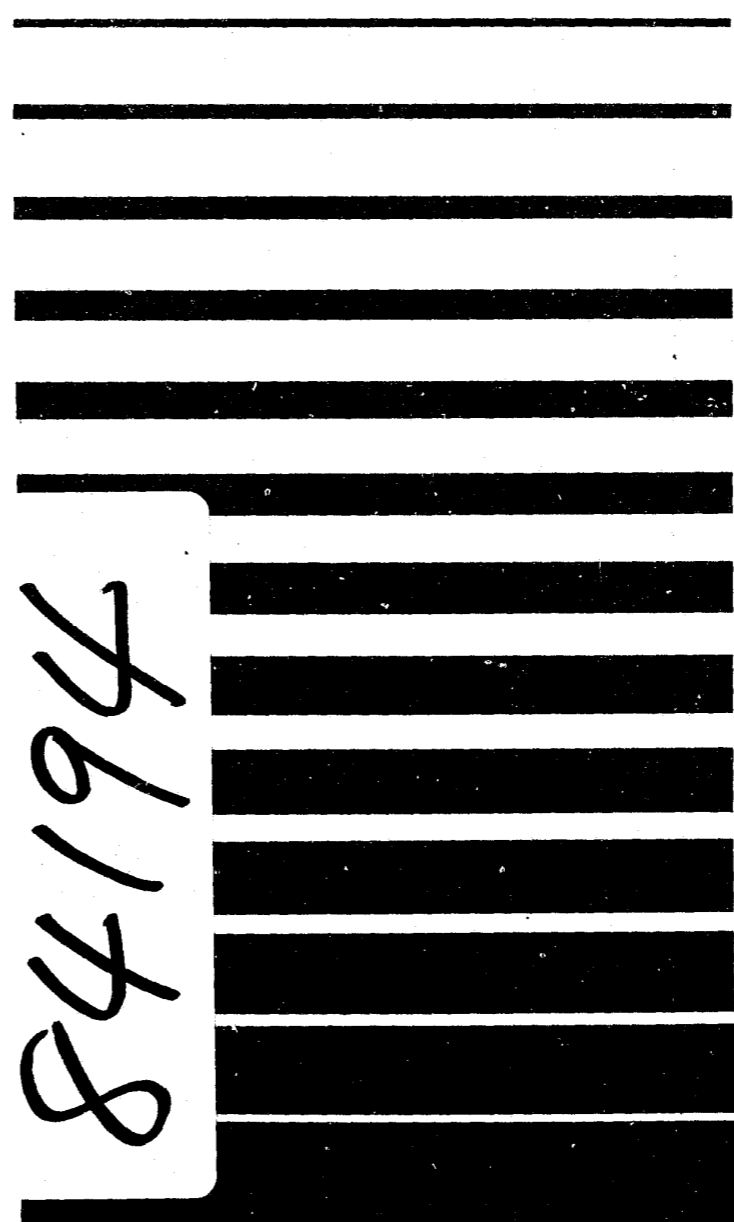


MFL



**Annual
Program
Plan**

Fiscal Year 1983



84194

July 1982

✓
U.S. Department of Justice
National Institute of Corrections

The National Institute of Corrections is a national center of assistance to the field of corrections. The goal of the agency is to aid in the development of a more effective, humane, safe, and just correctional system.

First proposed in 1971 at the National Conference on Corrections in Williamsburg, Virginia, the National Institute of Corrections program was started in 1972 as a joint project of the Law Enforcement Assistance Administration (LEAA) and the Federal Bureau of Prisons. In September 1974, Congress established the National Institute of Corrections as a separate federal agency within the Bureau of Prisons. The Institute received its first appropriation for fiscal year 1977.

The National Institute of Corrections is both a direct-service and a funding agency serving the field of corrections. Its five legislatively mandated activities are: 1) training, 2) technical assistance, 3) research and evaluation, 4) policy and standards formulation and implementation, and 5) clearinghouse. The basic objective of the Institute's program is to strengthen corrections at all levels of government.

As established by the enabling legislation, the Institute's policy is determined by an active 16-member, non-partisan Advisory Board appointed by the U.S. Attorney General. The Board is comprised of six federal officials serving ex-officio, five correctional practitioners, and five individuals from the private sector who have demonstrated an active interest in corrections. Through public hearings, the Advisory Board regularly solicits the opinions of correctional practitioners and others involved in the criminal justice process prior to targeting the Institute's fiscal year funds.

Annual Program Plan Fiscal Year 1983

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by
Public Domain/U.S. Dept. of
Justice/Nat'l Inst. of Corrections

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

NCJRS
JUN 24 1982
ACQUISITIONS

July 1982

Contents

FOREWORD	iii
INTRODUCTION	1
Grant Application Procedures	1
TRAINING	2
Management Series	3
Specialty Training	3
Supplementary Training Programs	5
Administrative Support Grants for Training	6
TECHNICAL ASSISTANCE AND INFORMATION DISSEMINATION	7
Direct Technical Assistance	7
Information Dissemination Service	8
Grants Available	8
POLICY/PROGRAM DEVELOPMENT AND EVALUATION	13
Prison Overcrowding Project	13
Study of Differential Incarceration Rates	14
Grants Available	14

Foreword

This document contains the National Institute of Corrections' program plan for fiscal year 1983, which begins October 1, 1982. The plan reflects a concerted effort to stretch limited federal dollars to achieve the greatest benefit to the field of corrections.

With the opening of the National Academy of Corrections in Boulder, Colorado, on October 1, 1981, the Institute is now able to direct its training funds into a centralized, coordinated resource that will provide high-quality, cost-efficient, and effective training for practitioners. We take pride in the initial efforts of the Academy and envision it evolving as a strong and responsive center of learning and assistance to the corrections field.

This annual program plan also reflects a continuation of the Institute's main activities in the areas of technical assistance, information dissemination, and policy/program development. While it was necessary to curtail several programs of high interest to the Institute due to limited financial resources, we expect that the critical needs in the field can continue to be met through services outlined in this plan.

We encourage the ongoing interest and participation of practitioners as the Institute enters its seventh year of service to the field.

Allen F. Breed

Allen F. Breed, Director
National Institute of Corrections
July 1, 1982

Introduction

The National Institute of Corrections' fiscal year 1983 program reflects a continuation of major programs that began in earlier years. Core services in training, technical assistance, information dissemination, and policy/program development and evaluation will continue at the same or greater levels of funding. Budget restrictions necessitated the discontinuation of several programs, but the Institute anticipates that *critical* needs still can be addressed through services set forth in this plan.

The 1983 program is a coordinated, planned approach to assisting the field of corrections in the greatest way possible even though financial resources are extremely limited. As federal funding for corrections decreases, it is imperative that monies available be directed to areas of greatest need.

This document is the National Institute of Corrections' program statement for fiscal year 1983, which begins October 1, 1982. It contains a summary of services available and requests for proposals. The grant/contract program is one of the Institute's means of carrying out its legislative mandates of training, technical assistance, policy/program development and evaluation, and information dissemination.

Grants available for training are significantly fewer than in past years. The National Academy of Corrections, opened in October 1981 in Boulder, Colorado, will be conducting most of the National Institute of Corrections training programs that traditionally had been carried out by grantees. Likewise, grants available for open bidding in other areas are noticeably fewer, due largely to continuation funding of high-impact projects that were begun in fiscal years 1981 and 1982 and a reduction in funds available.

The 1983 projects available for funding are presented under the Institute's mandated activity areas: Training, Technical Assistance, Information Dissemination, and Policy/Program Development and Evaluation. Projects in each category will be coordinated by the NIC Jails Division, Prisons Division, Community Corrections Division, and the National Academy of Corrections.

Grant Application Procedures

Those eligible for National Institute of Corrections grants include state agencies, general units of local government, educational institutions, public and private agencies, federal

agencies, organizations, and individuals.* All services and grants are provided in accordance with federal regulations.

