

645

HJ 946  
HB 983  
(FILE NO. 2)



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number

2508

Page Number

1 of 1

Subject:

ANNUAL CHILD CARE LICENSING  
REVIEW

PURPOSE

To establish policy for reviewing child care licenses.


POLICY

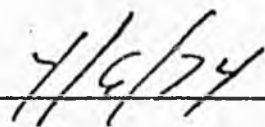
Each foster home that has been licensed by the Department of Health and Social Services must be reviewed one year from the date of the existing foster home license according to the attached Division of Family and Children's Services memo and form.

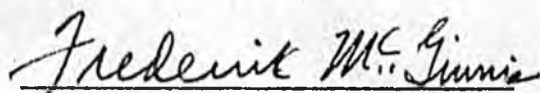
PROCEDURE

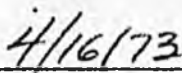
(See attached.)

Approved:

  
\_\_\_\_\_  
Director, Division of Corrections

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Commissioner, Department of  
Health & Social Services

  
\_\_\_\_\_  
Date

DIVISION OF FAMILY AND CHILDREN SERVICES

Department of Health and Social Services  
Juneau, Alaska

To: Regional Offices  
District Offices  
Central Office Staff

Numbered Memo: 72-169 Addendum

Date: March 2, 1973

From: Stanley P. Harris, ACSW  
Director

Subject: Child Care Licensing  
Sub-Subject: Annual Licensing  
Review

Attached is the New Annual Licensing Review Form #106. This form is to be used annually to review all homes currently licensed. We realize that there is a backlog of homes that have not had a licensing review for more than a year. Regional Offices shall develop procedures and priorities for handling the backlog and direct their offices accordingly.

Use of the Annual Review Form:

The Annual review form shall be mailed yearly to all persons who are currently licensed for Foster Care or Family Day Care, one month before the effective date of the license. Also include the CWS 105 for adults. A friendly letter thanking them for their service and requesting an appointment to review their home and program would be appropriate. The review form # 106 was specifically designed to incorporate all points of the new application #9 with emphasis on experience rather than plans.

The form will cue the licensee to check many things including fire safety and extinguisher, water test, first aid materials, emergency care and time tests. As in directions for the original application, your initials in the left hand column will signify that you have reviewed and approved what appears on the corresponding line of the form. It is not necessary to then include that point in the study.

Annual Review Licensing Study:

No new study outline was developed for the review. Use the same day care and foster care outlines that appear in the original version of this numbered memo. Emphasis in the review should be placed on the successes and failures that the family has had with children during the past year, as well as any significant changes or developments that may affect the family's license status.

In the review study, list all of the topical headings enumerated in the original study outline. If the item does not apply to the family's situation write "Not Applicable" (NA) after the heading. For any item that has not changed since the last review study (in many cases the original study) simply write "no change" (NC) after the topical heading. If any item was not adequately covered in the previous study, it must be expanded in the review. One task may be omitted. If the police clearance for the previous year revealed no problem, it will not be necessary to obtain a second police clearance unless the review form indicated a recent felony.

Each review study shall be completed with a reiteration of the licensing recommendation, or with a new recommendation if the family's situation or child

preference has changed. If the original recommendation is altered, a new license and CWS #80 shall be submitted to Central Office with review study and form #106. Also, the family should be advised to return their old license to the Department when they have received the new one.

When you find deficiencies:

In some homes you will find deficiencies. When you do, the following procedures should be followed:

- 1) Discuss the deficiency or problem with the family
- 2) Document your findings in the review study and list the remedial steps that you and the family have agreed upon.
- 3) Document again in a letter to the licensee. Specify the date by which the deficiency must be corrected. Send by Registered mail with a return receipt requested.
- 4) When deficiencies are not corrected within the specified time, the matter should be referred to the Regional Supervisor for evaluation and assistance in making a disposition. Each case will have to be considered individually. However, when all attempts to reach a mutually satisfactory solution have been exhausted, the ultimate recourse is Revocation of the license. This action must be processed through the Commissioner, and the family must be given 90 days notice (see AS47.35.050). Hopefully, though, a family could be encouraged to voluntarily relinquish their license before revocation action is necessary. If revocation does become necessary, any foster or day care children in the home should be removed as soon as the decision is made, even though the 90 days have not yet lapsed.

