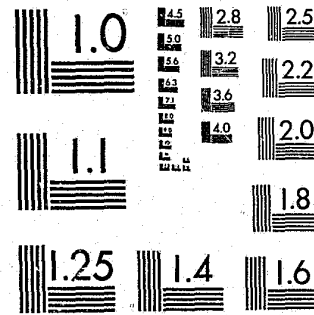


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National Institute of Justice  
United States Department of Justice  
Washington, D. C. 20531

11/23/84

# Annual Program Plan

Fiscal Year 1984

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## 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.*

*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 Attorney General of the United States. The Board is composed 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.*

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Vacant

U.S. Department of Justice  
National Institute of Corrections

## Annual Program Plan Fiscal Year 1984

U.S. Department of Justice  
National Institute of Justice

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July 1983

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ACQUISITIONS

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## Foreword

This document describes the National Institute of Corrections' program plan for fiscal year 1984, which begins October 1, 1983. It reflects the Institute's ongoing commitment to meeting the needs of the corrections field in the broadest, most practical way possible with limited resources.

The Institute's National Academy of Corrections in Boulder, Colorado, will continue to be the site of Institute training. Training programs on special topics have been added to the core curriculum to address the rising needs in the field. The Institute's technical assistance program will continue to respond quickly to the immediate needs of the field, while policy and program development activities will continue to develop and test effective operational models that can be implemented by corrections agencies nationwide.

The National Institute of Corrections is now entering its eighth year of providing service to the corrections field. We believe this annual plan represents a coordinated approach to addressing some of corrections' most pressing needs, while remaining flexible enough to meet some of the field's emerging and urgent problems. It is our hope that the Institute's available resources will further effect significant improvement in state and local corrections, and we encourage you to participate in our program.

*Allen F. Breed*

Allen F. Breed, Director  
National Institute of Corrections  
May 1, 1983

## Introduction

This document is the National Institute of Corrections' program statement for fiscal year 1984, which begins October 1, 1983. It contains a summary of services available and requests for proposals.

The 1984 projects available for funding are presented under the mandated activity areas of Training, Technical Assistance, and Policy and Program Development. The Institute's information dissemination function is fulfilled through its national information center and as a part of all programmatic activity.

Projects in each category will be coordinated by the Institute's Jails Division, Prisons Division, Community Corrections Division, and the National Academy of Corrections. The grant/contract program is one of the Institute's means of carrying out its legislative mandates.

### 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 received 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 conduct the project successfully.
- Estimated total costs and levels of effort.
- Uniqueness of the proposed strategies and approaches.

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

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

## Training

Since its establishment in 1974, the National Institute of Corrections has treated staff training and development as comprising one of its primary responsibilities. A large portion of the agency's annual budget is devoted to improving the levels of knowledge and skills of correctional personnel and enhancing their sense of professionalism.

The Institute centralized its training program at the National Academy of Corrections in Boulder, Colorado, in October 1981. Through the development and delivery of training curriculums and by bringing prisons, jails, and community corrections practitioners to Boulder, the Academy serves as a catalyst for interaction between correctional agencies, other components of the criminal justice system, and concerned public and private organizations. Through training, the Institute hopes to promote constructive organizational change and full utilization of resources to maximize corrections' ability to operate in a fair, safe, efficient, humane, and constitutional manner.

Based on needs assessments, analysis of technical assistance and information requests, and discussions with correctional practitioners, the Institute has identified four objectives toward which Academy-based training is directed.

- Improve administrative and managerial knowledge, skills, and practices to advance the operation of correctional agencies and programs.
- Enhance state and local capabilities to deliver training by improving the skills of trainers, providing curriculum materials to be used in training, and transferring training technology.
- Assist correctional administrators in resolving emerging issues, through training or an integrated approach that includes training.
- Provide specialized training in a limited number of areas that represent the greatest needs of state and local corrections.

Academy training activities for fiscal year 1984 are listed on the following pages. A training schedule containing program dates, eligibility criteria, and an application form will be

mailed to the field in August 1983. Unless otherwise noted in this document, all training will be conducted at the Academy.

Contact the National Academy of Corrections, 1790 30th Street, Suite 430, Boulder, Colorado 80301, telephone (303) 497-6060, for more information or to be placed on the mailing list to receive the forthcoming training schedule.

### 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. Through this integrated and graduated management program, the Academy hopes to develop and refine the skills necessary for professional managers as they progress in their agencies.

### Correctional Supervision

The first level of the Management Series is a one-week program for supervisors. First-line supervisors have a tremendous impact on their agencies' operations, yet often assume their supervisory responsibilities with no additional training. This program provides participants with the skills necessary to move successfully from a line position to a supervisory position. Topics include the role and function of supervisors, communication skills, motivation, discipline, stress, liability, and issues in correctional practices and supervision. The course is delivered as a part of the Academy Outreach Program at the state or local agency by trainers who have been trained in the curriculum at the Academy. (The trainers' courses are included as a part of the Trainers Series.)

### Correctional Management

This two-week program provides new and potential correctional managers 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 covers basic correctional management and such areas as standards compliance, legal issues, budgeting, planning, personnel management, information systems, conflict resolution, policy and procedures, staffing analysis, and supervisory skills. Fifteen programs will be presented, each for 30 participants.

### Advanced Management

This intensive four-week program emphasizes contemporary management philosophies, styles, tools, and techniques, and provides experienced correctional administrators with the theory and skills necessary to improve the management of their organizations. The program sharpens 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. Focusing on the responsibility of participants to assume a role as leaders in shaping the correctional environment, the program includes sessions that analyze leadership as it relates to corrections, the political and policy arenas in which corrections operates, technical advances in information handling and decisionmaking, and managerial roles and abilities. Four programs will be presented, each for 30 participants.

### Executive Seminars

At the top of the Management Series are three-day special-issue seminars that focus on current issues facing upper-level managers of correctional agencies. Each seminar provides a broad theoretical overview of an issue and its applicability to correctional organizations. Eight programs will be presented on various topics identified as critical issues. Since the programs focus on participants working together to discuss issues and potential solutions, enrollment is limited to 20 for each seminar. Topics will be announced in the Academy's forthcoming training schedule.

### Trainers Series

Most correctional trainers were selected as trainers because they were good correctional workers. However, training requires specific skills not learned through line correctional work. Correctional trainers today are being challenged by the courts, the public, unions, employees, and their agencies to offer relevant, professional-quality training at minimal cost.

