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HOW TO MOBILIZE CITIZEN SUPPORT FOR CRIMINAL JUSTICE IMPROVEMENT: A GUIDE FOR CIVIC AND RELIGIOUS LEADERS



Philip B. Singer
Washington, D.C.

This publication was prepared under grant #75DF-99-0062 from the Law Enforcement Assistance Administration, U.S. Department of Justice, to the Criminal Justice Section of the American Bar Association. Points of view and opinions expressed in this document are not necessarily the official position of the U.S. Department of Justice or the Law Enforcement Assistance Administration. Likewise, only the "black letter" ABA Standards or other statement specifically referred to represent official American Bar policy, as formally approved by the Association's House of Delegates.

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PREFACE

Crime is everybody's business.

During the last few years, public opinion polls have revealed that crime is nationally the No. 1 issue. But sometimes citizens express their concern about crime in peculiar ways.

Some complain about ineffective police services: *"When I heard about the kidnapping on TV, I knew who had done it, but I had to call five different police departments before anyone would listen to me!"*

Or about lawyers: *"Why should I go to all the trouble of appearing as a witness if all they're going to do is plea bargain the case and let the guy out on probation?"*

Or judges: *"Why did the judge allow that murderer out after only two years in jail?"*

What many people fail to realize is that the issue of crime is more than just a criminal justice issue. That is, the police, lawyers, judges, and other professionals whose job it is to deal with those accused of crime are servants of society. And the criminal justice "system" is really nothing more than several thousand public and private agencies constructed to help all of us control criminal behavior by some of our citizens.

Most insightful observers agree however that the criminal justice system is not very systematic, nor does it work very well. At least not well enough to maintain public respect. And it is precisely the erosion of respect and confidence in the criminal justice system that contributes to the unavailability of witnesses, the dominant attitude of "don't get involved," and the spreading malaise of citizens who don't (or can't) care anymore.

It is true that as crime spreads to the suburban and rural areas of our country—where it is escalating according to the latest FBI Uniform Crime Reports—it will be supported in its rise by an inefficient criminal justice system which often wastes resources and violates basic standards of justice.

But it will also be supported by citizens who complain about ineffective police services—and yet do not have the vaguest idea of where their local police station is located or what telephone number should be used to report a crime. Others who blame parole boards for letting offenders out too early, or judges for not sentencing them harshly enough, often are unaware of whether the local jail is in the basement of the court building, the sheriff's office, or a separate entity. Nor do they understand what it's like being there.

To assist in harnessing citizen anger about crime and direct it toward constructive action to improve criminal

justice operations, this brochure will focus on four primary objectives:

(1) To orient citizens about some of the major contemporary issues in criminal justice;

(2) To show how these issues relate to each other in the total system of criminal justice administration;

(3) To encourage citizens—both individually and in groups—to improve criminal justice procedures and services; and

(4) To suggest a workable and sound strategy to make the criminal justice system more efficient and more just.

Written by Philip B. Singer, Executive Assistant for Implementation of the American Bar Association Criminal Justice Standards, this brochure is one of eight new publications dealing with how to implement criminal justice standards. The series includes ways in which to bring about implementation of police standards, pretrial release standards, corrections standards, speedy trial standards, and suggestions on ways in which local governments can economize through system-wide implementation of criminal justice standards. Additionally there are publications on story ideas for journalists, and guidelines on how to go about implementing standards and goals. Each of these publications may be obtained free from the American Bar Association Criminal Justice Section, 1800 M Street, NW, Second Floor, Washington, DC, 20036.

OVERVIEW

This brochure discusses four major *ISSUES*:

- Police Effectiveness/Victim Witness Assistance
- Pretrial Release/Speedy Trial
- Sentencing
- Inter-agency Cooperation

Each issue will be approached according to *What's the Problem?*; *What Are People Doing About It?*; and *What Can You Do?*

Then a suggested *STRATEGY* for coordinated citizen action will be presented in five steps:

- Learn About Your Local Criminal Justice System—
What Are Its Needs?
- Plug Into Existing Programs—
What Is Being Done?
- Discuss Appropriate Action Alternatives—
What Can Your Group Do?
- Initiate Action Programs—
What Is Your Role?
- Evaluate Accomplishments—
What Worked and Why?

