18.1,9)

XVIII.A.10 The state system should give all agencies with a need and right to know access to "criminal case histories" contained in a computerized central file of all persons who enter the Criminal Justice System. (18.1,10)

XVIII.A.11 The police should begin the file and it should be expanded as a person moves to other criminal justice agencies. (18.1,11)

XVIII.A.12 Criminal case histories should be developed so that a broad, new research and statistics capacity will be possible. (18.1,12)

XVIII.A.13 The capability to produce "Offender-Based Transaction Statistics" should be developed. (18.1,13)

XVIII.A.14 The statistical data should be available to the criminal justice agencies of other states and to federal agencies when there is legitimate need. (18.1,14)

XVIII.B Objective: By 1980, every locality should be serviced by a local criminal justice information system which supports the needs of criminal justice agencies. (18.2)

Possible Strategies

XVIII.B.1 The local criminal justice information system should:

- a. Contain information concerning every person arrested within that locality from the time of arrest until no further criminal justice procedures can be expected concerning that arrest at which time the information should be placed in inactive files.
- b. Contain the present criminal justice status for each individual subsequent to arrest.
- c. Provide prompt response to inquiries from criminal justice agencies which have furnished data base input.
- d. Provide investigative field support to police agencies within its geographic area of service.
- e. Provide to proper state agencies all information concerning postarrest offender statistical data as required.
- f. Provide to proper state agencies all post-arrest data necessary to maintain a current criminal history on persons arrested and processed within a locality.
- g. Provide, if automated, telecommunications interface between the state criminal justice information system and local criminal justice agencies within its jurisdiction. (18.2,1)

XVIII.B.2 Where it is not economically feasible to establish a local criminal justice information system, criminal justice information services should be provided through consolidation of adjacent units at the same organizational level or by the establishment of a "surrogate" at the next higher organizational level. (18.2,2)

XVIII.C Objective: By 1980, every component agency of the Criminal Justice System should be served by an information agency which supports its intra-agency needs. It should:

- . Provide rationale for the internal allocation of personnel and resources.
- . Provide a rational basis for scheduling events, cases and transactions within the agency.
- . Provide data required for the proper functioning of other systems as appropriate.
- . Provide an interface between the local criminal justice information system and individual users within its own agency.
- . Create and provide access to files needed by users that are not provided by other information systems when they have a right to the information. (18.3 a-e)

Possible Strategies

XVIII.C.1 The corrections information systems should:

- a. Provide complete and detailed criminal case histories on each offender.
- b. Update offender's file regularly with his correctional history.
- c. Conduct program analysis based on large numbers of case histories to find out what really does "rehabilitate" offenders.

The system should be uniform, statewide and flexible to permit expansion. (18.3,7)

XVIII.C.2 This system should collect, store, analyze, and display information for planning, operational control, offender tracking, and program review for all state and county correctional programs and agencies. (18.3,8)

XVIII.C.3 Any correctional agency maintaining an information system should be responsible for maintaining the security and privacy of records and information within its data base and should allow data processing of its records only under its guidance and administrative authority. (18.3,9)

- XVIII.C.4 The correctional system should initiate appropriate training for all personnel employed in the information area. (18.3,10)
- XVIII.C.5 All but the largest components should have a small information and statistics section capable of producing periodic reports and analyzing and interpreting policy and decisionmaking. (18.3,11)
- XVIII.C.6 The correctional information system data base should be designed to satisfy requirements for:
- a. Information-statistics function of offender accounting, administrative decisionmaking, and ongoing research;
 - b. Easy compilation of an annual statistical report;
 - c. Data required at decision points;
 - d. Meeting the needs of other criminal justice information systems for correctional data;
 - e. Accommodating expansion of the data base; and
 - f. Rapid response to appropriate ad hoc inquiries. (18.3,12 a-f)
- XVIII.C.7 The Correctional Information System should provide outcome data at two levels;
- a. Ultimate performance evaluation of correctional rehabilitation should be in terms of recidivism.
 - b. Shorter range and more general evaluation should focus on such criteria as:
 - (1) Judgments of "good social and personal adjustment" by parole officers;
 - (2) Ability to find and hold a self- and family-supporting job after release. (18.3,13 a-b)

XVIII.D Objective: By 1978, regulations should be developed to:

- . Protect an individual's right to privacy.
- . Control access to the criminal justice information systems. (18.4)

Possible Strategies

- XVIII.D.1 A state security and privacy council should be established by the legislature with the authority to adopt and administer security and privacy standards. This council should include representatives of the criminal justice system. (18.4,1)
- XVIII.D.2 The information put into the system should be limited to absolutely essential data. An item of data should be collected and stored only if potential benefits from its use outweigh potential injury to privacy. (18.4,2)
- XVIII.D.3 The state council should adopt regulations to strictly limit system access to agencies demonstrating a need and a right to know the data. (18.4,3)
- XVIII.D.4 Data should be divided into categories reflecting degrees of sensitivity (i.e., highly sensitive, confidential), and provisions should be made for security within each category. (18.4,4)
- XVIII.D.5 Each system should have internal procedures to prevent accidental loss of data and, most importantly, to prevent unauthorized access to information. (18.4,5)
- XVIII.D.6 An individual should have the right to receive criminal justice information relating to himself, excluding that in intelligence files. (18.4,6)

XVIII.E Objective: By 1977, requirements should be established to insure that the development of information systems is standardized. (18.5)

Possible Strategies

- XVIII.E.1 Identical data elements should be used to satisfy requirements for similar information to be developed from either an "offender-based transaction statistics" or "computerized criminal history" system over all areas of the Criminal Justice System. (18.5,1)
- XVIII.E.2 Advisory committees determining the designs of both systems should have some membership in common to assure data element compatibility. (18.5,2)
- XVIII.E.3 To establish appropriate communications among local, state and federal criminal justice agencies, the data elements for identification, offense category and disposition on each offender shall be consistent with specifications prescribed in the National Crime Information Center (NCIC) operating manual, or if not covered in NCIC, the Project SEARCH Implementing Statewide Criminal Justice Statistics Systems--The Model and Implementation Environment Technical Report No. 4 and the National Criminal Justice Information and Statistics Service Comprehensive Data System guidelines. (18.5,3)
- XVIII.E.4 The collection of data to satisfy both the Offender-Based Transaction Statistics and Computerized Criminal History systems should be gathered from criminal justice agencies in a single collection. (18.5,4)
- XVIII.E.5 Files created as data basis for Offender-Based Transaction Statistics and Computerized Criminal History systems, because of their common data elements and their common data input from operating agencies, should be developed simultaneously and maintained as much as possible within a single activity.