SPH:PM;BH:maa

Copies to: Office of the Commissioner  
Administrative Services  
Statistical Services  
Central Office File



ANNUAL REVIEW LICENSING FORM

For Agency  
use only

Foster Care: Foster Home  
Group Foster Home

Day Care: Family Day Care Home  
Group Day Care Home

The Department of Health & Social Services requires that all foster and day care homes be reviewed annually. Therefore, we are asking that you please complete this questionnaire. A social worker from the Division of Family & Children Services or other authorized agency will be contacting you soon to set up an appointment for a home visit. The worker will pick up this questionnaire during the visit. Please do not write in the left hand column. Continue on the back when more space is needed. (Please circle one of the above indicating the type of home for which you are licensed.)

I. IDENTIFYING INFORMATION

NAME:

\_\_\_\_\_  
 (Last Name) (husband) (middle) (Wife) (Maiden Name)  
 (Initial)

MAILING ADDRESS:

\_\_\_\_\_  
 (Number) (City)

\_\_\_\_\_  
 (State)

\_\_\_\_\_  
 (Zip)

\_\_\_\_\_  
 (Telephone)

RESIDENCE ADDRESS:

\_\_\_\_\_  
 (If different)

II. REACTIONS

Name:

(Last)

(First)

WHAT HAVE BEEN YOUR REACTIONS TO BEING A DAY CARE MOTHER OR FOSTER PARENT: CONCERNS, COMMENTS, SATISFACTIONS, PROBLEM AREAS.

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WHAT HAVE BEEN YOUR REACTIONS CONCERNING YOUR RELATIONSHIP WITH THIS AGENCY: CONCERNS, COMMENTS, SATISFACTIONS, PROBLEM AREAS.

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III. THE FAMILY

PEOPLE LIVING IN YOUR HOME:

	First Name	birthdate	Age	Race	Religion	Highest Grade Completed
husband						
Wife						
Children						

OTHER PERSONS IN YOUR HOME:

Last Name	First Name	birthdate	Age	Race	Relationship to Family	Occupation or School Grade

HAS YOUR MARITAL STATUS CHANGED SINCE YOUR LAST LICENSING REVIEW? \_\_\_\_\_

Explain: \_\_\_\_\_

SOURCE OF FAMILY INCOME: \_\_\_\_\_

HOW LONG DO YOU EXPECT TO BE IN THIS AREA: \_\_\_\_\_

HAS YOUR PARTICIPATION IN THE FOSTER CARE OR DAY CARE PROGRAM CREATED ANY SPECIAL PROBLEMS OR UNIQUE EXPERIENCES FOR YOU OR ANY OF YOUR FAMILY MEMBERS?

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IV. HOME ENVIRONMENT

A. General Description

Since the last licensing review, have you made any additions or significant spatial changes in your home or outdoor play area?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

With the addition of foster care or day care children have you had any difficulty providing for the extra space needed? \_\_\_\_\_

Explain: \_\_\_\_\_

Do you have bodily injury liability insurance? \_\_\_\_\_

B. Safety

Do you have at least one 5 lb. ABC dry chemical fire extinguisher in good working condition? \_\_\_\_\_

Do you have two exits at remote parts of the house that are usable year round? \_\_\_\_\_

Are windows openable and large enough for emergency exits? \_\_\_\_\_

Heat Source? \_\_\_\_\_

Location? \_\_\_\_\_

Are flammable or liquid combustible materials stored away from furnace or other heat sources? \_\_\_\_\_

What fire escape or other disaster plans do you have? \_\_\_\_\_

Have you had practice fire drills? \_\_\_\_\_

Are poisons, cleaning supplies and medicines stored safely away from young children? \_\_\_\_\_