Finally, an *APPENDIX* will list resources available to citizens engaged in efforts to improve criminal justice practices.

ISSUES

1. Police Effectiveness/Victim Witness Assistance

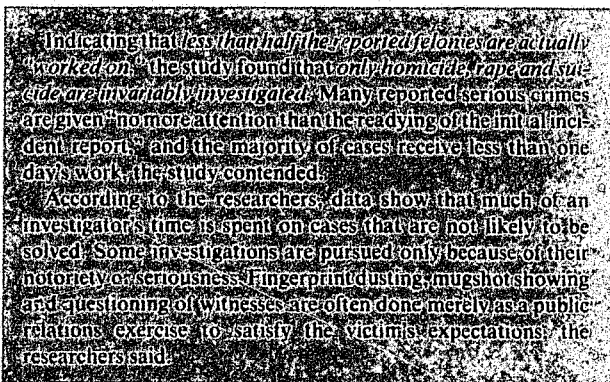
What's the Problem?—In looking at the problem of crime, it does not seem appropriate to link police effectiveness with victim witness assistance. Most people tend to think of them as separate and distinct issues. However, a front page story in the March/April, 1976 issue of *Law Enforcement News* challenges this assumption:

Rand Corp. Study Disputes old Concepts of Detectives' Contribution to Crime-Solving

Serious crimes are seldom solved through leads developed independently by police detectives, and police investigators give "no more than superficial attention" to many of the crimes reported to them, according to a study recently released by the Law Enforcement Assistance Administration.

The study conducted by the Rand Corporation for LEAA reveals that in more than half the cases solved, the suspect's identity is known or readily determinable at the time the crime is reported to the police.¹ Unless this data is given to the responding patrol officer, the report states, a detective is not likely to turn it up during his investigation.

¹ Italics added for emphasis.



In a nutshell, the Rand Corporation study's primary finding is that police investigative techniques are not quite what TV's "Kojak" would have us believe.

The secondary finding, just as significant as the first, is that victims play an enormously important role in solving crimes. Unless the victim or witness gives the responding officer sufficient information to determine the suspect's identity, the case stands less than a 50-50 chance of ever being solved!

The Law Enforcement Assistance Administration (LEAA) funded another study to look at the problem of the *uncooperative witness*. Going over the records of some 3,000 witnesses, a research team based in Washington, D.C., found out that 23 per cent of the witnesses gave incorrect addresses. Afraid of reprisals from the suspect, witnesses often gave officers an address they had moved away from 10 years ago, a vacant building, or the White House!

For many people, appearing as a witness in a criminal trial is a frustrating and unrewarding experience. In one recent episode of TV's "All in the Family," Archie Bunker witnessed a mugging. Son-in-law Michael tries to get Arch to go to the police. Arch Answers:

"I tell you, I didn't see no mugging . . . and I didn't see it, 'cause if you see something you're a witness, and I don't wanna be a witness, so I didn't see nothin'."

"Arch, if you saw anything, it's your duty as a citizen to come forward and be a witness."

"That's great for your students and your unemployed, which for you is one and the same. But I'm a working man. I don't get paid if I show up for work absent . . ."

"Lemme tell you something! Do you know what you gotta go through if you're a witness? You gotta put on a shirt and tie, drag myself downtown and hang around till the case comes up, which you never know when. And by the time it does, you forget what you was gonna say, and

the other lawyer makes a monkey outta you! And it all goes on your record!"

What Are People Doing About It?—Research groups concerned about increasing police effectiveness, such as the International Association of Chiefs of Police and the Police Foundation, have accomplished much to help police departments control crime. In addition, national standards for police have been developed by the American Bar Association (*ABA Standards Relating to the Urban Police Function*) and the National Advisory Commission on Criminal Justice Standards and Goals (NAC report on *Police*). The ABA Section of Criminal Justice, in cooperation with the LEAA standards and goals program, is helping police administrators improve their department's effectiveness by means of police-bar commitments.*

Victim witness assistance projects in several areas of the country are attempting to create a healthy balance in criminal justice between the rights of the accused to a fair trial and the rights of victims and witnesses. With LEAA funds, the Vera Institute of Justice in New York City is operating such a project with free transportation for handicapped and elderly witnesses, or for victims who fear reprisals from defendants.