Juvenile record information should not be entered into adult criminal history files. (18.5,5)

- XVIII.E.6 With the exception of intelligence files, collection of criminal justice information concerning individuals should be triggered only by a formal event in the criminal justice process and contain only verifiable data. In any case where dissemination beyond the originating agency is possible, this strategy should be inviolable. (18.5,6)
- XVIII.E.7 Agencies maintaining data or files on persons arrested or taken into custody as offenders should establish methods and procedures to insure the completeness and accuracy of data, including the following:
- a. Every item of information should be checked for accuracy and completeness before entry into the system.
 - b. A system of verification and audit should be instituted. Where files are found to be incomplete, all persons who have received misleading information should be immediately notified.
 - c. Files should be reviewed periodically. All items of information that are likely to be unreliable should be purged immediately. Every copy of information concerning individuals convicted of a serious crime should be purged from active files 10 years after the date of release from supervision. For less serious crimes, the period should be 5 years. (18.5,7 a-c)
- XVIII.E.8 All criminal offender record information should be stored in a computer dedicated solely to and controlled by criminal justice agencies. (18.5,8)
- XVIII.E.9 Under no circumstances should a criminal justice manual or computerized file be linked to or aggregated with noncriminal justice files for the purpose of amassing information about a specified individual or specified group of individuals. (18.5,9)

- XVIII.E.10 The establishment of a computer interface to other criminal justice information systems should constitute the acceptance of responsibility for a control unit for those agencies served by the interface. (18.5,10)
- XVIII.E.11 The availability of the information system should not be less than 90 percent. (18.5,11)
- XVIII.E.12 Every agency contemplating the implementation of computerized information systems should insure that specific programming language requirements are established prior to the initiation of any programming effort. (18.5,12)
- XVIII.E.13 During the design phase of the development of information and statistics systems, each agency must provide sufficient resources to assure adequate teleprocessing capability to satisfy the intra- and inter-agency communications requirements. (18.5,13)
- XVIII.E.14 Preimplementation monitoring should consist of a continuous review, analysis, and assessment of available documentation and milestone achievement covering system analysis, design, development, and initial steps leading toward actual implementation. All items should be monitored relative to:
- a. Costs (both dollars and man-hours);
 - b. Milestone accomplishment (time); and
 - c. Quality (response time, scope, sophistication, and accuracy). (18.5,14 a-c)
- XVIII.E.15 A key consideration in implementing systems is providing maximum assurance that the eventual operating system meets the design objectives. Implementation monitoring should employ a specific series of quantifiable measuring instruments that report on the cost and performance of component parts and the total system. The cost/performance monitoring of an operating or recently developed system should focus on:

- a. Man-machine interaction;
- b. Software (computer and/or manual process);
and
- c. Hardware (computer and/or nonautomated equipment). (18.5,15 a-c)

XVIII.E.16 Impact evaluation should begin with an investigation of system outputs at the component level. Once individual components have been assessed as to their capability for supporting users, impact analyses should be conducted for larger aggregations made up first of multiple and then total components.

In general, an impact evaluation should determine:

- a. What information, communication and decision processes in a criminal justice agency exhibit the greatest positive and negative impact due to the information and statistic system; and
- b. What relationships exist between specific features of the system and the benefits to the user. (18.5,16 a-b)

MAJOR GOAL: IMPROVE CRIMINAL JUSTICE
EQUIPMENT AND FACILITIES (19)

XIX. GOAL: IMPROVE CORRECTIONAL FACILITIES (19.3)

XIX.A Objective: By 1976, guidelines should be developed for evaluating and planning adult correctional facilities. (19.3.1)

XIX.B Objective: By 1978, plans for the improvement of adult corrections facilities should be implemented. (19.3.2)

Possible Strategies

XIX.B.1 Each correctional agency administering state institutions for adult offenders should adopt a policy of not building new institutions unless 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.2 A collaborative planning effort should be made to determine the legitimate role of each institution in the correctional system. (19.3.2,2)

XIX.B.3 Correctional institutions and community-correctional facilities to be constructed should be located:

- a. In communities from which inmates come.
- b. In areas where adequate qualified staff of racial and ethnic origin compatible with inmate population can be attracted.
- c. Where courts and auxiliary correctional agencies are in close proximity.
- d. Where public transportation and community services are available.