The Academy Trainers Series is designed to assist trainers in offering such training, with the overall objective of upgrading corrections as a whole. The series includes an agency-based program focusing on training delivery for part-time trainers, progressive skill building in the development and delivery of training for full-time trainers, and a program to transfer training technology to agency training directors. The Academy also continues its programs to train trainers in specific curriculums to be delivered through the Outreach Program.

### Training for Part-Time Trainers

Correctional agencies often use staff as part-time trainers to train other employees in an area in which the trainers have substantive expertise. Although used infrequently, these trainers train several thousand employees annually in subjects essential to the operation of correctional agencies. The Academy provides agencies with a curriculum for use in upgrading part-time trainers' training delivery skills. The one-week curriculum is presented at the agency level through the Academy Outreach Program.

### Training for Full-Time Trainers

This one-week program provides full-time agency training personnel with the knowledge and skills needed to improve and effectively increase their training programs.

Designed for staff whose primary responsibility is training, the curriculum covers 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. Six programs will be presented, each for 25 participants.

### Training for Training Directors

Targeted to directors of agency training programs, this one-week program covers the most recent developments in training technologies and curriculum development. Additionally, state and local training materials are shared in an attempt to network agency training efforts, reduce duplication, and make more efficient use of resources. A major focus of the program is the design of total training programs that merge various training resources into an efficient and effective delivery system. One program will be presented for 30 participants.

### Academy Outreach Program

In fiscal year 1983, the Academy initiated an Outreach Program in an effort to extend the impact of training to a greater number of correctional staff. The Outreach Program provides participating agencies with training materials, visual aids, and trained instructors to deliver high-priority programs at the agency level.

Outreach includes a three-phased approach. Phase One is the development of curriculums that can be packaged for delivery at the state and local levels. Each year, as part of the ongoing curriculum development effort, the Academy examines training needs that are currently not being met, generally due to either the lack of training development resources or the fact that courses are specialized and, although important, are not cost effective for the individual agency to develop. The Academy has developed specialized packages on the subjects of **Correctional Supervision, Training for Part-Time Trainers, Introduction to Corrections, Interpersonal Communications, Female Offenders, Hispanic Offenders, Legal Issues for Institution Personnel, and Public and Media Relations.**

Phase Two is an Academy-based series of programs to train trainers in the curriculums developed in the first phase. State and local personnel who have been selected by their agency to be the trainer in the selected curriculum receive training in the substantive material and delivery of the curriculum. Ten programs will be presented, each for 30 participants.

Phase Three is the actual presentation of these training programs at the agency level by participants trained in Phase Two. The Academy monitors and supports this effort by providing materials, audio-visuals, and instructor assistance as needed.

### Emerging Issues Series

The third focus of Academy training is responding to emerging correctional issues. Through the Academy and the Institute's Jails, Prisons, and Community Corrections Divisions, issues are identified and appropriate training is developed. Many of these programs supplement the Institute's other activities in policy development and technical assistance.

**Academy Special-Issue Seminars****Personnel Management**

This one-week seminar provides personnel managers with the knowledge and skills necessary to recruit, test, interview, and service employees. The program reviews the role of personnel managers in corrections, their common needs, and strategies to meet those needs. Legal issues, professional standards, labor relations, and affirmative action programs are also covered. Three seminars will be presented, each for 30 participants.

**Prison Special-Issue Seminars****Prison Industry Management**

This one-week seminar provides guidance to two-person teams of state correctional officials whose systems are developing and implementing short- and long-range planning strategies for prison industry programming. The program covers operational options such as franchising and cooperative ventures; product/service-line identification and development processes; and legislative needs. Emphasis is placed on the development of action plans by participants. The seminar is based on comprehensive state-of-the-art research that was recently conducted under Institute auspices. Two seminars will be presented, each for 30 participants.

**Prison Mental Health Programs**

This one-week seminar provides training for administrators responsible for planning, developing, and/or managing institutional programs for mentally ill and retarded inmates. The program covers relevant court decisions, professional standards, innovative programming, and model legislation for such programs. The seminar is based on comprehensive state-of-the-art research that was recently conducted under Institute auspices. Two seminars will be presented, each for 30 participants.

**Protective Custody**

This one-week seminar provides state correctional managers with intensive training in the area of protective custody in institutions. The program covers relevant court decisions, professional standards, policies, and procedures, and innovative programming for protective custody cases. Emphasis is placed on screening, classification, unit programs, policy design, security, and architectural considerations. Two seminars will be presented, each for 30 participants.

**Architectural Design Criteria**

This one-week seminar provides state correctional managers and architects involved in planning and design of a prison with intensive training in the area of correctional facility design. The program covers planning, program philosophy, staffing, security, professional standards, functional design, costing considerations, and plan reviews. Emphasis is placed on incorporating state-of-the-art principles in the design of humane, non-barrier, secure adult facilities. Two seminars will be presented, each for 30 participants.

**Architectural Project Management**

This one-week seminar provides managers of prison construction projects with intensive training in the area of prison project management. The program covers all phases of project management from initial planning through fa-

ility activation. Emphasis is placed on the design phase, construction monitoring, cost factoring, scheduling, contract monitoring, responsibility charting, and post-construction activities. One seminar will be presented for 30 participants.

**Planning New Institutions**

This one-week seminar provides training for teams of officials from state and local jurisdictions that are participating in the Institute's Planning New Institutions technical assistance program (Project Number J-84-02). The training covers advanced correctional practices in architecture and programming, facility and inmate data analysis and projection, and facility programming and design. Jointly coordinated by the Institute's Prisons Division and Jails Division, the program is open only to those counties and states that participated in Phase One of the program (community meetings for local systems or technical assistance for state systems.) Six programs will be presented, each for seven teams of up to eight members each.

**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. The time, date, and place of the seminar will be announced separately.

**Jail Special-Issue Seminars****Developing State Resources to Assist Jails**

This one-week seminar provides training for individuals from state agencies and organizations that are directly involved with the delivery of training, technical assistance, information, and other services to local jails. The program covers strategies, resources, legal issues related to delivery of service to jails, advanced jail management and design practices, developing joint action agendas, overcrowding and population management, and planning of new institutions. Emphasis is placed on networking and sharing information among participants, studying previous successful efforts in developing state resources to assist jails, utilizing available resources, and problem identification. One seminar will be presented for 30 participants.

**State Jail Inspectors Seminar**

This one-week seminar provides chief state jail inspectors with skill-building and action-planning exercises to improve their ability to conduct jail inspections and provide assistance to local jails. The program covers jail standards, legal issues, team building, and current jail-related issues and topics. One seminar will be presented for 30 participants.