Are firearms locked safely away from young children? \_\_\_\_\_

Are firearms and ammunition stored separately? \_\_\_\_\_

C. Health

Do you have adequate first aid material? \_\_\_\_\_

Check source of water supply. City Water  Private Well  Date last tested & approved \_\_\_\_\_

Tested Community Water Supply   
Other  if other, explain source and state when source last tested. \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_  
(Last) (First)

If sewage system is not on a city line, describe: \_\_\_\_\_  
\_\_\_\_\_

Name and address of your Doctor and/or Public Health Nurse: \_\_\_\_\_  
\_\_\_\_\_

What would you do in case of a medical emergency? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name of person who cares for your children in an emergency? \_\_\_\_\_  
\_\_\_\_\_

V. PROGRAM

WHAT ACTIVITIES HAVE YOU FOUND SUCCESSFUL WITH CHILDREN? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

WHAT ENCOURAGEMENTS AND DISCIPLINE TECHNIQUES HAVE YOU FOUND SUCCESSFUL WITH CHILDREN? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DO YOU BELONG TO OR PARTICIPATE IN ANY GROUPS CONCERNED WITH CHILDREN? \_\_\_\_\_

HAVE YOU ATTENDED ANY WORKSHOPS OR TRAINING SESSIONS IN THE FIELD OF CHILDREN? \_\_\_\_\_

WOULD YOU PARTICIPATE IF SUCH PROGRAMS WERE OFFERED? \_\_\_\_\_

WHAT MEALS AND SNACKS DO THE CHILDREN IN YOUR CARE PARTICULARLY ENJOY? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DESCRIBE THE WAYS IN WHICH THE CHILDREN'S PARENTS HAVE BEEN HELPFUL OR PROBLEMATIC FOR YOU. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_  
(Last) (First)

VI. PREFERENCES

DO YOU HAVE ANY CHANGES IN PREFERENCE YOU WOULD LIKE TO REQUEST AT THIS TIME?

<u>DAY CARE:</u>		Children with	Full Day	Before & After	
Sex	Ages	Special needs?	Care:	School Care?	How Many?

<u>FOSTER CARE:</u>					Children with	
Sex	Age	Race	Religion	special needs?	How many?	

Foster Parents: Has a child's religious affiliation or church attendance created special problems for you? \_\_\_\_\_

VII. PERSONAL INFORMATION:

DAY CARE: List parents who have placed children with you for reference.

NAME	ADDRESS	TELEPHONE NUMBER
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____

HAVE YOU OR YOUR SPOUSE BEEN CONVICTED OF A FELONY ANYTIME SINCE YOUR LAST LICENSE REVIEW?  Yes  No

IF YES PLEASE EXPLAIN THE CIRCUMSTANCES ON THE BACK OF THIS PAGE. (State when convicted and what the felony was.)

AN ANNUAL NEGATIVE TINE TEST OR SATISFACTORY CHEST X-RAY IS REQUIRED FOR ALL PERSONS IN THE HOME OVER ONE(1) YEAR OF AGE.

Mother: Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

Father: Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

(Names of Others:)

\_\_\_\_\_ Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

\_\_\_\_\_ Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

\_\_\_\_\_ Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

\_\_\_\_\_ Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

\_\_\_\_\_ Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

\_\_\_\_\_ Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

\_\_\_\_\_ Results Attached \_\_\_\_\_ Dated: \_\_\_\_\_

Name: \_\_\_\_\_  
(Last) (First)

( DO YOU OR ANY MEMBER OF YOUR FAMILY HAVE A HEALTH, MENTAL HEALTH, ALCOHOLISM,  
OF DRUG ABUSE PROBLEM? \_\_\_\_\_

If so, what is the condition? \_\_\_\_\_

\_\_\_\_\_

A SIGNED AUTHORIZATION TO RELEASE MEDICAL INFORMATION IS REQUIRED ANNUALLY FOR THE  
DAY CARE MOTHER OR FOSTER PARENTS.