Procedures and the required forms for grant applications are given in the **NIC Guidelines Manual: Instructions for Applying for Federal Assistance**, which can be obtained by contacting the Institute. A deadline date by which applications must be postmarked is given for each project available for funding. Persons desiring clarification or further information on a given project should contact the National Institute of Corrections prior to preparing an application.

Applications must detail the project, objectives, and the plan for implementing the proposal. Projected costs and a description of the qualifications of the applicant(s) must be included. The projected cost of a proposal is a critical element in the decisionmaking process, and the Institute urges applicants to keep indirect costs, in particular, to a minimum.

Applications for grants should be submitted in six copies to the National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534. Applications should be concisely written, typed double spaced, and referenced to the project by the title and number given in this document.

Grant proposals are reviewed by a team of Institute staff members. Among the criteria used to evaluate the applications are:

- Responsiveness of the proposal to the Institute's program priorities and the specific project statement in this document.
- Clearly defined and realistic objectives.
- Appropriateness of the proposed approaches for attaining project objectives and evaluating or measuring attainment of objectives.
- Applicant's familiarity with the subject and capability to successfully conduct the project.
- Estimated total costs and levels of effort.
- Uniqueness of the proposed strategies and approaches.

*Because of limited resources, funds are directed primarily to correctional agencies at the state and local levels.

Additional evaluation criteria for certain projects are given in the project statements.

When the projected cost of a project is high or the issue is complicated, a panel of reviewers participates in evaluating the applications.

Training

Since its establishment in 1974, the National Institute of Corrections has treated staff training and development as comprising one of its primary responsibilities. Nearly one-half of the agency's annual budget is devoted to improving the levels of knowledge and professionalism of correctional personnel.

On October 1, 1981, the National Institute of Corrections activated a long-planned national training academy. Final stimulus to the development of an academy occurred in May 1981 when Warren E. Burger, Chief Justice of the United States, again cited the need for a centralized, national training center for corrections in a commencement address at the George Washington University School of Law. In July 1981, Attorney General William French Smith authorized and announced the creation of the National Academy of Corrections in Boulder, Colorado, as an arm of the National Institute of Corrections.

During its first year of operation, the National Academy of Corrections became the central location for training that the Institute had previously conducted regionally through contractors. Through needs assessments and discussions with correctional professionals, additional training courses were developed to meet the ever-changing challenges to corrections. The Academy is designed to be responsive to the training needs of the entire field of corrections, including prisons, jails, and community corrections. Activities are designed to:

- Improve the general knowledge, skills, and practices of correctional administrators and managers and thereby advance the operation of their agencies and programs.
- Improve the knowledge and skills of correctional staff trainers to enable them to upgrade their agency staff training programs.

Correctional practitioners, academicians, and qualified citizens comprise these review panels; all are approved by the National Institute of Corrections Advisory Board.

- Develop basic and specialty curriculums for use by correctional agencies, and correspondence training courses for use by individual line officers.
- Facilitate correctional agencies' abilities to implement management and personnel policies that comply with national standards and affirmative action goals.
- Promote constructive organizational change and full utilization of resources to maximize corrections' ability to operate in a fair, safe, efficient, humane, and constitutional manner.
- Serve as a catalyst for interaction between correctional agencies, other components of the criminal justice system, and concerned public and private organizations.

The Academy training program for fiscal year 1983 includes the continued presentation of the National Institute of Corrections' core curriculum and the development and presentation of special-issue seminars and training programs. Whereas in the past much of the Institute's training was presented by individuals working under grant auspices, the Academy staff will conduct most of these courses in fiscal year 1983. Recognized experts, working under independent contracts, will continue to present training in their specialty areas.

A training schedule containing dates, eligibility criteria, and an application form will be mailed to the field shortly. Unless otherwise noted in this document, all training will be conducted at the Academy.

Contact the Academy, 1790 30th Street, Suite 140, Boulder, Colorado 80301, telephone 303-497-6060, for a complete schedule of current training events.

Management Series

Recognizing that training for managers continues to be a critical need of corrections, the National Academy of Corrections will conduct a management series as part of the core curriculum. Included in this integrated and graduated management program are the following courses.

Basic Management Training

The objective of this program is to provide new and potential correctional managers and supervisors with a sound base of management knowledge to increase their effectiveness in present assignments and enhance their abilities to assume greater responsibility within their organizations. Training will cover basic correctional management and administrative theory, skills, tools, and techniques. Emphasis will be given to such areas as standards compliance, budgeting, planning, personnel management, affirmative action, program evaluation, information systems, human resources development, and supervisory skills. Eighteen 12-day programs will be presented, each for 30 participants.

Advanced Management Training

This program will emphasize contemporary management philosophies, styles, tools, and techniques, providing correctional administrators with the theory and skills necessary to improve the management of their organizations. Geared to the experienced manager, the training will build upon participants' past correctional management training and experience.

This intensive training program will focus on sharpening the administrators' perceptions of their work environments; developing skills by which to examine and analyze those environments; and improving the manner in which they perceive, develop, and use organizational resources. The curriculum will include units on planning, organizational design, budgeting, information management, personnel management, correctional standards, and program evaluation and review. Four 28-day programs will be presented, each for 30 participants.

Executive Seminars

At the top of the graduated management series are five three-day, special-issue seminars that will treat current issues facing upper-level managers of correctional agencies. Each seminar will provide a broad theoretical overview of an issue and its applicability to correctional organizations. Twenty individuals will participate in each seminar.

Public and Press Relations

This seminar will examine the methods of communication between correctional administrators and the press and public. The importance of good communications, the impact of various methods of communication, and the administrator's style and effectiveness will be covered.

The Future as It Impacts Corrections

This seminar will examine current and future economic, political, and sociological trends and how they will impact corrections. The relationship of national policies and trends to the operation of correctional programs will be covered.

Legal Issues in Corrections

This seminar will review recent and future legal issues that affect the administration of correctional programs, with special emphasis on conditions of confinement suits and liability issues.

Management of Change

This seminar will examine the management of change in large organizations, including economic, environmental, and personal considerations.

Management of Scarce Resources

This seminar will examine innovative management options for "doing more with less" in times of scarce financial resources.

State Correctional Administrators Seminar

The National Academy of Corrections will conduct the annual management training seminar for state correctional administrators. The seminar provides an opportunity for specialized management training and a forum for the exchange of experiences and ideas among the chiefs of state systems. The program's goal is to enhance understanding, knowledge, skills, and information bases and thereby increase effectiveness and efficiency in the management of state correctional systems. All directors and commissioners will be advised of the time, place, and schedule for the seminar.

Specialty Training

Each year the Institute selects areas for which specialized training has received strong endorsement from the field. Specialty training and seminars will be conducted in the following topic areas during fiscal year 1983.

Training for Staff Trainers

This program will provide agency staff training personnel with the knowledge and skills needed to improve and effectively increase their training programs. The curriculum will cover assessing the training needs of agency personnel, job and task analysis, reviewing training methods and resources, designing appropriate curriculums, selecting the most effective and economical approach to in-service staff training, supervising on-the-job training, evaluating training programs, and avoiding liability for failure to train. Five seven-day programs will be presented, each for 30 participants.

Community Corrections Special-Issue Seminars

Each year the Academy will conduct special-issue seminars that address topics of critical importance to probation and parole personnel. The intent of the seminars is to disseminate the latest information, knowledge, techniques, and practices in field services.

In fiscal year 1983, the topics of legal responsibilities and liabilities, outback management, and constituency building will be combined into a five-day seminar to be presented four times. The seminar will be conducted twice for the chief executive officers of state-administered probation systems and twice for administrators of large county and municipal probation systems.