**Jail Overcrowding**

This one-week seminar provides jail administrators and criminal justice officials with training to improve their skills and ability to diagnose and solve problems related to jail crowding. The program covers legal issues, consultant skills, and the dynamics and components of crowding, and reviews current programs and approaches being implemented by local jurisdictions. One seminar will be presented for 30 participants.

**Jail Classification**

This one-week seminar provides individuals responsible for developing or implementing jail classification programs with training in how to implement an effective process. The program covers basic guidelines for developing classification workplans, general principles and procedures, implementation strategies, legal issues, current classification models, and evaluative techniques. Emphasis is placed on networking and sharing information among participants, developing action agendas and responsibility charting, analyzing current classification models, assessing the impact of recent court decisions, and utilizing available resources. One seminar will be presented for 30 participants.

**Managing New Generation Jails**

This one-week seminar provides jail managers who are contemplating the introduction of the 'direct supervision' management concept with training in the principles and dynamics of this management technique. The program covers effective interpersonal communication, leadership skills, organizational structure, and inmate management. Emphasis is placed on the manager's role in assuring the success of the operation. The seminar will be conducted in Martinez, California, to permit 'hands on' training experience at the Contra Costa County Jail. One seminar will be presented for 30 participants.

**Jail Facility Design and Plan Review**

This one-week seminar provides training for individuals with responsibility for planning or design of new jail facilities or for state-level review of plans for new local jails. Emphasis is placed on reading, interpretation, and review of architectural plans; contract documents; and specialized materials and equipment used in the construction of secure detention facilities. One seminar will be presented for 30 participants.

**Corrections as Part of County Government**

This one-week seminar for teams of county officials and sheriffs (or jail administrators) is designed to build cooperative working relationships to address local correctional problems. The program covers the purpose of the jail, court-ordered jail changes, management styles, responsibility charting, and action planning. Each team generally consists of a county commissioner who is responsible for local correctional policy, resources, and management, and the sheriff or jail administrator. Three seminars will be presented, each for 30 participants.

**Community Corrections  
Special-Issue Seminars****Probation/Parole Classification and Case Management**

This two-part program provides selected staff of agencies that are implementing the Institute's Probation/Parole Classification and Case Management Model with the necessary orientation and background. The first, one-week session covers the major components of the program and implementation issues and strategies, with the goal of preparing teams of agency personnel to orient other staff to the new procedures and to manage a year-long implementation effort. The second, two-week session trains participants to be agency-based trainers in the case management component of the model system. These seminars are a part of a comprehensive technical assistance and training program. Two two-part seminars will be presented, each for 25 participants.

**Probation Revocation Guidelines**

This two-part program provides probation and parole administrators with a thorough understanding of current revocation practices and issues. The first one-week session provides state-of-the-art information and assists participants in tailoring model guidelines to their particular laws and environment. The second one-week session covers problems encountered, clarifies issues, and serves as a networking seminar for agencies involved in the program. These seminars are a part of a comprehensive technical assistance and training program. One two-part program will be presented for 25 participants.

**Managing Probation in an Era of Limits**

Based on previously sponsored Institute research, this one-week seminar introduces probation administrators to actual innovative responses being made to cutbacks in probation funding. Special emphasis is given to strategies for protecting resources and competing effectively with other agencies for limited funds. The seminar is a part of an integrated effort of policy development, technical assistance, and training. One seminar will be presented for 30 participants.

**Performance and Outcome Measures**

This one-week seminar provides probation and parole administrators with state-of-the-art information on performance and outcome measures. The program covers data collection, combination, and presentation, as well as advanced data systems that are operational in various jurisdictions. Emphasis is given to the development of agency performance measures based on cost information, workload, recidivism, and problem amelioration. Effective methods of breaking down data to permit in-depth evaluations of programs, policies, and procedures are also covered. Two seminars will be presented for parole administrators, and four will be presented for probation administrators; each will have 30 participants.

**Federal Prison System  
Co-Sponsored**

In cooperation with the Federal Prison System (FPS), the National Institute of Corrections sponsors the attendance of a number of state and local correctional agency personnel at FPS training programs. This FPS co-sponsored training consists of both technology transfer and assistance to state and local agencies in implementing similar training.

**Technology Transfer.** The Federal Prison System provides the training materials, instructors, and facilities, and the National Institute of Corrections coordinates the training and covers travel and per diem expenses for participants. Participants are normally those state and local representatives who, after attending the FPS training, have the capacity to evaluate the training for use in their own agencies and train others in the curriculum. Participant agencies are encouraged to build their own capacity to train in the areas covered, as well as to assist others in the development of similar programs.

Training for trainers programs will be conducted in **Disturbance Control, Self-Defense, Interpersonal Communications, Food Service Management, and Hostage Negotiations.** Training slots will also be available to state and local participants in **Introduction to Correctional Techniques, Cooking and Baking, Unit Management, Advanced Correctional Supervision, Investigative Supervision, and Basic Locksmithing** courses. These programs are conducted at Federal Prison System training sites in Oxford, Wisconsin; Fort Worth, Texas; Denver, Colorado; and Glynco, Georgia. Approximately 166 state and local personnel will participate in these programs.

**Implementation Assistance.** The second part of the Federal Prison System co-sponsored program is designed to assist state and local agencies in fully implementing training and operational programs they have selected. The FPS provides trainers, materials, and other necessary assistance. Courses offered include **Food Service Management, Disturbance Control, Self-Defense, Interpersonal Communications, and Hostage Negotiations.** Ten programs will be presented at state and local agencies, each for 30 participants.

Correctional agencies may apply to the Academy for selection as a recipient of these training programs. The Academy training schedule fully describes each available program and the procedures for agencies to follow when applying for this type of training.

### Administrative Support 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-84-01  
**Funds Available:** \$956,564  
**Funds Available per Grant:** \$956,564  
**Grants Available:** One  
**Estimated Length of Project:** One year  
**Eligible:** Open  
**Deadline for Applications:** August 15, 1983

#### 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 for approximately 300 participants in training programs conducted at locations other than the National Academy of Corrections.

#### Participant Travel Support

**Project Number:** A-84-02  
**Funds Available:** \$1,154,700  
**Funds Available per Grant:** \$1,154,700  
**Grants Available:** One  
**Estimated Length of Project:** One year  
**Eligible:** Open  
**Deadline for Applications:** August 15, 1983

#### 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, Georgia; and Federal Prison System training facilities in Fort Worth, Texas; Oxford, Wisconsin; and Denver, Colorado. Airline tickets will be obtained at prevailing discount rates, and other attendant administrative tasks will be performed.