The National District Attorneys Association is operating a Commission on Victim Witness Assistance with LEAA funds to help district attorneys provide adequate victim witness assistance programs.+

Several states have established victims of crime compensation laws which provide much-needed relief to crime victims.

What Can You Do?—

For Victims—

- If you are on the scene of a crime, offer assistance to the victim.
- If you are the victim, you have the right to know what compensation you might be eligible for under the law.
- Interview your prosecuting attorney to check on services for victims of crime. Suggest his contacting the NDAA Victim Witness Assistance Commission for ideas.

For Witnesses—

- If you are a witness to a crime, report it. Urge your friends to cooperate if they are witnesses.

* Send for your free copy of "How to Implement Criminal Justice Standards Through Police/Bar Cooperation." Write: ABA Criminal Justice Section, 1800 M St., N.W., Washington, DC 20036.

+ For more information, contact NDAA Commission on Victim Witness Assistance, 1900 L St., NW, Washington, DC 20036.

- Go down to the courts building and check whether witnesses are notified of the exact time and date when their case is scheduled, and whether this schedule is adhered to.

- Find out if witnesses are compensated for time lost at work.

For Police—

- Have your organization form a committee to visit the police chief or community-relations officer. Find out what their responses are to such questions as:

- How many law enforcement agencies operate in the county, and how do they pool their resources?
- Has the state developed minimum standards for police performance and, if so, were the ABA and NAC standards for police considered?
- What kinds of training programs are being used for new police officers?
- Are salaries competitive, and how are promotions granted?
- What types of court and corrections-related problems are faced by the department, and what new legislation would assist law enforcement?

After you have the answer, talk over with others in your group how you can help correct problems you have uncovered.

2. Pretrial Release/Speedy Trial

What's the Problem?—As reported in the April 8, 1976 edition of The Washington Star, a neighborhood association in the Capitol Hill section of Washington, D.C., reacted to the murder of a resident by planning an indepth study of the criminal justice system in their community, including pretrial release procedures. The page one headline told the story:

Slain Man's Friends Declare War on Crime
By Jody Beck
Washington Star Staff Writer

Jack Phelan admitted he didn't know how Washington's criminal justice system works, but after police charged someone in the Tuesday night killing of his neighbor Robert C. Bailey, he decided to find out.

Last night in his living room at 308 7th St. NE, he shared his civics lesson with about 40 other residents of the Stanton Park neighborhood.

In the discussion that followed, one of the casually clad young women asked the question that summarized Phelan's detailed

account: "Can you really cope with the fact that Bob Bailey's killer will be out on the street in two years?"

As talk at the 3 1/2-hour meeting ranged over crime prevention methods as divergent as prison reform and just getting to know your neighbors, District police arrested a third youth and charged him in the murder.

Bailey, 35, was shot in the head and back as he walked home from the grocery home about 7 p.m. Tuesday. The shooting took place in the 200 block of 3d Street NE, just around the corner from his home at 408 Maryland Ave. Police say they have recovered a .22-caliber handgun they believe is the murder weapon.

A research economist for the Federal Trade Commission for 10 years and a newly elected member of his Advisory Neighborhood Council, Bailey had been expected at a Stanton Park Neighborhood Association committee meeting to discuss crime when he was killed.

The same day the U.S. Attorney for D.C. called for a reexamination of pretrial release procedures to try to prevent those accused of crime from roaming the streets without supervision, often to commit more crime.

Why not just lock up everyone who's been arrested?

There are two answers why this could not be done: One practical, the other constitutional. Both are mentioned by Bruce Beaudin, head of the D.C. Bail Agency, in his booklet on how to implement pretrial release standards.* Practically, many detention centers are so severely overcrowded that pretrial release is necessary for many defendants. We simply could not house all of our arrestees.

Constitutionally, our system of criminal justice operates under the assumption that a person is innocent until proven guilty. To detain everyone who is accused of a crime would mean punishing before conviction, a violation of our constitutional rights as citizens.