Consideration should be given to abandoning institutions which do not meet these criteria. (19.3.2,3)

XIX.B.4 State institutions are a part of the total corrections system and should not be totally replaced by community correctional facilities. (19.3.2,4)

- XIX.B.5 Physical environments of adult institutions should be designed to or modified to provide:
- a. Privacy and personal space.
 - b. Minimization of noise.
 - c. Reduction of sensory deprivation.
 - d. Adequate utility services.
 - e. Improved visiting facilities and space requirements. (19.3.2,5)
- XIX.B.6 At least every 5 years, a reexamination of the purpose and physical facility of each existing institution should be undertaken. (19.3.2,6)
- XIX.B.7 Each criminal justice jurisdiction should adopt a policy that no new physical facility for detaining persons awaiting trial be constructed or funds be made available for such construction until:
- a. Standards on intake and pretrial detention have been established and implemented.
 - b. Constitutional requirements for pretrial detention facilities have been examined and planned for.
 - c. Possibilities of regionalization of such facilities have been pursued. (19.3.2,7)
- XIX.B.8 No jail facilities should be built in the State of Kansas unless approved by National Clearinghouse of Criminal Justice. (19.3.2,8)
- XIX.B.9 Pretrial detention facilities should be located near the courthouse. (19.2.2,2)
- XIX.B.10 Projections of inmate populations should assume maximum use of:
- a. Pretrial release programs.
 - b. Postadjudication alternatives to incarceration.
 - c. Diversion. (19.3.2,9 a-c)

XIX.B.11 Facility planning should:

- a. Develop, maintain and strengthen offender's ties with the community (i.e., convenient access to schools, family, etc.);
- b. Increase the likelihood of community acceptance and participation;
- c. Afford easy access to courts and legal services;
- d. Be based on a spatial "activity design;"
- e. Provide security and detention elements that do not dominate facility design;
- f. Give consideration to applicable codes, available resources and most efficient use of funds;
- g. Assure handling of prisoners in a manner consistent with humane standards;
- h. Explore existing community facilities as potential replacements for or adjuncts to a proposed facility;
- i. House no more than 300 persons in a single component or institution; and
- j. Minimize the deleterious effects of excessive regimentation and harmful physical environments.
(19.3.2,10 a-j)

MAJOR GOAL: UPGRADE PERSONNEL WORKING IN THE
KANSAS CRIMINAL JUSTICE SYSTEM (20)

XX. GOAL: IMPROVE QUALITY AND ADEQUACY OF STAFF (20.1)

XX.A Objective: By 1978, adopt administrative structures and procedures that will optimize personnel performance. (20.1.1)

Possible Strategies

- XX.A.1 Provide managerial attitudes and administrative procedures permitting each employee to have more say about what he does. (20.1.1,1)
- XX.A.2 Develop a management philosophy encouraging delegation of work-related authority to the employee level and acceptance of employee decisions. (20.1.1,2)
- XX.A.3 Provide administrative flexibility to organize employees into teams or groups (individuals involved in small working units become concerned with helping their teammates and achieving goals). (20.1.1,3)
- XX.A.4 Promote functional as against hierchial distinctions; shift organizational emphasis from authority or status orientation to a goal orientation. (20.1.1,4)
- XX.A.5 Adopt a program of participatory management in which managers, staff and in the case of correctional agencies, offenders share in identifying problems, finding mutually agreeable solutions, setting goals and objectives, defining new roles for participants and evaluation. The program should include the following:
 - a. Training and development sessions for new roles in organizational development;
 - b. An ongoing evaluation process;
 - c. A procedure for the participation of other elements of the Criminal Justice System in planning for each component part of the system; and
 - d. A change of manpower utilization in keeping with new management and professional concepts. (20.1.1,5 a-d)

XX.A.6 In utilizing participatory management in corrections, input should be sought from both staff and inmates. The final decision should remain with those that, by law or policy, are held accountable for whatever decisions are made and whatever actions are taken. (20.1.1,6)

XX.A.7 Correctional and other agencies responding to the recommendations for changing emphasis from institutions to community-based corrections, should undertake cooperative studies to determine proper redistribution of manpower. This study plan should address the following:

- a. A statewide profile of correctional workers;
- b. Retraining procedures for relocated staff;
- c. Procedures for monitoring effectiveness of relocated personnel; and
- d. A means for effective cooperation between formal agencies and private community efforts. (20.1.1,7 a-d)

XX.A.8 Each state should have minimum staffing for analysis and interpretation of information. Such capability should range from full-time professional information managers in larger organizations to part-time assignments in smaller units. (20.1.1,8)

XX.A.9 State information system managers should train and provide assistance to agencies. (20.1.1,9)

XX.B Objective: By 1978, establish uniform procedures governing employee organizations, collective bargaining, and interpersonal relations. (20.1.2)

Possible Strategies

XX.B.1 All criminal justice management should receive training in:

- a. Strategy and tactics of union organization.
- b. Managerial strategies.
- c. Responding to such organizational efforts.

- d. Labor law and legislation.
 - e. Collective bargaining process. (20.1.2,12 a-e)
- XX.B.2 Correctional management should have procedures for responding to labor-management or inmate-management relations including:
- a. Specific assignment of responsibility.
 - b. Precise delegation of authority for action.
 - c. Steps for resolving grievances and adverse actions.
 - d. An appeal procedure from agency decisions. (20.1.2,13 a-d)
- XX.B.3 The decision whether or not to unionize should be left to the employees of a correctional institution. (20.1.2,14)
- XX.B.4 Enact state legislation to prohibit correctional employees from participating in any concerted work stoppage or job action. (20.1.2,15)
- XX.B.5 Every correctional agency should establish formal written policy prohibiting concerted work stoppage. This policy should:
- a. Specify alternatives to employees for resolving grievances.
 - b. Delineate internal discipline that may result from participation in such actions. (20.1.2,16 a-b)
- XX.B.6 Every correctional agency should develop a plan which will provide for continuing operations in the event of a concerted work stoppage. (20.1.2,17)
- XX.B.7 Each correctional system should have functioning, a trained, compensated, organizationally experienced ombudsman, located organizationally in the office of the top administrator: He would:
- a. Hear complaints of employees or inmates who feel aggrieved by the organization or its management.