## Technical Assistance

The goal of the National Institute of Corrections' technical assistance 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 technology and information on correctional matters.

At National Institute of Corrections Advisory Board hearings conducted over the past several years, practitioners urged the Institute to expand its technical assistance activity. Resources devoted to technical assistance have increased steadily over the years.

Through technical assistance, the Institute 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, effective, and constitutional programs by assisting practitioners in improving operations and practices.
- Assist correctional agencies in developing and operating programs that meet professional standards.
- Facilitate closer cooperation between corrections and other elements of the criminal justice system and the community, with emphasis on improving state and local corrections.
- Assist corrections in expanding the range of cost-efficient and effective alternatives to confinement that are consistent with public safety.

In fiscal year 1984, technical assistance will be organized into three major areas: direct general technical assistance, technical assistance grants, and targeted technical assistance/technology transfer. The first two areas are largely responsive (and reactive) to critical needs and problems identified by state and local correctional agencies. The area of targeted assistance includes highly structured, proactive technical assistance/technology transfer programs coordinated by the Institute's program divisions. These programs evolved primarily from the Institute's policy and program development activities; technical assistance is one of the key means to

disseminate the knowledge and technology developed.

### Direct General Technical Assistance

During fiscal year 1984, the Institute's short-term, direct technical assistance funds will support an estimated 900 technical assistance services to state and local prisons, jails, probation and parole agencies, 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. Assistance is provided by Institute staff and/or consultant teams. 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

State and local corrections officials can request direct technical assistance 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 Jails Division, National Institute of Corrections, 1790 30th Street, Suite 140, Boulder, Colorado 80301. Practitioners in other areas of corrections should write to the Prisons Division or the Community Corrections Division, National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534. State requests for technical assistance should be made by the commissioner or director of corrections.

In submitting a request for technical assistance, the applicant should reference the most appropriate category and project number given below.

**Project Number: P-84-TA Prisons**

Technical assistance is available to state departments of corrections and prisons to advance their operations, practices, management methods, services, and programs. Priority consideration will be given to requests in the areas of prison industry, health and mental health programming, policy and procedures development, staffing, classification, legal issues, architectural and construction planning, protective custody, institutional security, and correctional management.

**Project Number: J-84-TA Jails**

Technical assistance is available to jails to improve management, operations, services, and programs. Assistance is available in such areas as developing policies and procedures; analyzing staff training needs and staffing patterns; improving food services, classification, and security; planning for new construction or renovation; using community resources; addressing problems related to jailing public inebriates, the mentally ill, and juveniles; developing jail management information systems; and addressing jail overcrowding issues on both a local and statewide basis.

In addition to the above types of direct technical assistance, funds have been targeted specifically to assist jails in analyzing their inmate populations. The Jails Division has developed a computer-based jail population analysis system using the jail information system developed by the American Justice Institute under LEAA auspices. The system allows the Institute to analyze a jail's population and also to assist jails in conducting their own analyses. Technical assistance in this area will include conducting seminars to instruct jail administrators, judges, county officials, and other criminal justice administrators in the use of the population analysis system and assisting sheriffs' departments and local corrections agencies in implementing the package.

**Project Number: C-84-TA Community Corrections**

Technical assistance is available to state and local probation and parole agencies, public and private community service programs, and community residential programs to improve operations.

Assistance is available to probation and parole agencies in the areas of improved

management practices and technologies; designing and implementing supervision strategies; making effective and efficient use of pre- and post-sentence investigation reports; caseload management; contracting for services; and classification/decisionmaking technologies.

Assistance is available to community residential programs in the areas of improved management, organization, and operation; contracting for facilities and services; planning; staffing; selection and classification of offenders; and development of "model" programs.

Assistance is available for efforts that focus on the design, implementation, and/or improved operation of post-conviction community sanctions—particularly the use of fines, day fines, restitution, community service, non-residential programs, and reentry programs—or that address the development and implementation of community corrections act legislation and improved policies and programs proposed through such legislation.

**Technical Assistance Grants**

This program provides 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 programs. Technical assistance grants are usually more appropriate than direct technical assistance from the Institute when the project to be undertaken is more complex than a three- to five-day effort.

<b>Project Number:</b>	Given below
<b>Funds Available:</b>	\$800,000
<b>Funds Available per Grant:</b>	Up to \$15,000
<b>Grants Available:</b>	Open
<b>Estimated Length of Project:</b>	Three months to one year
<b>Eligible:</b>	State and local correctional agencies
<b>Deadline for Applications:</b>	None, open all year

**Description:**

**Project Number: P-84-01 Prisons**

Technical assistance grants are available to state departments of corrections and prisons to enable planning, implementation, maintenance, and evaluation of improved management practices, policies and procedures, operations, services, and staff development programs. Priority consideration will be given to grant applications in the areas of prison industry, health and mental health programming, classification, legal issues, architectural and construction planning, protective custody, institutional security, and correctional management practices.

**Project Number: J-84-01 Jails**

Technical assistance 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, such as public inebriates, the mentally ill, and juveniles.

**Project Number: C-84-01 Community Corrections**

Technical assistance grants are available to probation, parole, and other community correctional agencies to purchase assistance in the areas of management practices and technologies; design and implementation of supervision strategies; use of pre- and post-sentence investigation reports; caseload management; contracting for services; classification/decisionmaking technologies; design, implementation, and operation of post-conviction community sanctions (particularly the use of fines, day fines, community service, restitution, non-residential programs, and reentry programs); and development, drafting, and implementation of community corrections act legislation and improved policies and programs proposed through such legislation.

**Targeted Technical Assistance**

A major focus of the Institute's policy and program development activities is the development and testing of technologies for practical application by the state and local correctional agency. Underlying these activities is the assumption that what is successfully developed and implemented in one agency can often be adapted and successfully transferred to others. Policy and program activities are undertaken with technology and knowledge transfer the end objective. Most of the seven program areas targeted for fiscal year 1984 integrate technical assistance, training, and information dissemination to transfer technology and encourage improvements in the correctional field.

**Population Management**

<b>Project Number:</b>	P-84-02
<b>Funds Available:</b>	\$200,000
<b>Funds Available per Grant:</b>	\$40,000
<b>Grants Available:</b>	Five
<b>Estimated Length of Project:</b>	One year
<b>Eligible:</b>	Open (e.g., correctional agencies, legislative committees, non-profit associations)
<b>Deadline for Applications:</b>	December 1, 1983

**Description:**

Jail and prison crowding continues to rank among the most critical concerns of corrections. The rapid increase in jail and prison populations in many jurisdictions, court pressures to ameliorate conditions of confinement related

to crowding, and continued state and local fiscal pressure to implement the least costly punishment options, demand the development of more rational population management policies. Policy groups on jail and prison crowding have been established in many states, some as the result of participation in the Institute's seminars for key decision-makers. These policy groups are requesting information on organizing and conducting policy analysis, specific approaches to addressing crowding problems, and the results of efforts in other states.