But this does not mean that every suspect should be immediately released without any supervision. The ABA *Standards Relating to Pretrial Release* recommend a series of carefully-designed procedures for determining release conditions for the accused. It is only when several conditions are met, such as sufficient third-party accountability, that release is recommended. Posting money bail is not recommended as the usual method of securing release because the ability to pay does not always indicate chance of appearance at trial or a tendency to commit more crime.

* "How to Implement Criminal Justice Standards for Pretrial Release," available from the ABA Section of Criminal Justice, 1800 M St., NW, Washington, DC 20036.

These standards are also meant to be used in close coordination with the *ABA Standards Relating to Speedy Trial*. Long delays between arrest and trial, in some cases more than a year, promote crime because released defendants have more time to get into trouble. All citizens have a stake in the prompt trial of criminal cases, and *Speedy Trial Standard 1.1(b)* states that "the trial of defendants . . . whose liberty is reasonably believed to present unusual risks should be given preference over other criminal cases."

Pretrial release and speedy trial are two very interrelated criminal justice issues.

What Are People Doing?—With LEAA funding, the ABA Section of Criminal Justice is helping states implement the *ABA Standards Relating to Pretrial Release and Speedy Trial*. Under the Section's standards implementation program, each state is asked to conduct a comprehensive comparative analysis of its laws, rules and legal practice with the *Pretrial Release, Speedy Trial*, and other standards. The Section then assists key practitioners and policymakers in the state to plan and institute needed changes in criminal procedures based on what the comparative analysis reveals.

For example, speedy trial rules in Pennsylvania were promulgated in conjunction with that state's comparative analysis with the ABA Criminal Justice Standards. In Kentucky, an experimental program to eliminate commercial bail bondsmen from the state's pretrial release system is attempting to go beyond the *Pretrial Release* standards' recommendation that monetary bail be a condition of last resort.

What Can You Do?—Adequately supervising defendants who are released pending trial is a very critical problem in trying to control crime, and citizens can play a very important role to help the criminal justice system deal with this problem.

First, however, get to know the system operating in your local community. Organize a special task force to investigate the problems of pretrial release and speedy trial. Visit your local court, interview judges and attorneys who practice there, and ask local officials these questions:

- Is bail the primary means by which an incarcerated person can obtain release from jail prior to trial? What alternative pretrial release programs are in operation?
- Are speedy trial rules or laws in effect which state how many days may elapse between arrest and trial? What is this figure?

- What happens when a defendant is not brought to trial within the time limit?
- Is it a criminal offense to willfully fail to appear in court when the defendant has been released on his or her own recognizance?

Some states allow their highest court to promulgate rules governing criminal procedure. Contact your state's supreme court to determine what rules have been promulgated which govern speedy trial and pretrial release. If a speedy trial statute is needed, write your legislator urging sound speedy trial laws to be immediately effective.

Refer legislators and judicial officers to the ABA Criminal Justice Section's staff office for technical assistance.

3. Sentencing

What's the Problem?—In 1974 the Federal Judicial Center published the results of its sentencing study for the Second Circuit (New York, Connecticut and Vermont), in which 20 presentence reports on actual cases were given to 50 judges to determine the range of sentencing disparity within the Second Circuit. The results showed that:

- (1) There was substantial disparity in the sentences.
- (2) There were large differences in lengths of prison terms imposed in the same case.
- (3) In 16 of the 20 cases, there was no unanimity on whether any incarceration was appropriate.

This study, conducted by the judges themselves as an exercise in self-education, is perhaps the most reliable proof of what many have argued for a long time: there exists widespread disparity in sentencing.

Another problem is the fact that judges are not required to undergo any special training in sentencing before assuming the bench. Many municipal courts still have judges who are not legally trained at all.

What are People Doing About It?—In an effort to curb sentencing disparity, and also to force judges to award stiffer penalties as a deterrent to crime, both state and federal legislators have sought passage of laws to mandate minimum prison sentences for certain offenses. Others have pushed for fixed or determinate sentences, so that judges would have little or no discretion in passing sentence.

Judges themselves have taken the initiative in improving sentencing practices. Many have voluntarily discussed sentencing factors and alternatives in judicial councils so that more equitable sentences could be

awarded. Various judicial organizations have sponsored institutes as an educative vehicle to assist judges in their sentencing decision, which many have said is "the toughest thing I do".