- b. Hear complaints of offenders who feel aggrieved by employees or conditions of their incarceration.
 - c. Have authority similar to that of inspector general in the military, allowing him to stimulate changes, ameliorate problem situations, and render satisfactory responses to problems. (20.1.2,18 a-c)
- XX.B.8 Inmate input should be obtained through staff-inmate ad hoc committees which work on specific problems. (20.1.2,19)
- XX.B.9 All correctional management levels should receive in-depth training designed to reduce interpersonal friction and employee-offender alienation, including:
- a. Methods of conflict resolution.
 - b. Psychology.
 - c. Group dynamics.
 - d. Human relations.
 - e. Interpersonal communication.
 - f. Motivation of employees.
 - g. Relations with disadvantaged or minority groups. (20.1.2,20)
- XX.B.10 All nonmanagement correctional personnel in contact with offenders should receive training in:
- a. Psychology.
 - b. Basic counseling.
 - c. Group dynamics.
 - d. Human relations.
 - e. Interpersonal communication.
 - f. Motivation on indirect offender rehabilitation.
 - g. Relations with minority groups and disadvantaged. (20.1.2,21 a-g)

XX.C Objective: Provide adequate professional support to all criminal justice agencies. (20.1.5)

XXI. GOAL: UPGRADE THE RECRUITMENT AND SELECTION OF PERSONNEL (20.2)

*XXI.A Objective: By 1977, set system-wide standards for the recruitment and selection of personnel. (20.2.1)

Possible Strategies

XXI.A.1 Criminal justice agencies and education agencies should:

- a. Identify specific and detailed roles, tasks, and performance objectives of each Criminal Justice System position and compare each with actual practice, establishing an acceptable level of expected behavior.
- b. Establish knowledge and skill requirements for all positions at the operational, support, and management levels and develop educational curricula and training programs on that basis. Recruitment and selection criteria should be developed that incorporate these requirements. Further, all Criminal Justice System personnel should be required to possess the requisite knowledge and skills prior to being authorized to function independently. Those already employed must obtain them within a specified period of time as a condition of employment. (20.2.1,1 a-b)

XXI.A.2 Preemployment screening for applicants in information systems should include investigation of their character, habits, previous employment, and other matters necessary to establish their good moral character, reputation, and honesty. Giving false information of a substantial nature should disqualify an applicant from employment. The background investigation should be designed to develop sufficient information to enable appropriate officials to determine employability and fitness of persons entering critical/sensitive positions. (20.2.1,2)

XXI.B Objective: By 1976, eliminate discrimination in the employment of criminal justice personnel. (20.2.2)

* Designated a "Priority Long-Range Program Objective" by the GCCA.

Possible Strategies

- XXI.B.1 All cultural bias and non-job-related elements shall be eliminated from examinations for positions in criminal justice agencies. (20.2.2,1)
- XXI.B.2 Correctional agencies should recruit actively from minority groups, women, young persons and prospective indigenous workers. (20.2.2,4)
- XXI.B.3 Corrections recruitment should involve a community relations effort where the general population does not reflect the ethnic and cultural diversity of the correctional population. Suitable housing, transportation, education, etc., should be arranged for minority staff where these factors are such as to discourage their recruitment. (20.2.2,5)
- XXI.B.4 Special training programs, more intensive and comprehensive than standard programs should be designed to supplement educational and previous experience requirements. (20.2.2,6)
- XXI.B.5 Correctional agencies should:
 - a. Change policy to eliminate discrimination against women for correctional work.
 - b. Provide for lateral entry to allow placement of women in administrative positions.
 - c. Develop selection criteria that remove unreasonable obstacles to the employment of women. (20.2.2,8 a-c)
- XXI.B.6 Correctional agencies should recruit and hire any capable and qualified individual. Ex-offenders should be hired on an individual basis rather than as a group. (20.2.2,9)
- XXI.B.7 Correctional agencies should recruit and train volunteers from all ranks of life:
 - a. Insurance plans should be available to volunteers.
 - b. Special recognition should be given to those volunteers making exceptional contribution to an agency. (20.2.2,10 a-b)

XXI.B.8 Corrections should place emphasis on screening and training of volunteers to verify they are mature individuals. (20.2.2,11)

XXI.C Objective: By 1978, legislation should be enacted to entrust operation of correctional programs to professionally trained individuals and to protect the positions from political pressure. Such legislation should include:

- . A statement of qualifications for each position.
- . A procedure for removal from office for cause. (20.2.4)

Possible Strategies

XXI.C.1 Legislation should not specify a stated term of office for corrections top management. (20.2.4,1)

XXI.C.2 Legislation should authorize a personnel system for correctional personnel below top management level promoting:

- a. Job security.
- b. Recruitment of professionally trained individuals.
- c. Utilization of minorities and ex-offenders. (20.2.4,2 a-c)

XXI.C.3 Jurisdictions operating local correctional institutions and programs should establish criteria for staff including:

- a. Merit or civil service status.
- b. Parity with other comparable positions.
- c. High school minimum for education or equivalent.
- d. Preservice and inservice training.
- e. Professional supervision of counseling.
- f. Use of contract professional services.
- g. Locating of other state services in institutions.
- h. Appropriate ratio of correctional workers to inmates. (20.2.4,3 a-h)

- XXI.C.4 Correctional agencies should differentiate between maximum, medium and minimum security institutions when developing policies and procedures such as:
- a. Discontinuing use of uniforms, badges and weapons.
 - b. Replacing military titles.
 - c. Abolishing military terms.
 - d. Abandoning regimented behavior for personnel and inmates. (20.2.4,4 a-d)
- XXI.C.5 Correctional agencies should eliminate personnel practices such as:
- a. Unreasonable age or sex restrictions.
 - b. Unreasonable physical restrictions.
 - c. Barriers to hiring the physically handicapped.
 - d. Questionable personality tests.
 - e. Legal or administrative barriers to hiring ex-offenders.
 - f. Unnecessarily long experience requirements.
 - g. Residency requirements. (20.2.4,5 a-g)
- XXI.C.6 Correctional agencies should make a task analysis of each correctional position. (20.2.4,6)
- XXI.C.7 Correctional agencies should use only job-related tests. (20.2.4,7)
- XXI.C.8 There should be no distinction between misdemeanor and felony probation manpower or services. (20.2.4,9)
- *XXI.C.9 A comprehensive manpower development and training program should be developed to recruit, screen, utilize, train, educate and evaluate probation and parole personnel including minorities, volunteers, women and ex-offenders. (20.2.4,10)

* Designated a "Priority Long-Range Program Objective" by the GGCA.