Crowding problems remain systemic in nature; they cannot be solved by any one agency, such as a county jail or a state department of corrections. A forum for addressing the problem is needed that brings together policymaking officials from all branches of government and each agency responsible for deciding who goes to jail or prison, for how long, and under what conditions.

This program offers five statewide policy groups one year of financial assistance, information services, and training. The program will utilize knowledge, experience, and technical materials developed under a number of earlier Institute efforts, including a technical assistance program on jail crowding, key decisionmakers' seminars, and the joint NIC/Edna McConnell Clark Foundation prison overcrowding program.

Small grants will assist in the formulation of public policies that address jail and/or prison crowding. The opportunity to build consensus and exchange views among policymakers is as important a part of the program as the information development aspects.

To participate in this program, applicant states should commit themselves to:

- Establishment of a statewide jail or prison crowding policy group with members representing legislative, judicial, and executive branches of local or state government; the heads of major criminal justice agencies that impact on jail and prison populations; and selected members from the private sector.
- A one-year process in which policymakers will address the crowding problem from multiple perspectives and explore alternative solutions.
- A process of developing policies to address crowding, which involves (1) full exploration of the factors that influence jail and prison populations, using well-developed systemwide information; (2) setting a population control or reduction goal; (3) exploring capacity definitions and choosing an acceptable capacity level or definition for the existing system; (4) considering a wide variety of approaches to controlling population; and (5) selecting specific policies. The selected options may include changes in legislation, practice, policy, programs, and regulations.
- Sharing the costs of policy analysis activities by committing sufficient state resources.



**Prison Industry Assistance**

**Project Number:** P-84-03  
**Funds Available:** \$100,000  
**Funds Available per Grant:** \$25,000  
**Grants Available:** Four  
**Estimated Length of Project:** One year  
**Eligible:** State departments of corrections  
**Deadline for Applications:** October 1, 1983

**Description:**

As the prison population throughout the United States grows at unprecedented rates, the problem of institutional overcrowding is compounded by inmate idleness. Prison industries are viewed as one of the primary means of reducing inmate idleness and institutional unrest, while providing inmates with training, job experience, and responsibility.

Prison industries are facing great difficulties—restrictive legislation, conflicting goals and objectives, uncertain economic conditions, new technologies, unskilled labor, and shifting resources and product markets.

These grant funds will assist state departments of corrections in developing, implementing, and/or evaluating policies and practices to improve industry management and inmate programming. Grant funds cannot be used to purchase or lease equipment. Applications will be rated on:

- Agency need.
- Impact of the proposed project on the industry, the prison, and the correctional system.
- Applicability to other correctional systems.
- Incorporation of advanced management, correctional, and industrial principles and practices.

**Planning of New Institutions**

**Project Number:** J-84-02  
**Funds Available:** \$320,000  
**Funds Available per Grant:** \$320,000  
**Grants Available:** One  
**Estimated Length of Project:** One year  
**Eligible:** Open  
**Deadline for Applications:** October 1, 1983

**Description:**

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

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 provide assistance to states planning major construction or renovation of prison facilities.

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

Phase Two consists of an intensive one-week training program for up to eight representatives of the participating jurisdictions (four individuals attend at the Institute's expense and up to four others at their own expense). The Phase Two training will be held six times, each for seven teams, at the National Academy of Corrections. The jail teams include the sheriff, jail administrator, a county commissioner, and the architect or planner. The state teams include the commissioner of corrections, warden of the institution under consideration, the state planner or architect, and a legislative representative. The training provides more in-depth coverage of Phase One topics and includes advanced correctional practices in architecture and programming, facility and inmate data analysis and projection, and facility programming and design.

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 addresses 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 Institute grant) to jurisdictions identified in the course of this project.

Jurisdictions interested in participating in this program should contact either the National Institute of Corrections' Jails Division or Prisons Division for more information.

**Development of State Resources to Assist Jails**

**Project Number:** J-84-03  
**Funds Available:** \$300,000  
**Funds Available per Grant:** \$30,000  
**Grants Available:** Ten  
**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:**

This program will support the efforts of 10 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 termination of federal funding must be included in the grant application.

**Building Capacity of Probation Supervisory Agencies**

**Project Number:** C-84-02  
**Funds Available:** \$150,000  
**Funds Available per Grant:** \$25,000  
**Grants Available:** Six  
**Estimated Length of Project:** One year  
**Eligible:** State agencies supervising local probation departments (Arizona, California, Illinois, Indiana, Iowa, Kansas, Minnesota, New Jersey, New York, Ohio, Oregon, Pennsylvania, and Texas)

**Deadline for Applications:** November 1, 1983

**Description:**

In 13 states, probation is either a joint responsibility of the state and local governments or solely a local operation with state oversight. Collectively, these states have over 600 local probation departments, which supervise almost

60 percent of all probationers in the United States. The states' role is to help the local departments deal more effectively with problems such as caseload management, diminishing resources, information processing, performance measurement, revocation practices, and subsidy mechanisms.

This project will continue the development and implementation of a capacity-building program for the 13 state agencies responsible for supervising local probation departments. The program is designed to be responsive to the unique needs of each agency while developing its capacity to improve the delivery of probation services at the local level.

In 1982, administrators from the state agencies met under Institute auspices and identified four priority areas in which the Institute could be of assistance: financial assistance programs, standards setting and implementation, information systems, and state/local relationships. Predicated on the needs of these agencies, this comprehensive program reflects an active approach in helping the state agencies carry out their job of guiding, directing, and improving local probation services. The program integrates the Institute's functions of policy analysis and development, technical assistance, training, and information sharing.