In the Second Circuit itself, new rules governing sentencing procedures were forwarded in March 1976 to the individual district courts for final adoption. If adopted, the rules would require judges to give their reasons for each sentence; allow defense attorneys to be present when probation officers interview defendants for presentence reports; authorize a hearing on any disputed facts that may form the basis of a sentence; and provide a presentence conference to consider sentencing alternatives.

The ABA Section of Criminal Justice is calling the attention of Judicial councils and individual judges to the many sentencing alternatives and guidelines in the *ABA Standards Relating to Sentencing Alternatives and Procedures*. Seminars in sentencing for judges attending the National College of the State Judiciary in Reno, Nevada, often use the sentencing standards as a resource.

What Can You Do?—Spend some time monitoring court procedures and interview judges to determine what sentencing guidelines are in effect in your community. Find out the answers to such questions as:

- What laws govern sentencing in your state? Are there mandatory minimum sentences for certain crimes?
- Are presentence reports used in your courts? What function do they serve?
- Is jury sentencing practiced in your state? If so, does it promote more or less equitable sentencing?
- Is restitution, or payment of damages to the victim, a viable sentence alternative, and if so, for which offenses?
- What educational programs are available to judges to help them improve their sentencing techniques?

Support continuing legal education programs and sentencing institutes sponsored by your state bar association and judicial council. And write to your legislator supporting continual review and, if not accomplished within the past decade, revision of the state's criminal laws. Criminal law reform is a good way of promoting sound sentencing practices.

4. Inter-Agency Cooperation

What's the Problem?—A recent editorial by the Presi-

dent of the International Association of Chiefs of Police accused the criminal justice "system" as being in fact no system at all:

"... It is fragmented, disorganized, uncoordinated, bureaucratic, and too highly politicized. Police officials are being pressured to make arrests at the same time that corrections officials are being pressured to reduce the overcrowding of jails. The criminal justice 'system' is a sieve, shot through with loopholes from plea bargaining, political interference, and counterproductive procedures...."

Processing criminal cases are thousands of separate and somewhat independent agencies. Falling into the police, courts or corrections branches of the system, these agencies operate with their own priorities and accountability and often demonstrate little or no cooperation with each other. The situation is complicated by the fact that governments at the federal, state, county and municipal level all operate their own criminal justice systems.

What are People Doing About It?—The tendency for criminal justice agencies to polarize rather than coordinate resources is being countered by both the ABA Criminal Justice Section's standards implementation project and the standards and goals initiative of the federal Law Enforcement Assistance Administration (LEAA). A "standards" approach to planning forces state and local officials to look at the total criminal justice system in a forward-looking manner, rather than having "tunnel vision" focused on a particular segment.

Each state is required under the 1973 amendments to the Safe Streets Act to include standards and goals in its comprehensive criminal justice plan for LEAA funding assistance. The plan is to relate the state's criminal justice activities with those standards and goals. Standards and goals planning encourages round-table discussions and negotiations with professionals of all perspectives.

What Can You Do?—Support efforts to improve efficiency through coordination of criminal justice agencies.

In many communities, a criminal justice coordinating council reviews and makes recommendations on all programs related to public safety. Find out who sits on this council, whether or not it is representative of the community, and see if your concerns can be communicated to its members.

Contact your state's planning agency in the state capital and find out when public hearings are scheduled on standards and goals. Express your interest in attending

these meetings and possibly being appointed to serve as a concerned citizen on supervisory commissions.

Suggest to the broadcast and print media that they consider a series on your local criminal justice system. Ask them to write to the ABA Section of Criminal Justice for a free copy of "How to Measure Criminal Justice in Your Community: Story Ideas for Journalists."

STRATEGY

In addition to the suggestions above under "What Can You Do?" here are five steps for coordinated group action in criminal justice:

STEP 1—Learn About Your Local Criminal Justice System

This is an essential beginning step to find out just how your local criminal justice system operates.

Get your group to hold seminars on criminal justice topics and discuss what are the most pressing needs in your community. Invite police officers, prosecuting and defense attorneys, judges, corrections officials, and former offenders and you'll discover criminal justice to be a very interesting subject!