XXI.C.10 Probation officer education requirements should be graduation from an accredited 4-year college with a degree in an appropriate area of study. (20.2.4,11)

XXI.C.11 Parole board members should:

- a. Be full-time.
- b. Possess relevant academic training.
- c. Be appointed by the governor for 6-year terms from a panel of nominees selected by an advisory group.
- d. Participate in continuing training on a national basis. (20.2.4,12 a-d)

XXI.C.12 Parole boards should consist of three to five members. (20.2.4,13)

XXI.C.13 Parole manpower resources should be allocated by use of a functional workload system linking specific tasks to different categories of parolees. (20.2.4,14)

XXI.C.14 Beginning parole officer education requirements should include a bachelor's degree in an appropriate area of study. (20.2.4,15)

XXII. GOAL: UPGRADE THE TRAINING, EDUCATION, AND CAREER DEVELOPMENT OF PERSONNEL (20.3)

*XXII.A Objective: By 1980, set system-wide standards for the training and education of personnel. (20.3.1)

Possible Strategies

XXII.A.1 Criminal justice agencies and education agencies should:

- a. Identify specific and detailed roles, tasks and performance objectives for each criminal justice position.
- b. Establish skill requirements for all criminal justice positions at the operational support and management levels.
- c. Develop implementation plans that recognize priorities and constraints and use the most effective learning techniques for these education and training programs.
- d. Develop techniques and plans for evaluation of education and training programs as they relate to on-the-job performance.
- e. Develop techniques for continual assessment of education and training needs. (20.3.1,1 a-e)

XXII.A.2 Criminal Justice System curricula and programs by agencies of higher education should be established to unify the body of knowledge in criminology, social science, law, public administration and corrections to serve as a basis for preparing persons to work in the Criminal Justice System. (20.3.1,2)

XXII.A.3 Every criminal justice agency should support training programs that promote understanding and cooperation through the development of unified interdisciplinary training for all elements of the Criminal Justice System. These programs:

- a. Should provide for the instruction of agency personnel in the functions of all criminal justice agencies in order to place the agency role in proper perspective;
- b. Should encourage, where appropriate, the participation of other criminal justice agencies in agency training; and
- d. Should encourage, where appropriate, agency participation in training given to members of other criminal justice agencies. (20.3.1,3 a-c)

XXII.A.4 The state should establish a state plan for coordinating criminal justice education to assure a sound academic continuum from an associate of arts through graduate studies in criminal justice, to allocate education resources to sections of the state with defined needs, and to work toward proper placement of persons completing these programs. (20.3.6,6)

XXII.B Objective: By 1976, set standards for training and education of police and correction personnel. (20.3.2)

Possible Strategies

- XXII.B.1 Legislation should be enacted establishing a state commission to develop and administer state standards for the training of police and corrections personnel. (20.3.2,1)
- XXII.B.2 The state commission for police and corrections training should be composed of:
 - a. One chief of police of a city having a population of less than 10,000;
 - b. Two chiefs of police of cities having populations of more than 10,000 but less than 50,000;
 - c. One chief of police of a city having a population over 50,000;
 - d. Two sheriffs who represent urban and rural areas;

- e. Two prosecuting attorneys of the state;
- f. Two representatives of institutions of higher learning;
- g. Two representatives of criminal justice education; and
- h. The attorney general of the state. Additional members of this commission might include other members of the Criminal Justice System, representatives of local government (city, county), and representatives of the groups or commissions directly involved with improving social conditions (Kansas Commission on Civil Rights, etc.). (20.3.2,2 a-h)

XXII.B.3 Anyone certified in other state or local law enforcement or correctional agencies that have equal or higher training standards may be certified in Kansas as fulfilling basic training requirements. (20.3.2,4)

XXII.B.4 Provide new correctional staff members with 160 hours of orientation training during their first year on the job and 80 additional hours per year thereafter. (20.3.2,6)

XXII.C Objective: By 1976, establish formal inservice training programs for criminal justice personnel. (20.3.4)

Possible Strategies

XXII.C.1 Parole agencies should establish training programs to deal with the organizational issues and the kinds of personnel required by the program. (20.3.4,8)

XXII.C.2 Each corrections agency should train a management staff that can provide:

- a. Managerial attitudes and administrative procedures that permit employees to participate in goal setting;
- b. A management philosophy that encourages delegation of work-related authority to the employee level and acceptance of employee decisions;

- c. Administrative flexibility; and
- d. The capacity to eliminate visible distinctions between employee categories. (20.3.4,9)

XXII.C.3 Correctional top and middle managers should receive 40 hours a year of executive development training including operations of police, courts, prosecution and defense attorneys. (20.3.4,10)

XXII.C.4 After the first year of employment, all correctional staff should have 80 hours of additional training each year pertaining to the changing nature of their work and current issues affecting corrections. (20.3.4,11)

XXII.C.5 Correctional personnel should be granted sabbatical leaves to teach or attend courses in colleges and universities. (20.3.4,12)

XXII.C.6 A training program for probation and parole officers should be conducted by community mental health centers. (20.3.4,13)

XXII.D Objective: By 1980, provide advanced training in specialized areas. (20.3.5)

Possible Strategies

XXII.D.1 All persons involved in the direct operation of a criminal justice information system should be required to attend approved courses of instruction concerning the system's proper use and control. Instruction may be offered by any agency or facility, provided that curriculum, materials, and instructors' qualifications have been reviewed and approved by the Security and Privacy Council. (20.3.5,6)