Parole Board Seminars

Two five-day seminars on parole decisionmaking will be conducted, each for 25 parole board members. The seminars will cover individual and group decisionmaking processes, current trends in parole, legal decisions affecting parole, and responding to demands for increased accountability for parole decisions and supervision.

Probation/Parole Classification Seminars

Training will be provided to probation/parole agency personnel who are participating in the NIC Probation Classification/Management Information System program. Two 14-day seminars on case management will be conducted, each for 25 participants; and two 5-day seminars on classification, each for 40 participants. Trainees will be members of the implementation teams from agencies participating in Project C-83-02.

Jail Special-Issue Seminars

Nine five-day special-issue seminars concerning jail management will be conducted to: 1) augment activity being undertaken by the states to improve jail standards, inspection, and assistance programs, 2) provide training in specialty-skills areas, and 3) address critical jail issues that emerge in fiscal year 1983.

Developing State Resources to Assist Jails

This seminar will provide training for 30 individuals from state agencies and organizations that are responsible for providing training and technical assistance services to local jails in their states. Applicants under Project J-83-04 in this document and potential applicants are eligible for participation in the seminar.

State Jail Inspectors Seminar

This seminar on jail standards and inspection processes will be held for 30 chief state jail inspectors and/or new and potential state jail inspectors.

Facility and Architectural Plan Review

This seminar will provide training for 30 individuals responsible for the planning and/or management of new jails, or for review at the state level of architectural plans for new local jails. Reading, interpretation, and review of architectural plans will be covered.

Corrections as Part of County Government

Three seminars will be conducted for county officials responsible for the policy, resources, and management of correctional programs. Each seminar will have 15 participant teams, generally comprised of a county commissioner and the sheriff or jail administrator. The purpose of the training is to build cooperative working relationships to address local correctional problems. Topics to be covered include the purpose of the jail, court-ordered jail changes, management styles, responsibility charting, and action planning.

Development/Implementation of State Jail Standards

This seminar will provide training for 30 individuals at the state level who are responsible for overseeing the development and implementation of state standards for local jails. Topics to be covered include legal issues related to jail standards, the rationale for standards, implementation models, cost implications, and strategic implementation issues.

Emerging Issues

Two special-issue seminars will be conducted on critical issues that arise in the jail area in fiscal year 1983. Topics and eligibility criteria will be announced separately to the jail field.

Planning New Institutions

Six training programs will be conducted on critical considerations in planning new prison or jail facilities or renovating existing facilities. Each program will have 30 participants who are key actors in construction/renovation planning. Jurisdictions interested in participating in these six-day seminars should contact either the National Institute of Corrections Jails Division or Prisons Division for further information.

Prison Special-Issue Seminars

Nine five-day special-issue seminars will be conducted on current issues confronting prison administrators. The seminars will supplement the Institute's current activities in policy development and technical assistance.

Prison Industry Management

Each of two seminars will provide training for 30 prison industries managers on such topics as model prison industry legislation, policies, and procedures; professional standards; legal issues; and recent trends in prison industry administration.

Prison Mental Health Programs

This seminar will provide training for 30 managers of institutional programs for mentally ill and mentally retarded inmates. The seminar will cover relevant court decisions, professional standards, innovative programming, and model legislation for such programs.

Prison Classification

This seminar will provide training for 30 individuals on the implementation teams in state agencies that are participating in NIC's Model Prison Classification program. The training will cover the general principles of classification, needs assessments, implementation techniques, and evaluation methods.

Hostage Negotiation

This seminar will provide training for 30 individuals who are designated as hostage negotiators at their institutions. The training will cover the latest information and techniques developed by the FBI in this area and will be presented in Quantico, Virginia, by FBI personnel and correctional experts.

Institutional Security

This seminar will provide training for 30 institutional security managers in such areas as policy and procedures, professional standards, legal issues, and recent trends and developments in institutional security.

Architectural Design Criteria

Each of two seminars will provide training for 30 correctional managers and architects who are involved in planning prison construction projects. The training will cover the latest concepts in the planning and design of highly functional and secure facilities.

Architectural Project Management

This seminar will provide training for 30 managers of architectural design projects for prison construction. The training will cover time scheduling, contract monitoring, and quality control.

Critical-Issue Seminars

The Academy will conduct at least eight training programs that respond to issues identified as of critical importance to the field. Five of these seminars will provide training for trainers in basic institutional supervision, legal issues, public and press relations, working with Hispanic offenders, and working with female offenders. It is expected that participants in these programs will subsequently provide staff training in these subject areas in their home agencies. The seminars will be based on training curriculums developed under NIC auspices in fiscal year 1982 for use in operating agencies. The three remaining seminars will cover emerging issues in corrections and will be announced to the field during the year.

Basic Institutional Supervision

This seminar will provide training for 30 staff trainers in basic supervisory skills and general correctional and security practices.

Legal Issues for Institutional Personnel

This seminar will provide training for 30 institutional employees deemed best able to provide similar training for agency staff. The training will cover past, current, and potential legal issues; inmate and employee rights; the impact of recent court rulings; and legal and administrative remedies.

Public and Press Relations for Corrections

This seminar will provide training for 30 correctional personnel deemed best able to develop and implement policy and procedures to improve their agency's public and press relations. The training will address the concepts of freedom of information, privacy rights, and freedom of the press, as well as techniques for developing an effective program.

Working with Hispanic Offenders

This seminar will provide training for 30 correctional personnel deemed best able to provide similar training for agency staff. The training will cover the Hispanic offender's culture, language constraints, special needs, and adjustment problems, as well as correctional programs specifically designed for Hispanic offenders.

Working with Female Offenders

This seminar will provide training for 30 correctional personnel deemed best able to provide similar training for agency staff. The training will cover current trends in programming for the female offender, relevant legal decisions, and the special needs and concerns of the female offender.

Emerging Issues

Three special-issue seminars will be conducted on critical issues that arise in the field of corrections in fiscal year 1983. Topics and eligibility criteria will be announced separately to the field.

Supplementary Training Programs

Activities designed to supplement and enhance training will be undertaken by the Academy in fiscal year 1983. Coordination of these activities by the National Academy of Corrections allows a focused, planned approach to providing training to state and local correctional personnel throughout the nation. The program reflects a coordinated strategy of curriculum development, training of trainers to deliver the curriculums, and an outreach effort to assist and enhance agency-based training.

Curriculum Development

The Academy will coordinate a comprehensive curriculum development program during fiscal year 1983. An ongoing effort to identify and develop needed correctional training curriculums and materials will continue through hearings with correctional professionals, grants to competitive bidders, and in-house development.

Outreach Program

One of the emphases for the Academy will be the transfer of packaged training programs to state and local correctional agencies. Many of the Academy programs are designed to provide participants the knowledge and ability to present similar training programs at the state and local levels. The Academy's Outreach Program will be designed to provide participant training materials, visual aids, and instructors to deliver high-quality programs at state and local agencies. Through the Outreach Program, the impact of Academy training can be expanded to reach a greater number of correctional staff.

The 1983 objective is to support and encourage the presentation of 50 state or local training seminars that will reach an additional 1,000 correctional staff. Jails, prisons, probation and parole agencies interested in participating in the training Outreach Program should contact the National Academy of Corrections for further information.

Federal Prison System Co-Sponsored Programs

The Federal Prison System (FPS) and the National Institute of Corrections jointly sponsor FPS training programs for state and local institutional staff. For this training, the Federal Prison System provides the materials, instructors, and facilities, and the National Institute of Corrections coordinates the training and covers travel and per diem expenses of participants.

The Federal Prison System will present several courses dedicated specifically to training state and local correctional staff. These will include training in disturbance control, self defense, basic locksmithing, and institutional cooking. In addition, ten percent of all available training slots in the Federal Prison System's ongoing, internal staff training programs is reserved for state and local practitioners; approximately 500 state and local correctional personnel can participate in these programs in fiscal year 1983. Courses will provide training in

investigative supervisory functions, prison industries management, facility management, hostage negotiation, medical records, and hospital administration.