Specific program objectives include:

- Increasing the knowledge base on which state supervisory agencies can draw. Activities will include supporting an agency's evaluation of a specific program; synthesizing innovative research on specific topics (e.g., model programs, subsidies); and/or recasting information into a form that is more usable by decision-makers.
- Supporting agencies' initiatives in selected high-priority areas. Activities will include providing financial and technical assistance for a standards revision and implementation process, applying computer technology to preparation of pre- and post-sentence investigation reports, working with local departments to use information systems in decisionmaking, and initiating an organizational development process to improve agency operations.
- Developing the capacity of the state agencies to better perform their functions of setting and implementing standards, providing technical assistance, collecting information, and performing other supervisory tasks. Activities will include seminars for managers of information systems and a workshop to develop the staff's consultant and technical assistance skills.
- Supporting a network of information sharing and technical exchange among the 13 state agencies. Activities will include developing and conducting a workshop for agency executives to examine a limited set of common problems and identify promising solutions; compiling state standards in three to five salient topic areas (e.g., workload, revocation processes) and integrating them with relevant research findings to produce topical monographs; collecting and providing information on high-priority topics identified by state probation administrators; and hosting visits for other practitioners to study innovative programs in operation.

To achieve these objectives, grants will be made to six state supervisory agencies to support technical assis-

## Technical Assistance

tance, training, or technology transfer activities aimed at a specific local probation issue. Applications will be evaluated on the extent to which they:

- Address problems common to most local probation departments within the state.
- Involve local departments in all phases of the project.
- Develop problem solving and/or management skills of state and local probation staff.
- Have potential applicability in other states.

The scope of each grant will be determined by the agency's needs, but might include developing policy on subsidies, developing management skills necessary to managing reduced resources, measuring performance, organizational development, and classification.

### Jail Area Resource Centers

**Project Number:** J-84-04  
**Funds Available:** \$300,000  
**Funds Available per Grant:** \$25,000 to \$75,000  
**Grants Available:** Up to seven  
**Estimated Length of Project:** One year  
**Eligible:** Jails  
**Deadline for Applications:** October 1, 1983

#### Description:

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. Since fiscal year 1979, the Institute has awarded grants to a number of jails throughout the country to serve as extensions of the Jails Division in providing training, technical assistance, and information services to other jails in their geographical areas. In fiscal year 1984, the Institute will continue this program, funding up to seven jails to facilitate the delivery of service to the nation's jails, demonstrate how jail systems can be managed in compliance with national accreditation standards, and develop an assistance delivery network on a regional basis throughout the country.

Each of the jails funded as an area resource center will have five to eight advanced programs, services, and/or operational aspects in which it provides assistance to other jails. Each jail must have achieved accreditation from the Commission on Accreditation for Corrections. Under the direction of the Institute's Jails Division, the selected jails will provide assistance to other jail personnel by:

- Hosting visits to their facilities to provide training and technical assistance in the areas in which they excel.
- Providing technical assistance on-site at requesting jails.
- Developing and disseminating information packages in the subject areas in which they excel.
- Serving, in concert with the NIC Information Center, as an information source for individuals, agencies, and organizations concerned with the operation of jails.
- Serving as a liaison between the Jails Division and agencies and organizations involved in the operation of jails within their geographical areas.

- Demonstrating how jails can be managed in compliance with accreditation standards.

The selection criteria are extensive, and those interested in applying should contact the National Institute of Corrections Jails Division, 1790 30th Street, Suite 140, Boulder, Colorado 80301; telephone 303-497-6700.

### Probation/Parole Technology Transfer

**Project Number:** C-84-03  
**Funds Available:** \$400,000  
**Funds Available per Grant:** \$20,000  
**Grants Available:** Twenty  
**Estimated Length of Project:** Fifteen months  
**Eligible:** State and local probation and parole agencies

**Deadline for Applications:** November 1, 1983

#### Description:

The Institute's policy and program development projects in probation and parole have produced "models" in various areas, including classification, management strategies for working within severe financial constraints, and revocation guidelines. This program will support comprehensive technology transfer efforts in these three areas in up to 20 probation and parole agencies.

Each of the three program components will have a similar format. In addition to the participating agencies receiving grant funds, selected personnel from each agency will attend two planning and technical assistance sessions at the National Academy of Corrections. Each agency will also receive followup technical assistance from Institute staff and consultants as needed.

Agencies may apply for participation in only one of the three program components. Potential applicants should contact the Institute's Community Corrections Division for additional information and application procedures.

**Probation/Parole Classification and Case Management.** In order to manage probation and parole 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 be generated best through comprehensive classification and management information systems. This program component includes:

- Implementation of a client classification system based on risk of future criminal activity and need for services.
- Implementation of a case management system designed to help probation and parole staff deal with offenders individually and develop more appropriate case plans.
- Standardization of supervision requirements and other agency functions to enhance accountability and performance.
- Implementation of a client-based management information system (MIS) that will provide data necessary for routine monitoring, evaluation, planning, and preparation of necessary management reports.

## Technical Assistance Policy and Program Development

### Administrative Support for Technical Assistance

#### Technical Assistance Support Project

**Project Number:** F-84-01  
**Funds Available:** \$1,339,000  
**Funds Available per Contract:** \$1,339,000  
**Contracts Available:** One  
**Estimated Length of Project:** One year (with second-year renewal option)

**Eligible:** Financial management and certified public accounting firms

**Deadline for Applications:** October 1, 1983

#### Description:

One contract is available to administer payment of an estimated 2,000 vouchers annually in support of the National Institute of Corrections' technical assistance program. The contractor will administer payments to identified consultants and other recipients of Institute technical assistance monies under the direction of, and on behalf of, the National Institute of Corrections. Payments will be recorded and tracked by individual name, technical assistance event, and programmatic activity at a minimum. More detailed information, to be published in the *Commerce Business Daily*, is available from the Institute's Financial Management Division.

- Development of a workload accounting component to the MIS that will allow agencies to track workload in each office and deploy staff accordingly.

**Management and Economic Strategies in Probation.** This program component is dedicated to helping probation managers faced with fiscal cutbacks evaluate and implement strategies developed by their own profession to expand resources or to allocate them more effectively. In providing technical assistance in this area, the Institute will draw on research conducted over three years on the impact of, and responses to, fiscal cutbacks for probation agencies throughout the United States.

**Probation Revocation Guidelines.** In response to suggestions from probation practitioners, the Institute in 1981 funded a one-year study of probation revocation law and practices at the state and local levels. The resulting manual of principles and guidelines examines what happens and what *should* happen when violations of probation orders occur. The guidelines are intended to aid probation managers and associated officials in fostering a greater degree of equity in the handling of probation matters in their jurisdictions. This program component will assist probation managers and their legal advisors in tailoring the guidelines to the particular agency's operations, environment, and governing laws.

## Policy and Program Development

The National Institute of Corrections' authorizing legislation mandates that policy formulation and program development be among the agency's functional responsibilities. Recognizing that basic and 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 Institute's functions of policy and program development seek to apply science, technology, and various disciplines to the identification, definition, and solution of immediate correctional problems. Activities are carried out with a view toward developing and transferring proposed solutions (e.g., program models, guidelines, advanced practices, techniques, and technology) to correctional problems.