XXII.E Objective: By 1980, establish formal career development programs in all criminal justice agencies. (20.3.7)

Possible Strategies

XXII.E.1 The use of psychological tests as screening devices or evaluation tools for promotion and advancement should be prohibited until a reliable relationship between personality and performance is established. (20.3.7,13)

XXII.E.2 Correctional agencies should plan, support and implement internship and work-study programs to attract students to corrections, including:

- a. Recruitment efforts concentrating on minority groups, women and socially concerned students.
- b. Careful linking between the academic components, work assignments, and practical experiences for the students.
- c. Collaborative planning for program objectives and execution.
- d. Program evaluation.
- e. Realistic pay for students.
- f. Follow-up with participating students to encourage entrance into correctional work.
(20.3.6,7 a-f)

XXII.E.3 Correctional agencies should plan and implement a staff development program that prepares and sustains all staff members. Training should:

- a. Be developed and directed by qualified trainers;
- b. Be the responsibility of management;
- c. Provide staff with skills and knowledge to fulfill organizational goals and objectives;
- d. Be conducted at the organizational site in community settings. (20.3.7,17 a-d)

XXII.E.4 Correctional agencies should develop policies to provide opportunities for staff advancement within the system. The system should be opened to provide opportunities for lateral entry and promotional mobility within jurisdictions and across jurisdictional lines. (20.3.7,18)

XXII.E.5 Each corrections agency should develop the capability to accomplish promotion within the system through a carefully designed and properly implemented career development program. (20.3.7,19)

XXII.E.6 Career ladders should be developed for corrections personnel that offer opportunities for advancement to persons with less than college degrees. (20.3.7,20)

XXII.E.7 Probation personnel advancement should be along two tracks: service delivery and administration. (20.3.7,21)

PROGRAMS WHICH HAVE IMPLEMENTED GOAL XXII:

1. Behavioral Science Training Program for Kansas Correctional Personnel

Fifty-six hours of training in the behavioral sciences for beginning state correctional officers is offered through Washburn University. This training is part of the 160 hours required by statute.

Site: Washburn University
Contact: Dr. Gregory Beim
Director of Corrections and Juvenile Justice
Programs
Washburn University
Topeka
(913) 295-6300

2. Corrections and Criminal Justice Degree Programs

This program is an expansion of Washburn University's Correctional and Criminal Justice Degree programs and Associate of Arts Degree. An extensive internship experience in an operating agency is an integral part of degree requirements.

Site: Washburn University
Contact: Ted Heim
Director
Corrections and Criminal Justice Degree Program
Washburn University
Topeka
(913) 295-6300

3. Continuing Higher Education for Kansas Probation and Parole Personnel

In-service education programs for experienced adult and juvenile probation and parole officers is presented in three two-day seminars.

Site: Washburn University
Contact: Dr. Gregory Beim
Director
Corrections and Juvenile Justice Program
Washburn University
Topeka
(913) 295-6300

4. In-Service Training Seminars for Kansas Correctional Personnel

Functions of leadership and current issues in the corrections field are presented in three two-day seminars for correctional officers, administrators and other supervisory personnel.

Site: Washburn University
Contact: Dr. Gregory Beim
Director
Corrections and Juvenile Justice Program
Washburn University
Topeka
(913) 295-6300

XXIII. GOAL: ESTABLISH FAIR AND COMPETITIVE SALARIES AND BENEFITS FOR ALL CRIMINAL JUSTICE PERSONNEL (20.4)

XXIII.A Objective: By 1978, establish a formal salary structure based on systematic classification of all criminal justice positions. (20.4.1)

Possible Strategies

XXIII.A.1 Parole Board members should be compensated at a rate equal to that of a judge of a trial court of general jurisdiction. (20.4.1,13)

XXIII.A.2 State correctional directors should be compensated at a rate equal to those of chief executives of other government agencies and members of the judiciary. (20.4.1,14)

XXIII.B Objective: By 1978, establish a uniform system of benefits for criminal justice personnel. (20.4.2)

Possible Strategies

XXIII.B.1 Every criminal 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)

XXIII.B.2 Every criminal 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)

XXIII.B.3 Every criminal 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:

- a. Surgery and related services.
- b. Diagnostic services.
- c. Emergency care.

- d. Continuing medical care for pulmonary tuberculosis, mental disorders, drug addiction, alcoholism and childbirth.
- e. Radiation, inhalation and physical therapy.
- f. Nursing care.
- g. Prescribed medication and medical appliances.
- h. Complete dental and vision care.
- i. Hospital room.
- j. Income protection. (20.4.2,3 a-j)

XXIII.B.4 Every criminal justice system agency should insure that an employee or his beneficiaries are allowed to continue as members of the health care program after the employee's retirement and that benefit and cost changes under these circumstances are reasonable. (20.4.2,4)

XXIII.B.5 The state should provide an actuarially sound statewide criminal justice system retirement system for all sworn personnel within the state designed to facilitate lateral entry. (20.4.2,5)

APPENDIX A

GOVERNOR'S COMMITTEE ON CRIMINAL ADMINISTRATION

LONG-RANGE
GOALS, OBJECTIVES AND STANDARDS

As Adopted by The Full Committee
Friday, April 23, 1976

Component: Corrections

Program Area: 3-A Institutional Rehabilitation
3-B Noninstitutional Rehabilitation
3-C Upgrading Correctional Personnel
3-D Crime Prevention

3-A INSTITUTIONAL REHABILITATION

Major Goal A: To improve the State Corrections System for Adults: Its facilities and its programs.