Those interested in participating in an FPS/NIC program should contact the National Academy of Corrections for a schedule of events.

Administrative Support Grants for Training

Several grants will be awarded to support the operation of the National Academy of Corrections and to administer financial accounts of training participants and trainers working under contract to the National Institute of Corrections. Potential applicants should contact the Financial Management Division, National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534 for full descriptions of these projects and the application evaluation criteria.

Training Fees and Expenses/ Off-Site Participant Per Diem

Project Number: A-83-01
 Funds Available: \$892,527
 Funds Available per Grant: \$892,527
 Grants Available: One
 Estimated Length of Project: One year
 Eligible: Open
 Deadline for Applications: August 15, 1982
 Description:

One grant is available to administer consultant fees and travel and per diem accounts for approximately 500 trainers working under contract to the National Institute of Corrections, and per diem accounts of approximately 300 participants in training programs conducted at locations other than the National Academy of Corrections.

Participant Travel Support

Project Number: A-83-02
 Funds Available: \$1,214,200
 Funds Available per Grant: \$1,214,200
 Grants Available: One
 Estimated Length of Project: One year
 Eligible: Open
 Deadline for Applications: August 15, 1982
 Description:

One grant is available to administer and arrange for approximately 2,500 training participants' travel to and from their homes and the National Academy of Corrections, Boulder, Colorado; the Law Enforcement Training Center, Glynco, GA; and Federal Prison System training facilities in Ft. Worth, TX; Oxford, WI; and Denver, CO. Airline tickets will be obtained at prevailing discount rates, and other attendant administrative tasks will be performed.

Technical Assistance and Information Dissemination

The goal of the National Institute of Corrections' technical assistance and information dissemination program is to serve as an identifiable, readily accessible, and responsive resource to assist corrections in improving policies, procedures, and practices. This goal is reached by providing practical technical help and facilitating the exchange of current information on correctional matters.

At National Institute of Corrections Advisory Board hearings conducted over the past several years, participants urged the Institute to expand its technical assistance activity and to further develop its information dissemination service. Resources devoted to both services have increased steadily over the years. In 1980, the Institute created an information center to serve as the base of information and materials dissemination.

Through technical assistance and information dissemination, the National Institute of Corrections hopes to responsibly meet some of the immediate needs of state and local corrections. The objectives of activity in this area are to:

- Move correctional agencies toward safe, fair, humane, and effective programs by assisting practitioners in improving operations and practices.
- Facilitate closer cooperation between corrections and other elements of the criminal justice system and the community, with emphasis on assisting state and local correctional agencies.
- Assist corrections in expanding the range of cost-efficient and effective alternatives to confinement that are consistent with public safety.

Direct Technical Assistance

The National Institute of Corrections provides specialized technical assistance to state and local correctional agencies both directly with its own staff and/or consultant teams and through grants, which are described later. During fiscal year 1983, the Institute's short-term, direct technical assistance funds will support an estimated 900 technical assistance services to state and local prisons, jails, probation, parole, and community programs.

On-site technical assistance, usually of three to five days duration, will be provided in the areas of training, research, evaluation, program/policy development, and standards implementation. There will be no transfer of funds to the recipient agencies. The funds reserved will support travel, consultant fees, and other costs associated with sending an individual or team to assist the requesting agencies.

Application Procedures

Any state or local corrections official can request free technical assistance from Institute staff or consultants by submitting a memorandum on agency letterhead that:

1. Identifies the problem(s) for which assistance is sought.
2. Suggests a plan or specific action(s) to meet the problem(s).
3. Explains why assistance must be obtained at the federal level.
4. Identifies the persons or agencies deemed best qualified to provide the assistance needed (if known).
5. States the anticipated number of days assistance would be needed.

Jail practitioners should request direct technical assistance by writing to the NIC Jail Center, 1790 30th Street, Suite 140, Boulder, Colorado 80301. Practitioners in other areas of corrections should write to the National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534.

In submitting a request for technical assistance, the applicant should refer to the category and project number that appears to be most appropriate.

Project Number: P-83-TA Prisons

Technical assistance is available to state departments of corrections and prisons to advance their operations, practices, management methods, services, and programs. Assistance is available in such areas as designing classification procedures, analyzing staffing and/or security practices, upgrading staff training and personnel management, improving inmate management and programs, and developing policy and procedures.

Project Number: J-83-TA Jails

Technical assistance is available to jails to improve management, operations, services, and programs. Assistance is available in such areas as developing policy and procedures; analyzing staff training needs and staffing patterns; improving food services, classification, and security; planning for new construction or renovation; and using community resources.

Project Number: C-83-TA Community Corrections

Technical assistance is available to probation, parole, and other community-based programs to improve management, operations, and service-delivery techniques. Assistance is available in such areas as designing and implementing pre- and post-trial alternatives to incarceration; implementing improved probation and parole service-delivery and caseload management practices; developing classification systems, policy and procedures, and statistical and research methods to construct predictive tools; improving management systems; and implementing offender grievance procedures or court-ordered change(s).

Information Dissemination Service

The National Institute of Corrections Information Center is closely tied to technical assistance, but also interacts with all other Institute programs. Practitioners with questions about correctional programs, services, or operations underway anywhere in the country may request information on these subjects.

The Information Center maintains a computerized library of materials, as well as vertical files of unpublished materials contributed by operating agencies, and has the ability to search for information that has not been formally documented. The Information Center works closely with other organizations, clearinghouse services, and the field to find the most accurate, current, and useful materials.

The information service is free to practitioners, who write or call the NIC Information Center, 1790 30th Street, Suite 130, Boulder, Colorado 80301; telephone 303-444-1101. Requesters should indicate:

1. The materials or information they are seeking.
2. Why the information is needed (if it would help the Information Center gain perspective on a broad topic area).

3. How soon the information is needed.
4. In the case of written materials, the author, date, title, and publisher if known.

In responding to requests, the Information Center necessarily gives highest priority to correctional administrators and personnel; federal, state, and local legislators and officials; and those involved in correctional litigation.

Grants Available

NIC Information Center

The Institute's enabling legislation, Public Law 93-415, mandates that one of the five primary functions of the agency is to serve as a clearinghouse and information center for the collection, classification, and dissemination of information on corrections. This project is intended to fulfill that mandate by meeting the immediate information needs of correctional practitioners and policymakers in the areas of jails, prisons, probation, parole, and community corrections.

Project Number: J-83-01
Funds Available: \$470,000
Funds Available per Grant: \$470,000
Grants Available: One
Estimated Length of Project: One year (with second-year renewal option)
Eligible: Open (operation must be located in the Boulder, Colorado, area)
Deadline for Applications: October 1, 1982

Description:

The project works closely with all other governmental clearinghouses in an effort to provide the best possible information service to the corrections field. The Information Center will provide information services to Institute staff; practitioners working in jails, prisons, probation, parole, and community corrections; policymakers (legislators, governors, county commissioners) in the executive and legislative branches; and officials involved in correctional litigation. Inquiries are responded to by providing materials to the requester and/or, when appropriate, by referral to other clearinghouses or experts in the subject area.

The National Institute of Corrections Information Center will provide information on all correctional matters. The Information Center's library will contain materials describing the administration and operation of facilities, correctional practices and programs, community involvement, national and state standards, policies and procedures, and other subjects relevant to the corrections profession.

In performing the primary tasks of the operation, the contractor will:

1. Respond promptly and thoroughly to an estimated 10,000 information requests annually. The typical response time will be five working days or less, with the capacity to respond to urgent requests within 24 hours.

Technical Assistance Grants—General Operations

This program will provide small grants to prisons, jails, probation, parole, and community programs to enable planning, implementation, and maintenance of improved management practices, policies and procedures, operations, services, and staff training. Technical assistance grants are usually more appropriate than direct technical assistance from the National Institute of Corrections when the project to be undertaken is more complex than a three-to five-day effort.