The policy and program development activities planned for fiscal year 1984 include six major themes:

- Analysis of the successes and failures of planning, design, and construction of small

jails and the development of model plans for the construction of jails with a population capacity of under 50.

- Development of a comprehensive guide on contracting for correctional services.
- Examination of issues related to the long-term inmate.
- Refinement and testing of a community corrections model.
- Analysis of current types of financial assistance and/or subsidies being made to local community corrections, and formulation of recommendations on how these policies and programs can be made more effective and efficient.
- Study of the application of new technologies in the field of training and their adaptability to correctional training and technology transfer.

**Model Architectural Plans for Small Jails**

**Project Number:** J-84-05  
**Funds Available:** \$150,000 (first-year effort only)  
**Funds Available per Grant:** \$150,000  
**Grants Available:** One  
**Estimated Length of Project:** One year  
**Deadline for Applications:** October 1, 1983

**Description:**

Over the last ten years, court decisions, jail standards, overcrowding, and the need for increased inmate programming have impacted on jail architecture and construction. The National Institute of Corrections implemented a planning process for new institutions and the Law Enforcement Assistance Administration funded a large jail overcrowding initiative, both of which had some impact on jail construction.

To date, there has not been a comprehensive study of new jail design or construction. Isolated incidents have highlighted some of the negative experiences, but very little attention has been given to what is working successfully. Double celling and new ideas such as jail factoring as a method for handling overcrowding are expected to have an even further impact on the design of jails.

This project will be a two-phased, two-year evaluation effort. The first year will concentrate on a comprehensive study of the planning process, architectural design, and construction of various types and sizes of jail facilities over the last ten years. The focus of the study will be on small jails, which constitute the largest number of jails in the country. An analysis of the successes and failures of planning, design, and construction will be made.

The second phase, second year of the project will be dedicated to the development of a set of model plans for the construction of jails with a population capacity of 50 or less.

**Contracting for Correctional Services**

**Project Number:** P-84-04  
**Funds Available:** \$100,000  
**Funds Available per Grant:** \$100,000  
**Grants Available:** One  
**Estimated Length of Project:** One year  
**Eligible:** Open  
**Deadline for Applications:** October 1, 1983

**Description:**

State correctional agencies and institutions are increasingly contracting for medical, educational, and food services. Contracting can offer prison administrators new and expanded options for dealing with increased costs, decreased appropriations, restricted staffing, and/or innovative programming. Yet, prison managers have little knowledge or expertise in contract law, contracting procedures, or contract supervision.

The grantee will develop a comprehensive guide that addresses the emerging issues related to contracting for correctional services. The guide will include:

- A survey of the number, types, and related costs of service contracts in corrections.

- An assessment of favorable and unfavorable conditions for contracting, including the issues of liability and inmate supervision.
- A sampling of customer satisfaction.
- A general review of contract law for prison managers.
- Development of model contracting procedures and contracts.
- A review of methods for supervising and evaluating contract effectiveness.

These materials will be compiled as a comprehensive guide for prison administrators who must make decisions on the feasibility and merit of contracting, the proper contracting procedures, and contract supervision and evaluation. The guide will also serve as the basis for future training and technical assistance projects. The grantee will provide fully edited, camera-ready copy as the final product.

**Programming for Long-Term Inmates**

**Project Number:** P-84-05  
**Funds Available:** \$100,000  
**Funds Available per Grant:** \$100,000  
**Grants Available:** One  
**Estimated Length of Project:** One year  
**Eligible:** Open  
**Deadline for Applications:** November 1, 1983

**Description:**

The number of inmates with long sentences and little or no chance of parole is increasing. Most institutional programming today is geared to preparing the inmate for re-entry into free society. These programs are frequently meaningless to the individual facing 20 or more years in prison. Years of idleness are counter-productive for the inmate, the institution, and society.

How many long-term inmates are there? Who are these inmates? What are their needs? What programming now exists for the long-term inmate? What programming needs to be developed? Are costs of programming for the long-term inmate substantially higher or lower than others? How do long-term inmates reintegrate into society upon release?

The grantee will develop a comprehensive guide to understanding the long-term inmate phenomenon and related special-need programming. The guide will include:

- An analysis of the long-term inmate population with regard to such factors as numbers, demographic characteristics, and identified needs.
- A survey and assessment of current programming and costs for long-term inmates.
- A review of classification practices that impact these inmates.
- A review of data regarding the progress of long-term inmates after their return to the community.
- Recommendations for needed policies and programs for long-term inmates and their estimated costs.

These materials will be compiled as a comprehensive guide for prison managers. The guide will also serve as the basis for future training and technical assistance projects. The grantee will provide fully edited, camera-ready copy as the final product.

**Improving the Effectiveness of Community Corrections**

**Project Number:** C-84-04  
**Funds Available:** \$150,000  
**Funds Available per Grant:** \$150,000  
**Grants Available:** One  
**Estimated Length of Project:** Fifteen months  
**Eligible:** State or major urban correctional agencies operating under legislation favorable to community corrections (e.g., a community corrections act, which permits development or expansion of such program elements as community service orders, fines, restitution, probation, etc.)

**Deadline for Applications:** December 1, 1983

**Description:**

At recent National Institute of Corrections Advisory Board hearings, practitioners expressed the need for redefinition and clarification of the goals and mission of community corrections in light of present trends in the criminal justice system. The current lack of public support and understanding of community corrections is, in large part, fostered by the field's own inability to clearly articulate what community corrections is and ought to be.

While total agreement is lacking, there is an emerging consensus within the field about some common elements of community corrections.

- Community corrections programs should be viewed as valid penalties and punishments for offenders, not only as alternatives to incarceration. Because these programs deprive offenders of personal liberties, they are among the dispositions available to the courts.
- Community corrections programs should be responsible not only for satisfying demands that they be fair punishment, but also for assuring public safety. For community supervision to develop and gain greater public acceptance, it must be viewed both as appropriate punishment for specific categories of offenders and as concerned with matters of risk and safety.
- Building on work already done in such areas as risk classification, selective incapacitation, and sentencing guidelines, there must be a clear understanding of the appropriate range of sanctions for offenders and what those sanctions can realistically accomplish. With that understanding, policy must be formulated on the appropriate use of possible sanctions. Criteria used in sentencing should explicitly state which offenders should be fined; which should receive community service orders or pay restitution; which should be sentenced to probation, jail, or prison; and what length, level, and type of supervision should be imposed.
- To date, such concepts as classification and control have been applied primarily to institutional programs rather than to community alternatives. This limited application ignores the interrelatedness of all elements of the criminal justice system and creates significant problems. For example, community corrections acts and sentencing guidelines at times appear simply to

shift incarcerated populations from prisons to jails. Conversely, the failure to recognize the use of classification and risk assessment in community corrections has resulted in a greatly increased, and unnecessary, use of jails and prisons.