Long-Range Program Objectives

1. To implement and support efforts that have been developed in the Department of Corrections 8-Year Master Plan, for the evaluation, planning, and improvement of adult correctional facilities and programs.
2. To implement and support efforts for the expansion of the intake, classification, and evaluation system of the Kansas Department of Corrections. This effort should include the expansion of the Kansas Reception and Diagnostic Center to a 250-bed capacity, a medical and psychiatric treatment program for up to 75 physically or mentally ill inmates, and a qualified staff to screen and evaluate both male and female sentenced offenders for safe and appropriate placement.
3. To implement and support activities and procedures to assure certain minimum requirements are maintained in all correctional institutions that assure adequacy of facilities, adequacy of services, adequacy of security, and adequacy of regulations.
4. To implement and support efforts that unify all adult correctional facilities and programs. The unified corrections system should be responsible for services for persons awaiting trials, probation supervision, institutional confinement, community-based programs, parole and other aftercare, and all programs for misdemeanants.
5. To implement and support efforts instituting a probation system that is goal oriented in its delivering of services.
6. To implement and support efforts of the Secretary of Corrections to extend the limits of confinement for an offender so he/she can participate in a wide variety of community-based programs.
7. To implement and support the establishment of procedures to evaluate and enforce minimum standards regarding all confinement institutions and programs.

8. To implement and support programs in adult correctional institutions that develop release programs drawing community leadership, social agencies, and business interests into the CJS.
9. To implement and support programs to improve the treatment of female offenders.
10. To implement and support efforts to establish a multipurpose public information and education unit to inform the general public on correctional issues and to organize support for, and overcome resistance to, general reform efforts and specific community-based projects.
11. To implement and support programs in correctional institutions to include on-going individual and group counseling activities.
12. To implement and support policies and practices to insure a full range of religious programs in all major correctional institutions.
13. To implement and support correctional agencies operating major institutions to develop policies and procedures to improve treatment for problem offenders. These efforts must provide for adequate trained and qualified staff and facilities to meet the needs of the alcohol, drug, and emotionally disturbed inmate.
14. To implement and support efforts to assist correctional agencies in assuring the rights of sentenced offenders are not violated.
15. To implement and support the establishment of procedures governing rules of conduct and disciplinary procedures for all inmates who are confined in a major correctional institution.
16. To implement and support programs to diversify prison industries.
17. To implement and support a range of activities to provide recreation and physical exercise for every inmate.
18. To implement and support education and vocational training programs to insure individualization of academic and vocational training needs of the inmate.
19. To implement and support programs that assist in providing adequate medical and dental services in all major institutions.

20. To implement and support programs to assist the efforts of the Department of Corrections in the research and evaluation of their correctional planning.
21. To implement and support programs of either an "offender-based transaction statistics" or "computerized criminal history" system over all areas of the CJS.

4. Pretrial Confinement:

- a. To implement and support the establishment of procedures and guidelines to insure that all defendants are considered for pretrial release, the alternatives to pretrial detention will reasonably assure the appearance of the accused, and that the rights of the person arrested are not violated.
- b. To implement and support programs that will improve programs and services of those awaiting trial in local detention facilities.
- c. To implment and support programs, facilities, and services for those awaiting trial to be administered by the State Department of Corrections under a unified correctional system.

3-B NONINSTITUTIONAL REHABILITATION

Major Goal A: To improve procedures for screening, diversion, classification, pretrial confinement and supervision of adults in the community.

Long-Range Program Objectives

1. Screening:

- a. To implement and support local agencies in developing criteria to be used in the selection of offenders who will participate in diversion programs.

2. Diversion:

- a. To implement and support formally acknowledged programs of diversion in the CJS from the time of arrest prior to adjudication.
- b. To implement and support the establishment of pretrial programs and services that emphasize diversion and referral to supporting agencies through pretrial intake screening investigations.
- c. To implement and support efforts diverting offenders in need of treatment for alcoholism or drug addiction to appropriate treatment agencies outside of the CJS.
- d. To implement and support pretrial intervention programs by providing funds for manpower and related services.

3. Classification:

- a. To implement and support combined state and local classification teams to encourage the diversion of selected offenders from the CJS. The classification, when feasible, should be the minimum usage of institutions for convicted offenders, and the maximum programming of offenders into community-based programs.
- b. To implement and support the reorganizing of classification methods to emphasize the principle of "minimizing penetration" into the CJS.

Major Goal B: To improve the procedures for supervision, programming, and post trial confinement and supervision of adults in the community.

Long-Range Program Objectives

1. Supervision:

- a. To implement and support programs instituting a probation system that is goal oriented in its delivery of services.
- b. To implement and support programs that provide manpower and resources to assure that courts may use probation for persons convicted of misdemeanors.

2. Programming:

- a. To implement and support the reorganization of classification methods to insure that the system operates on a practical level for realistic purposes and that no offender is kept in a more secure condition or status than his potential risk dictates.
- b. To implement and support programs that provide services for persons who are in need of treatment of alcoholism or drug addiction where such persons can receive both detoxification and follow-up care.
- c. To implement and support the establishment of a variety of crisis intervention and drug emergency centers in communities having a significant population of narcotic addicts and other drug-dependant persons.
- d. To implement and support programs to recruit, screen, and train volunteers to assist correctional personnel responsible for community supervisors of offenders on probation.
- e. To implement and support the development of community-based residential halfway houses.
- f. To implement and support the ability to cooperate and contract for a wide range of community resources which could include academic, vocational, counseling, and medical and dental services.