Project Number: Given below
Funds Available: \$960,000
Funds Available per Grant: Up to \$15,000
Grants Available: Open
Estimated Length of Project: Three months to one year
Eligible: State and local correctional agencies
Deadline for Applications: None, open all year

Description:

Project Number: P-83-01 Prisons

Grants are available to state departments of corrections and prisons to purchase technical assistance in such areas as designing and implementing strategies to address critical problems such as prison overcrowding and security issues; planning and developing work and training programs, policies and procedures, and inmate grievance procedures; improving inmate management and classification; and improving staff training and personnel practices.

Project Number: J-83-02 Jails

Grants are available to jails to purchase technical assistance in such areas as complying with court orders; improving staff training and personnel practices; designing and evaluating classification systems and inmate programs; improving records and information systems; developing ways of dealing with special problems of overcrowding; and developing strategies for providing appropriate care, custody, and service for special-problem inmates.

Project Number: C-83-01 Community Corrections

Grants are available to probation, parole, and other community correctional agencies to purchase technical assistance in such areas as improving staff training and personnel practices; designing and implementing pre- and post-trial alternatives to incarceration; and implementing improved service delivery techniques, caseload management systems, parole decisionmaking guidelines, and management technologies and practices.

2. Solicit new materials to keep abreast of changes and progress in the corrections field. New materials will be entered into the collection and computer data base, and the existing bibliographic data base and index will be maintained and updated. New materials will include, but not be limited to, reports, studies, journals, newsletters, monographs, articles, papers, standards, policy and procedures manuals, legislation, annual reports, training materials, and lesson plans. Emphasis will be placed on obtaining information that is operationally oriented and does not duplicate the hardbound collections at the National Criminal Justice Reference Service (NCJRS) or the Federal Prison System Library.
3. Integrate training and project materials generated by other Institute grants and by the National Academy of Corrections into the library and computer data base.
4. Obtain copyright permission when necessary, in accordance with federal regulations, for new information entered in the system.
5. Summarize and enter into the computer data base 20 exceptional correctional programs selected by Institute staff.
6. Assemble 25 standard information packets on priority or high-demand topics identified by Institute staff for use in responding to information requests.
7. Conduct in-depth searches for comprehensive information in areas identified by Institute staff.
8. Provide Institute staff with updates on new materials received.
9. Establish or maintain direct access to the NCJRS data base and endeavor to network with other relevant data bases.
10. Distribute approximately 20 documents to be published by the Institute to an average of 200 agencies; the documents will then be disseminated in response to individual requests.
11. Provide a library service during normal working hours and as needed to accommodate a limited number of scheduled visitors at other times.
12. Employ at least two knowledgeable correctional information specialists and one knowledgeable prison/jail architectural design specialist, in addition to necessary library and general information specialists.
13. Work closely with the training, technical assistance, policy, and program activities of the National Institute of Corrections.
14. Be located in the Boulder, Colorado, area to facilitate liaison with the National Academy of Corrections. The NIC Information Center will be a training resource for participants in Academy programs.

Potential applicants should contact the Financial Management Division, National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534 for a full description of this project and the application evaluation criteria.

**Technical Assistance Grant—
Planning New Institutions**

Hundreds of state and local jurisdictions are in the early stages of deciding whether to renovate or build correctional institutions. Many facilities have been built in recent years that fail to meet national accreditation standards or even the communities' real detention needs. This situation results from inadequate planning and low levels of participation by correctional personnel and citizens.

For the past several years, the National Institute of Corrections has provided limited technical and training assistance in this area to local jurisdictions. In fiscal year 1982, the program was expanded to also provide assistance to states planning major construction or renovation of prison facilities.

This form of technical assistance is designed to provide a team of responsible government officials with the knowledge and procedures needed to carry out a correctional facility construction program. Jurisdictions interested in participating in this program should contact either the National Institute of Corrections Jails Division or Prisons Division for more information.

The necessary staff and resources to assist jurisdictions in planning a new institution are provided by a grantee. The following project will provide these services.

Project Number: P-83-02
Funds Available: \$316,600
Funds Available per Grant: \$316,600
Grants Available: One
Estimated Length of Project: One year
Eligible: Open
Deadline for Applications: October 1, 1982

Description:

The grantee will assist 5 states and 35 local jurisdictions that are considering building a new correctional facility or undertaking major renovation of an existing facility. Teams of representatives from each jurisdiction will be provided training and technical assistance in assessing their construction needs and planning the project.

Training and technical assistance will be provided in two phases. Phase One will entail two days of on-site training in each of the jurisdictions selected for participation. For the jail projects, trainees will include the sheriff, jail administrator, judges, county commissioners, prosecutors, the public defender, police, interested citizens, court service personnel, state and regional planning groups, and other stakeholders from the community. For the prison projects, trainees will include those persons who have planning, fiscal, and legislative responsibility for capital outlay programs. Stressing the systems planning approach, the Phase One training will cover legal and constitutional issues related to correctional standards, advantages and disadvantages of new facilities, architect selection and relationships, community involvement, and project management.

Phase Two will consist of an intensive six-day training program for up to eight representatives of the participating jurisdictions (four individuals will attend at the Institute's expense and up to four others at their own expense). The Phase Two training will be held six times at the National

Academy of Corrections. (All expenses for this training have been incorporated into the Academy budget.) The jail teams will include the sheriff, jail administrator, a county commissioner, and the architect or planner. The state teams will include the commissioner of corrections, warden of the institution under consideration, the state planner or architect, and a legislative representative. The training will provide more in-depth coverage of Phase One topics and will include advanced correctional practices in architecture and programming; facility and inmate data analysis and projection; and facility programming and design. Seven teams will attend each training session.

Technical assistance will be available to participating jurisdictions prior to Phase One and after both phases to address special problems. Later, technical assistance will be available to help the jurisdictions make an efficient transition to the new facility. This assistance will address transition planning, staffing and staff training, policy and procedures, and program development for the new facility. At least ten technical assistance efforts will be provided by the grantee.

As a condition of the award, the successful applicant must agree that neither it nor its associates will provide planning or architectural-related services (beyond the scope of the National Institute of Corrections grant) to jurisdictions identified in the course of this project.

**Technical Assistance Grants—
Prison Classification**

The purpose of this program is to assist state correctional systems in designing and implementing comprehensive prison classification systems that delineate levels of offender supervision, custody, and service and that structure decisionmaking to reduce disparity in the handling of individual offenders.

Project Number: P-83-03
Funds Available: \$100,000
Funds Available per Grant: \$25,000
Grants Available: Four
Estimated Length of Project: Up to one year
Eligible: State departments of corrections
Deadline for Applications: November 1, 1982

Description:

Proposals should reflect principles consistent with the Institute's previous and continuing work in the prison classification area, as described in its publication, **Prison Classification: A Model Systems Approach**. Grantees will be expected to develop comprehensive statewide classification systems that include:

1. Initial and reclassification formats that consider both security and program needs of inmates.
2. Custody designations and definitions.
3. Monitoring and evaluation components.
4. An MIS capability.

Grant funds may be used for any phase of development or implementation, including initial start-up costs, payment of fees and expenses to consultants selected jointly by the National Institute of Corrections and the agency, development and printing of forms, writing of policies and procedures, staff training, travel, per diem, and other related costs.

**Technical Assistance Grants—
Jail Area Resource Centers**

Jails throughout the country are in need of substantial assistance in upgrading operations, programs, and services, and in bringing their facilities into compliance with constitutional requirements and national standards. For the past four years, the Institute has enlisted advanced jail systems throughout the country as extensions of the NIC Jail Center in providing training, technical assistance, and information services to other jailers in their geographical areas. The area resource center approach is intended to facilitate the delivery of service to the nation's 3,500 jails by making assistance more readily available at the local level; a secondary objective is to demonstrate how jail systems can be managed into compliance with national accreditation standards.