To further develop these ideas, early in 1983 the National Institute of Corrections brought together a panel to prepare a position paper outlining the essential concepts for an effective and efficient program for community corrections. The grantee will further refine the concepts presented in the position paper, translate them into specific policies and programs, and assess their utility in practice. Modifications to the programs will be made as experience dictates.

The grantee will be engaged in a pioneering effort and will provide leadership to the corrections field. As policies and programs are developed and tested, the grantee will also provide technical assistance to other jurisdictions. The grantee will work in a close, collaborative relationship with the Institute, which will include ongoing joint participation in the effort but not direct supervision or control of the project by the Institute.

Applicant agencies and courts having jurisdiction must be willing to explore the use of explicit, objective decision-making criteria such as classification instruments and sentencing guidelines. Applicant agencies must submit written support from their respective court system, legislative body, and, where appropriate, advisory or policy board. Potential applicants should contact the Institute's Community Corrections Division for a copy of the position paper on which the project will be based.

**Community Corrections Financial Subsidy Study**

**Project Number:** C-84-05  
**Funds Available:** \$100,000  
**Funds Available per Grant:** \$100,000  
**Grants Available:** One  
**Estimated Length of Project:** One year  
**Eligible:** Public, private, profit, or non-profit organizations  
**Deadline for Applications:** October 1, 1983

**Description:**

Many states currently have or are implementing community corrections acts or probation subsidy programs; several of them have a combination of both types of legislation. While myths abound regarding the success or failure of these policies, comprehensive and systematic information on the characteristics of the programs, their operation, and impact is not readily available to correctional decision-makers. State legislators and state and county officials where the programs are in effect or are being considered must make decisions on funding and on modifying legislation without an adequate information base.

The grantee will synthesize and analyze research findings about factors that help or hinder the achievement of program goals and that impact on local planning, development of standards, budget requests, and policy recommendations. Whether, how, and under what circumstances the various elements of community corrections acts and probation subsidies appear to be effective in achieving different

## Policy and Program Development

ends will be identified. The study results will contribute to decisions on whether to implement these programs, identifying what combination of elements is likely to create the most effective "package."

The objective of the study is to bring together existing knowledge and research by: (1) identifying, analyzing, and evaluating current methods of financial assistance to local community corrections; (2) identifying policies and financial programs that are effective and efficient; (3) formulating recommendations on how these policies and programs can be more effective and efficient; (4) publishing reports on the findings and experiences; and (5) developing a knowledge transfer strategy to disseminate the results of the study.

The study design will be descriptive as well as evaluative in assessing the relative worth of various approaches and components. The methodology will be designed to provide those jurisdictions participating in a community corrections subsidy program, as well as jurisdictions implementing or considering implementation of such legislation, with pertinent information regarding the outcomes and impact of these policies. In addition, the study will provide information on why specific community subsidy policies and programs have or have not been successful in achieving their legislative intent.

A three-pronged approach will be employed:

1. A policy analysis study will examine conditions leading to the passage of community corrections acts or probation subsidy programs, the theoretical base and objectives of each program, the planning efforts undertaken, the degree of involvement of local criminal justice practitioners, and other pertinent issues.
2. Process analysis will identify the mechanics employed by each jurisdiction to determine how programs operate, are monitored, and relate to other management functions or concepts (e.g., standards setting, auditing, classification systems); who was responsible for implementation; and the degree of interaction and cooperation between the state oversight agency and local officials. Recommendations for future program development and operation will be included.
3. Outcome analysis will be made on the results of these programs, relating success or failure to both policy and process issues. While each program must be assessed relative to its purpose and intent, consideration will be given to the following generic outcome measures: the impact on incarceration rates; new community programs developed; groups of offenders served; suitable alternatives to incarceration initiated; increased retention of non-violent offenders in the community; any net-widening effects produced; and cost-benefit ratios.

The final product will be a comprehensive report that summarizes available information in each area and assesses its potential impact on management and policy formulation. A strategy for knowledge transfer will be included.

## Application of Technology in Training Delivery

**Project Number:** A-84-03  
**Funds Available:** \$100,000  
**Funds Available per Grant:** Phase One—\$40,000  
Phase Two—\$60,000  
**Grants Available:** Two  
**Estimated Length of Project:** Phase One—Three months  
Phase Two—Six months  
**Eligible:** Open  
**Deadline for Applications:** Phase One—November 15, 1983  
Phase Two—Will be announced.

### Description:

The National Academy of Corrections has a responsibility to provide leadership for correctional training. Advanced media and communications technologies, such as word processing, cable TV, computer learning, and satellite communications, have not been used in correctional staff training to any significant extent. The use of advanced technologies and training methods offers potential for reaching and impacting greater correctional audiences than the Academy can now serve.

The first phase of this project will result in a costing and feasibility study to determine the viability of the Academy adopting advanced technology and methods. The second phase will field test the most viable technologies and methods identified.

The Phase One contractor will research, analyze, and make recommendations concerning the application of current and emerging communications technologies in correctional staff training. The project will specifically consider how these technologies can best be applied to advance the mission of the National Academy of Corrections. The final product will be a comprehensive report that recommends which technologies would best meet the Academy's needs. The methods recommended will also be demonstrated.

Upon acceptance of the product from Phase One, the Academy will prepare a detailed request for proposals describing the tasks in Phase Two. This phase will field test the most viable technologies and methods identified in Phase One, using curriculums developed by the National Academy of Corrections. The results of these field tests will be evaluated, and the feasibility of the Academy continuing the use of the advanced technologies will be determined.

Potential Phase One applicants should contact the National Academy of Corrections for a more detailed description of the project. Potential Phase Two applicants should contact the Academy to ensure that they receive the request for proposals when issued.

## National Institute of Corrections

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*The National Institute of Corrections Information Center interacts with all Institute program areas. 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 library of published 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. When writing or calling the Information Center, requesters should indicate:*

- *The materials or information they are seeking.*
- *Why the information is needed (if it would help the Information Center gain perspective on a broad topic area).*
- *How soon the information is needed.*
- *In the case of written materials, the author, date, title, and publisher if known.*

**END**