The NAC Standards and Goals report on *Community Crime Prevention* recommends that religious institutions "use their influence and credibility in the larger community to create a climate of trust and furnish a neutral setting for expanded communication on crime and criminal justice."

Finding out the shape and needs of local criminal justice systems was the starting point for an LEAA funded citizens action project with organized labor. The National Council on Crime and Delinquency and the Community Services Department of the AFL-CIO cooperated in setting up some basic educational programs to acquaint workers with the criminal justice system in their community. From this experience emerged a concept of what areas in criminal justice needed immediate attention. Further discussion refined what the AFL-CIO members could actually do in these areas.

For example, in Cleveland a basic educational program surfaced a concern about the difficulty ex-offenders have in gaining employment. The project developed a remotivational center, teaching ex-offenders such skills as auto mechanics and restaurant management to help them be reintegrated into the community*.

* For more information write Labor Participation Department of NCCD, 201 S. Fifth Street, Terre Haute, IN 47807.

STEP 2—Plug Into Existing Programs

Lack of coordination among criminal justice agencies, as indicated under Issue 4, is a condition by no means limited to the criminal justice system itself. Rather, citizen groups which intend to have a definite impact in improving conditions and procedures in criminal justice often fail for just such a lack of coordination.

Local chapters of the League of Women Voters; the Junior League; the Chamber of Commerce; the Jaycees; the Lions, Kiwanis, and Rotary Clubs; and numerous others have, at one time or another, invited speakers to discuss issues related to crime and criminal justice. Some have even held a series of seminars on different aspects of criminal justice. If you belong to one of these organizations, contact your local office and find out when these programs were held, what aspects of criminal justice were addressed, and what plans are being considered for future programs.

It may be that your personal input on this subject will be the germ which results in a coordinated approach to improving your local criminal justice system. Such concern can also result in state chapters taking positions on criminal justice issues, and even a national organizational policy.

Religious organizations are also important. If you belong to a church, synagogue or other religious institution, call your spiritual leader to learn what your group is doing to control crime and improve criminal justice operations.

For instance, the United Church of Christ has a very active Commission on Racial Justice in New York City, which has recently produced a report to the church on "Criminal Justice Priority 1971-75." The United Methodist Church's Board of Church and Society in Washington, DC, performs a crisis intervention ministry in criminal justice. The Episcopal Diocese of Texas has issued a comprehensive guide: "Christians and Criminal Justice: Opportunities for Ministry." The U.S. Catholic Conference and Union of American Hebrew Congregations also support active task forces in criminal justice.

STEP 3—Discuss Appropriate Alternatives

Deciding what to do should not be a hurried process. Invite local experts to meet with your group to explore different strategies before arriving at the most viable. Sometimes an approach which is not so obvious at first—such as helping staff a prisonor counseling center—will prove to be the most workable in helping to reduce crime.

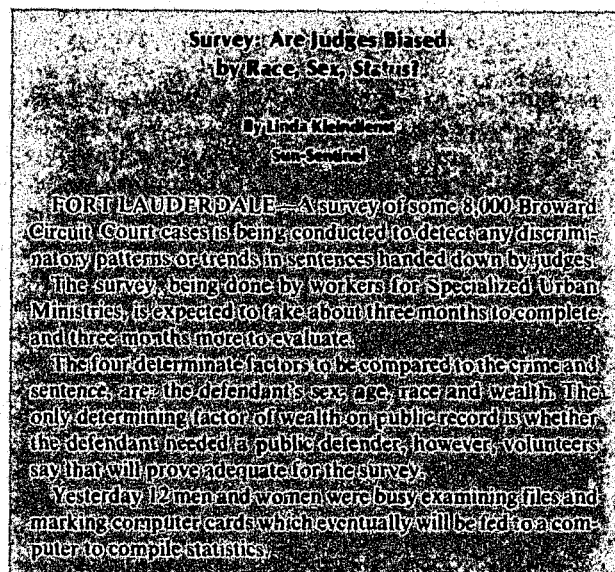
The Association of Junior Leagues, Inc., will produce in Spring 1977 a guide for citizens who want to improve criminal justice procedures and resources. This "how to" handbook is based on a two-year study of 50 individual Junior League projects and offers case studies of eight of these. This handbook is produced with the aid of a grant from LEAA.*

STEP 4—Initiate Action Programs

When taking action, all available resources should be utilized. Often citizen action projects fail to take advantage of community resources, whether public or private. It makes little sense to embark on a new program to accomplish a particular criminal justice objective without coordinating efforts with other programs directed toward the same or similar goal.