Jail practitioners interested in obtaining assistance from a jail area resource center should contact the National Institute of Corrections Jails Division for more information.

While it is expected that the grants listed below will be made to the same jails funded previously, other jail systems may compete for them. The selection criteria are extensive, and those interested in applying should contact the National Institute of Corrections Jail Center, 1790 30th Street, Suite 140, Boulder, Colorado 80301; telephone 303-497-6700.

Project Number: J-83-03
Funds Available: \$300,000
Funds Available per Grant: \$10,000 to \$75,000
Grants Available: Up to eight
Estimated Length of Project: One year
Eligible: Jails
Deadline for Applications: October 1, 1982

Description:

Each of the jails funded as an area resource center has five to eight advanced programs, services, and/or operational aspects in which it provides assistance to other jailers on behalf of the National Institute of Corrections. Under the direction of the NIC Jail Center, the jail area resource centers provide training, technical assistance, and information services to other jail personnel by:

1. Hosting visits to their facilities to provide training and technical assistance in the areas in which they excel.
2. Providing technical assistance on-site at requesting jails.
3. Developing and disseminating information packages in the subject areas in which they excel.
4. Serving, in concert with the NIC Information Center, as an information source for individuals, agencies, and organizations concerned with the operation of jails.

5. Serving as a liaison between the NIC Jail Center and agencies and organizations involved in the operation of jails within their geographical areas.
6. Working toward or maintaining national accreditation to demonstrate how jails can be managed into compliance with accreditation standards.

**Technical Assistance Grants—Development
of State Resources to Assist Jails**

The National Institute of Corrections recognizes that most of the nation's 3,500 jails are small operations, often located in rural areas, that do not have sufficient staff to permit participation in National Academy of Corrections' or other off-site training programs. Developing resources within the states to deliver necessary training and technical assistance to jails is seen as the most viable approach to addressing the substantial needs of these local facilities.

Project Number: J-83-04
Funds Available: \$400,000
Funds Available per Grant: \$30,000
Grants Available: Open
Estimated Length of Project: One year
Eligible: Professional or state agencies or consortiums of agencies and organizations willing to collaborate to provide necessary services to jails within the state.

Deadline for Applications: None, open all year.

Description:

The objective of this program is to support the initial start-up efforts of approximately 15 state agencies and/or associations to meet the long-term training and technical assistance needs of all county and municipal jails within the participating states. The program will stimulate the development and delivery of comprehensive statewide services through appropriate state agencies and personnel.

As part of the grant activity, specific short- and long-range needs of the jails in the participating states will be identified, a plan for delivery of services devised, and resource personnel (e.g., staff trainers, consultants) recruited and trained. Service to be initiated within the grant period could include management and supervisory training, basic jailer training, in-service training, and technical assistance in any number of areas (e.g., planning new facilities, developing policy and procedures, expanding the use of community resources).

Applicants must have agreement and commitment from other agencies and associations in the state concerning the capacity-building and implementation strategy and the long-range service delivery plans. A detailed strategy for continuance of the program upon the termination of federal funding must be included in the grant application.

Technical Assistance Grants— Probation/Parole Classification and Management Information Systems

Probation and parole must deal with individuals who vary dramatically in terms of risk to the community, to the system, and in their need for services. In order to manage field programs effectively, procedures are needed that provide a rationale for deploying agency resources, enable administrators to make efficient use of staff, and avoid providing services to offenders who do not require them. Information necessary to maintain these procedures can best be generated through comprehensive classification and management information systems.

Over the past decade, the Law Enforcement Assistance Administration (LEAA) and the National Institute of Corrections have funded many efforts to develop and implement classification and information systems designed to meet the needs of probation and parole. Several of these efforts have contributed substantially to understanding what constitutes a valid, reliable system and how such systems can be implemented successfully. Drawing from these experiences, the Institute has developed model classification policies and procedures for field services.

Project Number: C-83-02
Funds Available: \$200,000
Funds Available per Grant: Up to \$20,000
Grants Available: Ten
Estimated Length of Project: Eighteen months
Eligible: State and local probation and parole agencies
Deadline for Applications: November 1, 1982

Description:

This program will support implementation of the model probation/parole classification system in ten agencies with 40 or more line staff. The program consists of a combination of training, technical assistance, and grant activities. Grant funds can be used to offset start-up and implementation costs, including payment of fees and expenses of consultants, computer-related expenses, and costs associated with printing of forms and staff travel.

The project is comprehensive and involves all aspects of an agency's operation. Implementation will be carried out as a joint effort of the National Institute of Corrections, the participating agencies, and consultants selected by the Institute based on their expertise and knowledge of program components.

The project includes:

1. Implementation of a client classification system based on risk of future criminal activity and need for services.
2. A case management system designed to help probation and parole staff deal with offenders individually and develop more appropriate case plans.
3. Standardization of supervision requirements and other agency functions to enhance accountability and performance.

4. Implementation of a client-based MIS that will provide data necessary for routine monitoring, evaluation, planning, and preparation of necessary management reports.
5. Development of a workload accounting component to the MIS that will allow agencies to track workload in each office and deploy staff accordingly.

Selected personnel from each agency will attend two training sessions at the National Academy of Corrections. Each agency will also receive follow-up technical assistance from Institute staff and consultants for the duration of the project.

Agencies interested in participating in this program should write or call the National Institute of Corrections by October 1, 1982 to obtain a more detailed description of the model program.

Policy/Program Development and Evaluation

The National Institute of Corrections' authorizing legislation mandates that policy/program formulation, research, and evaluation be among the agency's functional responsibilities. Recognizing that long-term research is the legitimate responsibility of the National Institute of Justice, the National Institute of Corrections' efforts are directed toward solving problems of immediate concern and importance to the corrections field.

The National Institute of Corrections functions of policy/program development and evaluation seek to apply science, technology, and various disciplines to the identification, definition, and solution of immediate correctional problems, as opposed to theoretical or hypothetical problems. Activities are carried out with a view toward developing and evaluating proposed solutions (e.g., policy guidelines, program models) to correctional problems.

The Institute's policy/program development and evaluation agenda for fiscal year 1983 consists of activities begun in earlier fiscal years and three new initiatives. The major themes include:

- Development of strategies to deal with prison overcrowding.
- Collection of data about the increase of racial minorities in prisons and jails and identification of relative policy and program issues.
- Establishment of an integrated program of policy development, standards implementation, and technology transfer to assist 11 state agencies that supervise local probation.
- Development of a policy guide to improve prison industries.
- Development of a guide for jurisdictions interested in legal issues, policy guidelines, and programs for working with mentally ill and mentally retarded inmates.

Prison Overcrowding Project

Overcrowding in jails and prisons has reached crisis proportion throughout the United States and is expected to worsen during the next several years. More than half of the state prison systems are involved in litigation regarding conditions of confinement. While many conditions are being challenged, prison overcrowding is a common, primary element in all of the suits.

In a unique venture with the private sector, the National Institute of Corrections in fiscal year 1982 joined with the Edna McConnell Clark Foundation (EMCF) to address the critical problem of institutional overcrowding. The project's goal is to demonstrate in four states that an integrated process of education, planning, and informed policymaking can result in the development of mechanisms for examining the use of incarceration and controlling prison overcrowding.

A major premise of the project is that the prison population reflects decisions made by various actors in a state's criminal justice process: police, prosecutors, defense attorneys, judges, correctional officials, parole boards, legislators, and the public. In each participating state, policy groups of key decision-makers have been formed to study their specific overcrowding problem and develop workable strategies by which the state can address the problem. The policy groups will study the number of people entering prison, the time served, and the capacity of the system. They will participate in defining the problem, assessing the factors contributing to overcrowding, examining approaches to reducing overcrowding, setting desired prison population levels, and selecting program and policy options. They will explore such options as decriminalization of some offenses, early-release mechanisms, revision of sentencing laws, use of community-based correctional programs, and the need for additional bed space.