3. Post Trial Confinement:

- a. To implement and support activities and procedures, to assure certain minimum requirements are maintained in all correctional institutions that assure adequacy of facilities, adequacy of services, adequacy of security, and adequacy of regulations.
- b. To implement and support efforts of correctional agencies operating institutions for committed offenders to periodically assess its classification system.
- c. To implement and support activities that could be incorporated into the classification systems of adult correctional institutions that will encourage increased individual responsibilities and increased community contact of those offenders who have been sentenced to a correctional institution.
- d. To implement and support efforts to assist correctional agencies operating detention facilities for committed offenders in assuring the rights of sentenced offenders.
- e. To implement and support the establishment of rules of conduct and disciplinary procedures for offenders in local jails.
- f. To implement and support programs that provide adequate medical and dental services for those committed to local detention facilities.
- g. To implement and support programs that extend the limits of confinement in the community from the local detention center to a wide variety of community-based programs which could include work-release, halfway houses, academic and work furloughs, and home visitations.
- h. To implement and support programs to recruit, screen, and train volunteers to serve as counselors, instructors, teachers, and recreational therapists to assist program personnel in local detention facilities.

- i. To implement and support a range of activities to provide both recreation and physical exercise for those committed to local detention centers.
- j. To implement and support the planning and organization of on-going counseling programs for those who have been committed to local detention facilities. This organization of counseling methods should include both individual and group efforts.
- k. To implement and support policies and practices to insure a full range of religious programs for those confined in local detention centers.
- l. To implement and support efforts to assure 24-hour a day supervision of offenders who are committed to local detention facilities.
- m. To implement and support the establishment of prerelease guidance centers to prepare offenders for reentry into the community.
- n. To implement and support programs involving the regionalization of local facilities and correctional programs. Programs should also support the regionalization of services for the offender with special needs such as drug and alcohol addicted offenders.

3-C UPGRADING PERSONNEL

Major Goal: To upgrade personnel working in the correctional system.

Long-Range Program Objectives

1. To implement and support a comprehensive manpower development and training program to recruit, screen, educate and evaluate institutional and field correctional personnel.
2. To implement and support the establishment of statewide standards for the recruitment and selection of personnel.
3. To implement and support systemwide standards for the training and education of all correctional personnel.
4. To implement and support efforts to improve the quality and adequacy of correctional staff by adopting administrative structures and procedures that will optimize personnel performance.
5. To implement and support programs that eliminate discrimination in the employment of correctional personnel. Correctional agencies should recruit actively from minority groups, women, young persons, select ex-offenders, and prospective indigenous workers.
6. To implement and support the establishment of a state plan for coordinating criminal justice education to assure a sound academic continuum from an associate of arts through graduate studies in criminal justice, to allocate education resources to sections of the state with defined needs, and to work toward proper placement of persons completing these programs.
7. To implement and support the establishment of correctional curricula and programs to unify the body of knowledge in corrections and serve as a basis for preparing persons to work in the correctional system.
8. To implement and support the participation of correctional agencies to provide formal in-service training for all levels of agency personnel.

9. To implement and support the establishment of education maintain programs for all correctional personnel.
10. To implement and support internships and work-study programs to attract students to corrections.
11. To implement and support the establishment of formal career development programs in all correctional agencies.

3-D CRIME PREVENTION

Major Goal: To improve the interactions between the CJS and the public toward the prevention of crime.

Long-Range Program Objectives

1. To implement and support programs to establish specific programs to inform the public of the problems, needs, and activities of the CJS.
2. To implement and support efforts to effectively coordinate drug and alcohol abuse, and treatment and prevention functions through a central agency on a state level with local coordinating agencies.

CORRECTIONS

PRIORITY LONG-RANGE PROGRAM OBJECTIVES

1. To implement and support efforts that have been developed in the Department of Corrections 8-year Master Plan, for the evaluation, planning, and improvement of adult correctional facilities and programs.
2. To implement and support efforts for the expansion of the intake, classification, and evaluation system of the Kansas Department of Corrections. (This effort should include the expansion of the Kansas Reception and Diagnostic Center to a 250-bed capacity, a medical and psychiatric treatment program for up to 75 physically or mentally ill inmates, and a qualified staff to screen and evaluate both male and female sentenced offenders for safe and appropriate placement.)
3. To implement and support activities and procedures to assure certain minimum requirements are maintained in all correctional institutions that assure adequacy of facilities, adequacy of services, adequacy of security, and adequacy of regulations.
4. To implement and support local agencies in developing criteria to be used in the selection of offenders who will participate in diversion programs.
5. To implement and support formally acknowledged programs of diversion in the CJS from the time of arrest prior to adjudication.
6. To implement and support the establishment of pretrial programs and services that emphasize diversion and referral to supporting agencies through pretrial intake screening investigations.
7. To implement and support efforts diverting offenders in need of treatment for alcoholism or drug addiction to appropriate treatment agencies outside of the CJS.
8. To implement and support pretrial intervention programs by providing funds for manpower and related services.
9. To implement and support programs instituting a probation system that is goal oriented in its delivery of services.

10. To implement and support programs that provide manpower and resources to assure that courts may use probation for persons convicted of misdemeanors.
11. To implement and support the reorganization of classification methods to insure that the system operates on a practical level for realistic purposes and that no offender is kept in a more secure condition or status than his potential risk dictates.
12. To implement and support combined state and local classification teams to encourage the diversion of selected offenders from the CJS. The classification, when feasible, should be the minimum usage of institutions for convicted offenders, and the maximum programming of offenders into community-based programs.
13. To implement and support the reorganizing of classification methods to emphasize the principle of "minimizing penetration" into the CJS.
14. To implement and support the establishment of procedures and guidelines to insure that all defendants are considered for pretrial release, the alternatives to pretrial detention will reasonably assure the appearance of the accused, and that the rights of the person arrested are not violated.
15. To implement and support programs that will improve programs and services of those awaiting trial in local detention facilities.
16. To implement and support programs, facilities, and services for those awaiting trial to be administered by the State Department of Corrections under a unified correctional system.
17. To implement and support a comprehensive manpower development and training program to recruit, screen, educate and evaluate institutional and field correctional personnel.
18. To implement and support the establishment of statewide standards for the recruitment and selection of personnel.
19. To implement and support systemwide standards for the training and education of all correctional personnel.

END