Often overlooked are private businesses and research organizations which sometimes have a vested interest in matters related to criminal justice. Greyhound Bus Lines, for instance, is promoting programs to effectively deal with the problem of drunk driving and supports efforts to provide treatment alternatives for those brought into the criminal justice system on charges of driving while intoxicated (DWI).

An example of an action program by a religious organization is this article from the Ft. Lauderdale Sun-Sentinel:



* For more information write Impact Project Director, The Association of Junior Leagues, Inc., 825 Third Avenue, New York, NY 10022.

"The purpose of the survey is to educate the judges," said County Judge James Holmes, whose chambers the volunteers were using yesterday.

Holmes, who suggested the project to Specialized Urban Ministries, said he has wanted to see it done for several years, since he was managing attorney for Florida Rural Legal Services in Pompano Beach.

"We wanted to do it with VISTA volunteers back then," he said. But, the adequate manpower just wasn't available and it had to wait until enough volunteers were found.

According to Audrey Millsaps, who is coordinating the effort among the volunteers, each judge will be given a print-out and analysis of the sentences he has imposed—and the defendants on whom he imposed.

She and Holmes emphasized the individual judge's names will not be made public, unless a judge wants to release his own report.

"We are most anxious the judges not be unhappy with us," Mrs. Millsaps said.

If the survey proves all is well—that no judge has shown any bias in his sentencing—Mrs. Millsaps said the volunteers will be pleased.

She said each judge, when given the results of the survey on his sentencing, will also get an "average profile" to compare his own record against his peers.

"We think it's possible to be unaware you are discriminating," Mrs. Millsaps said. "We feel if the facts, as proved by the statistics, are brought to the judges' attention, it would behoove them to change if any bias shows. We don't feel it would make anyone angry."

Mrs. Millsaps said her organization has sought volunteer help from Nova University law school and the Broward Community College Criminal Justice Institute. And, in the future they will need the services of a social scientist to analyze the computer results.

"But, right now we're about 8,000 cases away from worrying about that," she said.

Mrs. Millsaps also said the volunteers have received some help from Bill Myers of the school system research and evaluation department for drawing up the computer form the group is completing on each case.

Each computer card lists the judge's name, type of offense (everything ranging from auto theft to rape), the year the case was opened, whether the defendant's attorney was public or private, the type of sentence, the length of sentence, and the defendant's age, race and sex.

In this case, citizen action is helping judges in Broward County be more aware of their sentencing patterns. The Specialized Urban Ministries Task Force on Criminal Justice enjoyed a positive and helpful relationship with the criminal justice system to advance such a program.*

* For more information write Director, Specialized Urban Ministries, 100 E. Las Olas Blvd., Ft. Lauderdale, FL 33301.

STEP 5—Evaluate Accomplishments

It is always good to discuss how close the project came to accomplishing its objectives. This practice will enable your organization to learn more effective strategies for future action as well as issuing a report for the benefit of other initiatives.

Do not be overly concerned with an elaborate evaluation scheme for your project. However, one good thing to remember is that whenever possible project objectives should be written in such a way that their accomplishment can be measured. Many well-intentioned projects are born, activated for a time, and then terminated without much evidence of what they actually did. "To sponsor six parole volunteers for a three-year period" rather than "to assist parolees in adjusting to the community" is an example of a measurable objective.

Futurists predict that the crime rate will rise 300 percent by the year 2000. Most of us will be here to live with the terrifying reality of crime even beyond this date.

The criminal justice system without extensive citizen support—both individually and in groups—cannot hope to control this predicted rate of growth. In addition to upgrading housing, employment and educational opportunities, and further humanizing our institutions, we as a society must respond to the cry of both incarcerated and free citizens for a just and effective system of controlling criminal behavior.

The challenge is ours.