Fiscal year 1982 was devoted to program development, screening and selection of the states to participate, and staffing the overcrowding projects in the four states. The states selected for participation were Colorado, Oregon, Michigan, and South Carolina. During fiscal year 1983, the combined NIC/EMCF funds will support planning and program implementation processes in each state. Third-year funding is planned to continue the implementation of strategies devised.

In each state, the criminal justice climate is unique. Through policy analysis and program development, each policy group will devise a plan by which the state can best alleviate and control overcrowding in its prisons. At the culmination of the projects, the states will have served as demonstration sites for others seeking to address the pervasive problem of prison overcrowding.

Technical Assistance Grants— Probation/Parole Classification and Management Information Systems

Probation and parole must deal with individuals who vary dramatically in terms of risk to the community, to the system, and in their need for services. In order to manage field programs effectively, procedures are needed that provide a rationale for deploying agency resources, enable administrators to make efficient use of staff, and avoid providing services to offenders who do not require them. Information necessary to maintain these procedures can best be generated through comprehensive classification and management information systems.

Over the past decade, the Law Enforcement Assistance Administration (LEAA) and the National Institute of Corrections have funded many efforts to develop and implement classification and information systems designed to meet the needs of probation and parole. Several of these efforts have contributed substantially to understanding what constitutes a valid, reliable system and how such systems can be implemented successfully. Drawing from these experiences, the Institute has developed model classification policies and procedures for field services.

Project Number: C-83-02
Funds Available: \$200,000
Funds Available per Grant: Up to \$20,000
Grants Available: Ten
Estimated Length of Project: Eighteen months
Eligible: State and local probation and parole agencies
Deadline for Applications: November 1, 1982

Description:

This program will support implementation of the model probation/parole classification system in ten agencies with 40 or more line staff. The program consists of a combination of training, technical assistance, and grant activities. Grant funds can be used to offset start-up and implementation costs, including payment of fees and expenses of consultants, computer-related expenses, and costs associated with printing of forms and staff travel.

The project is comprehensive and involves all aspects of an agency's operation. Implementation will be carried out as a joint effort of the National Institute of Corrections, the participating agencies, and consultants selected by the Institute based on their expertise and knowledge of program components.

The project includes:

1. Implementation of a client classification system based on risk of future criminal activity and need for services.
2. A case management system designed to help probation and parole staff deal with offenders individually and develop more appropriate case plans.
3. Standardization of supervision requirements and other agency functions to enhance accountability and performance.

4. Implementation of a client-based MIS that will provide data necessary for routine monitoring, evaluation, planning, and preparation of necessary management reports.
5. Development of a workload accounting component to the MIS that will allow agencies to track workload in each office and deploy staff accordingly.

Selected personnel from each agency will attend two training sessions at the National Academy of Corrections. Each agency will also receive follow-up technical assistance from Institute staff and consultants for the duration of the project.

Agencies interested in participating in this program should write or call the National Institute of Corrections by October 1, 1982 to obtain a more detailed description of the model program.

Policy/Program Development and Evaluation

The National Institute of Corrections' authorizing legislation mandates that policy/program formulation, research, and evaluation be among the agency's functional responsibilities. Recognizing that long-term research is the legitimate responsibility of the National Institute of Justice, the National Institute of Corrections' efforts are directed toward solving problems of immediate concern and importance to the corrections field.

The National Institute of Corrections functions of policy/program development and evaluation seek to apply science, technology, and various disciplines to the identification, definition, and solution of immediate correctional problems, as opposed to theoretical or hypothetical problems. Activities are carried out with a view toward developing and evaluating proposed solutions (e.g., policy guidelines, program models) to correctional problems.

The Institute's policy/program development and evaluation agenda for fiscal year 1983 consists of activities begun in earlier fiscal years and three new initiatives. The major themes include:

- Development of strategies to deal with prison overcrowding.
- Collection of data about the increase of racial minorities in prisons and jails and identification of relative policy and program issues.
- Establishment of an integrated program of policy development, standards implementation, and technology transfer to assist 11 state agencies that supervise local probation.
- Development of a policy guide to improve prison industries.
- Development of a guide for jurisdictions interested in legal issues, policy guidelines, and programs for working with mentally ill and mentally retarded inmates.

Prison Overcrowding Project

Overcrowding in jails and prisons has reached crisis proportion throughout the United States and is expected to worsen during the next several years. More than half of the state prison systems are involved in litigation regarding conditions of confinement. While many conditions are being challenged, prison overcrowding is a common, primary element in all of the suits.

In a unique venture with the private sector, the National Institute of Corrections in fiscal year 1982 joined with the Edna McConnell Clark Foundation (EMCF) to address the critical problem of institutional overcrowding. The project's goal is to demonstrate in four states that an integrated process of education, planning, and informed policymaking can result in the development of mechanisms for examining the use of incarceration and controlling prison overcrowding.

A major premise of the project is that the prison population reflects decisions made by various actors in a state's criminal justice process: police, prosecutors, defense attorneys, judges, correctional officials, parole boards, legislators, and the public. In each participating state, policy groups of key decision-makers have been formed to study their specific overcrowding problem and develop workable strategies by which the state can address the problem. The policy groups will study the number of people entering prison, the time served, and the capacity of the system. They will participate in defining the problem, assessing the factors contributing to overcrowding, examining approaches to reducing overcrowding, setting desired prison population levels, and selecting program and policy options. They will explore such options as decriminalization of some offenses, early-release mechanisms, revision of sentencing laws, use of community-based correctional programs, and the need for additional bed space.

Fiscal year 1982 was devoted to program development, screening and selection of the states to participate, and staffing the overcrowding projects in the four states. The states selected for participation were Colorado, Oregon, Michigan, and South Carolina. During fiscal year 1983, the combined NIC/EMCF funds will support planning and program implementation processes in each state. Third-year funding is planned to continue the implementation of strategies devised.

In each state, the criminal justice climate is unique. Through policy analysis and program development, each policy group will devise a plan by which the state can best alleviate and control overcrowding in its prisons. At the culmination of the projects, the states will have served as demonstration sites for others seeking to address the pervasive problem of prison overcrowding.

Study of Differential Incarceration Rates

The disproportionately high incarceration rates for blacks and Hispanics raise serious constitutional, humanitarian, political, and managerial issues for correctional agencies throughout the United States. Some studies suggest that the disproportionately large numbers of minorities incarcerated result from a greater relative involvement of minorities in offenses, particularly those serious crimes against people for which incarceration is the frequent disposition. Other studies indicate that decisionmaking biases within the criminal justice process account for the disparate number of minority prisoners.

In fiscal year 1983, Rand Corporation will be funded to complete the study of differential incarceration rates that was begun in fiscal year 1981. This research program is designed to provide a comprehensive understanding of how minorities compare with non-minorities in their interaction with the criminal justice system. The purposes of the study are to:

1. Examine the extent to which differential processing may exist in decisionmaking from court to prison through release.
 2. Describe in-depth and on a comparative basis the processes that lead to imprisonment and/or differential treatment or services.
 3. Develop hypotheses about concrete approaches for addressing the differential treatment issues that may be identified.
- The research should produce data and knowledge to answer four central questions:
1. Are minorities arrested more frequently than non-minorities?
 2. Once convicted, are minorities more likely to be sentenced to prison than non-minorities?
 3. Are minorities treated differently once they are in prison?
 4. Relative to the original sentence, do minorities serve more time in custody?

Answers to these critical questions may serve as a basis for future policy and research recommendations.