APPENDIX

Listed below are some of the available resources for citizen action in criminal justice:

I. ABA Section of Criminal Justice, 1800 M Street, NW, Washington, DC, 20036

Functioning as the primary arm of the American Bar Association in all matters relating to criminal justice, the ABA Section of Criminal Justice helps formulate and implement ABA policy on such diverse issues as gun control, alcohol and drug abuse, and S.1 (Federal Criminal Code). Utilizing over two dozen committees to investigate and recommend action on criminal justice issues, the Section draws its support from a national base of volunteer members of the legal profession.

A major thrust of the ABA Criminal Justice Section has been the implementation of the seventeen-volume ABA

Standards for Criminal Justice. These standards cover every stage of the criminal justice process from arrest through post-conviction remedies. With LEAA funding, the ABA Section of Criminal Justice is working to implement these standards in all fifty states and the federal jurisdiction. Whether the subject is speedy trial, the function of the trial judge, or sentencing alternatives and procedures, the ABA criminal justice standards reflect official ABA policy.

The ABA has also adopted a policy statement calling for its members, state and local bar associations, and affiliated groups to "encourage maximum citizen participation in criminal justice planning consistent with the Association's traditional role . . ." As part of its citizens initiative project, the Section has produced the following materials:

(A) "Modernizing Criminal Justice Through Citizen Power"—This 21-page booklet, produced in cooperation with the Chamber of Commerce of the U.S., outlines the basic thrust of the ABA Criminal Justice Standards and steps citizens can take to improve the effectiveness of the criminal justice system. Copies of this booklet are free in bulk quantity.

(B) "Modernizing Criminal Justice Through Citizen Power"—Produced in both audio-video tape and 16mm film versions, this 29-minute panel discussion of the ABA criminal justice standards features a special message on the standards by Chief Justice Warren E. Burger. It is available for a \$5.00 handling fee from Association-Sterling Films, 600 Grant Avenue, Ridgefield, NJ 07657.

(C) Booklets on how to implement and save money by adopting criminal justice standards—Available free of charge from the Section's staff office, these booklets address implementation of police, pre-trial release, corrections, and speedy trial standards. In addition, one suggests ways of saving money through implementing criminal justice standards; another offers story ideas for journalists; and still another offers guidelines of how to go about implementing standards and goals.

The ABA Criminal Justice Section has available many other materials on criminal justice standards, including a comparative analysis of the ABA Standards for Criminal Justice and the National Advisory Commission Standards and Goals; a five-way comparative analysis of the Uniform Rules of Criminal Procedure with ABA Standards, NAC Standards and Goals, ALI Model Code of Pre-Arrest Procedure, and the Federal Rules of Criminal Procedure; and the Pattern Rules of Court and Code Provisions, based on the ABA Criminal Justice Standards.

II. Law Enforcement Assistance Administration, Citizens Initiative Division (ONPP), 633 Indiana Avenue, NW, Room 1160, Washington, DC 20531

The LEAA was created in 1968 to channel federal funds into state and local efforts to combat crime and improve the criminal justice system. To help administer these funds, each state has set up a planning agency appointed by the governor, and regional planning units for county and municipal projects. To involve citizens in planning a better system of criminal justice, LEAA issued the following goal: "To encourage state and local planning agencies to open up the planning process to citizens by increasing their involvement in the planning process and their assistance to state and local agencies in the achievement of adopted standards and goals."

LEAA has established its citizen's initiative as one of its priority programs. Recently LEAA funding has gone to establishing action committees in Cleveland, Cedar Rapids, New Orleans, Duluth, San Diego, San Francisco, Fort Worth, Des Moines, and Portland. The AFL-CIO and National Council on Crime and Delinquency are cooperatively working to support these committees as they address such issues as vocational training for former offenders; volunteer probation officers; and diversion services for juveniles.

Included in the LEAA funded publications are:

(A) National Advisory Commission Standards and Goals

(B) "A Call for Action: Crime Prevention for the Citizen"—Including selections from the NAC report on *Community Crime Prevention*, this publication is available free of charge from the National Criminal Justice Reference Service, 950 L'Enfant Plaza, SW, P.O. Box 24036, Washington, DC 20531.

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