Grants Available

State/Local Probation Project

Probation has long been an overlooked, beleaguered component of the correctional system in the United States. In addition to a lack of public awareness and a weak constituency, probation is plagued by many problems inherent to the system. Among these are:

- An unclear mission.
- Unspecified and unsubstantiated results.
- Inadequate standards and training.
- Inadequate public funding, which is being further decreased.
- Lack of strategic planning and effective management techniques.

Probation, as carried out in the United States, lacks uniformity in structure, organization, purpose, and operation. Thirty-nine states operate a statewide probation system, sometimes combining probation and parole functions. Eleven states have local probation operations, supervised by a state agency. The more than 600 local probation agencies in these 11 states supervise 63.5 percent of all probationers in the country.

Recognizing that the greatest impact can be made on probation through these 11 state supervisory agencies, the National Institute of Corrections will focus a major 1983 program effort on building the capacity and capability of the 11 agencies to improve probation practices at the local level. Preliminary work in this area has brought together the chief executives of these supervisory agencies. While the organization, responsibilities, and resources available to them vary, each agency has the responsibility for supervising, setting standards, and/or allocating fiscal resources for local probation. The most notable commonalities, on which the project will be based, are the state/county relationship and the state policymaking role.

Project Number: C-83-03
Funds Available: \$250,000
Funds Available per Grant: \$35,000
Grants Available: Seven
Estimated Length of Project: One year
Eligible: State probation supervisory agencies in California, Illinois, Indiana, Iowa, Massachusetts, Michigan, New Jersey, New York, Ohio, Pennsylvania, and Texas.

Deadline for Applications: October 1, 1982

Description: The program will involve policy formulation, program development, and technology transfer to advance the capability of the state supervisory agencies to assist and improve local probation practices. While remaining flexible to meet the specific needs of the agencies, the program will have three basic components.

1. A core set of activities to assist all state supervisory agencies in concentrating on purpose and policy issues; developing a positive public image; and gaining political and public support.
2. A proactive, program-focused National Institute of Corrections technical assistance effort to disseminate knowledge and transfer technology and operational improvements—primarily through the state supervisory agencies—to local probation agencies in prescribed areas such as classification, workload measures, management information systems, revocation practices, pre-sentence investigation, legal issues, and supervision.
3. A responsive assistance capability to meet ad hoc, individual needs and issues identified by local, state-supervised probation systems.

While some core elements or issues may cut across the needs and interests of several or all states, the Institute will tailor a program to the individual needs, interests, and degree of involvement and commitment manifested by each state. Grant funds could be used for such tasks as training staff in consultation skills to provide better technical assistance; training local probation staff; establishing a process for developing a statement of mission and goals to guide the state agency program; or training state agency staff in a specific set of skills to facilitate the transfer of those skills to the local systems.

Working with Mentally Ill and Retarded Inmates

During recent National Institute of Corrections Advisory Board hearings, the increase in the number of mentally ill and retarded inmates was identified as a major concern of practitioners. With the closing of many mental health facilities, this trend is likely to continue. In many institutions, mentally ill and retarded inmates are not recognized as such, nor are programs made available to meet their special needs.

Project Number: P-83-04
Funds Available: \$75,000
Funds Available per Grant: \$75,000
Grants Available: One
Estimated Length of Project: One year
Eligible: Open
Deadline for Applications: October 1, 1982

Description: The grantee will develop a comprehensive guide on working with mentally ill and retarded inmates. The materials will include discussion of various considerations in working with these offenders and will cover the types of correctional programs designed for the mentally ill and retarded that are operating within the United States. In conducting the project, the grantee will:

1. Identify and discuss legal actions that impact mentally ill and retarded inmates and the correctional institutions in which they are incarcerated.
2. Identify and discuss professional standards that relate to or affect mentally ill and retarded inmates.
3. Conduct a survey to determine the number of mentally ill and retarded inmates in the United States on a given day in 1983 and compile a summary of programs that operate to serve their needs.
4. Identify and/or develop model state legislation and sentencing policy for mentally ill and retarded offenders.

5. Identify and/or develop model state correctional policies and procedures for mentally ill and retarded inmates that cover:
 - Identification and classification.
 - Security and safety considerations.
 - Integration into routine institutional activities.
 - Special programs.
 - Release requirements.

These materials will be compiled as a comprehensive guide for those who manage or supervise programs for mentally ill and retarded inmates. The grantee will provide fully edited, camera-ready copy as the final product.

Prison Industry Programs

Inmate idleness is a major concern in every correctional institution. It is not unusual to find 50 to 75 percent of the inmates in an institution idle, a problem exacerbated by a continually increasing prison population. At recent hearings, practitioners unanimously recommended the development of materials to assist the field in improving and expanding prison industry programs.

Project Number: P-83-05
Funds Available: \$75,000
Funds Available per Grant: \$75,000
Grants Available: One
Estimated Length of Project: One year
Eligible: Open
Deadline for Applications: October 1, 1982

Description: The grantee will develop a comprehensive guide on prison industry programs. In conducting the project, the grantee will:

1. Identify and/or develop model state legislation enabling the creation and use of prison industry programs.
2. Identify and/or develop model state legislation to assist such programs in acquiring high-quality raw materials at competitive prices and in marketing their products and services.
3. Identify and/or develop model institutional policies and procedures for prison industry programs that cover:
 - General administration.
 - Budgeting and accounting.
 - Selection and training of inmate workers.
 - Safety programs.
 - Inmate reimbursement.
 - Inmate supervision.
 - Security and other institutional policies and procedures.
 - Scheduling of inmate work programs to complement and coincide with other inmate activities.
4. Identify and discuss legal actions and professional standards that impact prison industry programs.
5. Survey prison industry programs in the United States on a given day in 1983 and summarize the activities by state.

These materials will be compiled as a comprehensive guide for those who manage or supervise prison industry programs. The grantee will provide fully edited, camera-ready copy as the final product.

Advisory Board National Institute of Corrections

John R. Armore
Vice President
The National Alliance of Business
Washington, D.C.

Benjamin F. Baer
Acting Chairman
U.S. Parole Commission
Bethesda, Maryland

Norman A. Carlson
Director
Federal Bureau of Prisons
Washington, D.C.

Bennett J. Cooper
Director
Division of Administration of Justice
Columbus, Ohio

Robert F. Diegelman
Director
Office of Justice Assistance,
Research and Statistics
Washington, D.C.

Shirley Gray
Director
Metropolitan Area Office
County of Los Angeles Probation Department
Los Angeles, California

Dorcas Hardy
Assistant Secretary for Development
Department of Health and Human Services
Washington, D.C.

Stephen Horn
President
California State University at Long Beach
Long Beach, California

Robert J. Kutak
Attorney
Omaha, Nebraska

Charles Laurer
Acting Administrator
Office of Juvenile Justice and
Delinquency Prevention
Washington, D.C.

A. Leo Levin
Director
Federal Judicial Center
Washington, D.C.

William Lucas
Sheriff
Wayne County
Detroit, Michigan

W. Walter Menninger
Director
Division of Law and Psychiatry
Menninger Foundation
Topeka, Kansas

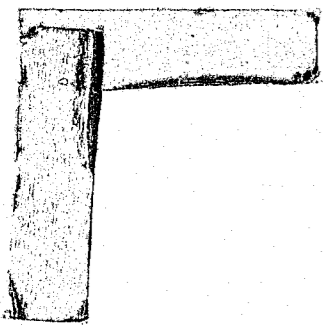
Norval Morris
Professor
University of Chicago Law School
Chicago, Illinois

Vincent O'Leary
President
State University of New York
Albany, New York

National Institute of Corrections
320 First Street, N.W.
Washington, D.C. 20534
Telephone: 202-724-3106

NIC Jail Center
1790 30th Street, Suite 140
Boulder, Colorado 80301
Telephone: 303-497-6700

National Academy of Corrections
1790 30th Street, Suite 140
Boulder, Colorado 80301
Telephone: 303-497-6060



END