Release(s) Attached: \_\_\_\_\_

To the best of our (my) knowledge, the above statements are complete and correct.  
We agree to permit the above references to give information regarding all members  
of the household.

SIGNATURES: \_\_\_\_\_  
(Applicant)

\_\_\_\_\_  
(Applicant)

\_\_\_\_\_  
(Date)

We thank you for your time and concern in providing child care for the children  
of Alaska. Your efforts and cooperation are greatly appreciated.



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number  
2600

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Subject: OUT-OF-STATE PLACEMENT OF  
JUVENILES FOR INSTITUTIONS  
(PUBLIC OR PRIVATE), FOSTER  
HOMES OR RELATIVES' HOMES (INTERSTATE)

PURPOSE

To establish policy regarding the attached interstate procedures concerning the above subject.

POLICY

Each Regional Supervisor shall ensure that the attached procedures are implemented and used by those staff under his supervision.

NOTE

The attached procedures do not apply to normal Interstate Compact referrals regarding adults and juveniles. Relative foster home placement out-of-state is a Compact matter, but institutional cases are not.

PROCEDURE FOR OUT-OF-STATE  
PLACEMENT OF JUVENILES

This procedure applies only to the movement of juveniles out of state to institutions (public or private), foster homes, or relative homes. It does not apply to adults, to intrastate movement of juveniles, or to the return of juveniles from out of state.

I. CRITERIA

- A. For private institutions, the California Youth Authority, other state institutions, and federal institutions.
  - 1. Court judgment declaring a child delinquent and institutionalized.
  - 2. Classified for placement by Regional Classification Committee.
  - 3. Be physically able to enter rehabilitation program.
- B. For foster or relative homes.
  - 1. Adjudged delinquent or in need of supervision.

II. PROCEDURE

- A. For private institutions, the California Youth Authority, other state institutions, and federal institutions.
  - 1. Prepare placement packet (original and 3 copies).
    - a) Current Judgment & Finding orders with current Court Reports. (Must include current social history.)
    - b) Current medical and dental reports.
    - c) Psychological or psychiatric reports within last nine months
    - d) School transcripts.
    - e) Classification Board Summary.
    - f) Detention Summary (if applicable).
    - g) Incident Reports (if applicable).
  - 2. Present case before Classification Committee.
  - 3. Cover letter with any additional information.
  - 4. Fill out referral form provided by institution [California Youth Authority referral form YA 1.411A Rev. 3(8-69)] for CYA. (Most private institutions have their own forms.)

5. Cover letter, referral document and placement packet are sent in placement folder to Interstate Supervisor in Juneau.
6. Interstate Compact Unit will send folder to California Youth Authority or appropriate federal or private institution who will notify Interstate Compact Unit of acceptance or rejection. Acceptance will include medical and dental consent forms to be signed by parents. (Time limit may vary with institution.)
7. Interstate Compact Unit will then notify probation officer of California Youth Authority or federal institution action. If accepted, probation officer will be notified of travel date. The Regional Supervisor of Probation and Parole or his designee will determine escort needs and coordinate with the Interstate Compact Unit and will then notify California Youth Authority or federal institution of arrival date and time.
  - a) Probation officer will use one copy of acceptance as authorization when escorting child.

B. Placement in foster or relative home.

1. Prepare placement packet (original & 3 copies).
  - a) Current Judgment & Finding Orders with current Court Reports. (Must include current social history.)
  - b) Current medical and dental reports.
  - c) Psychological or psychiatric reports within last nine months
  - d) School transcripts.
  - e) Detention Summary (if applicable).
  - f) Incident Reports (if applicable).
  - g) Application for Interstate Compact services and Agreement to Return.
2. Cover letter with any additional information and ask for current foster home rates there. (Foster or relative foster homes only)\*
3. Cover letter and placement packet are sent to Interstate Compact Unit.
4. Interstate Compact Unit will send folder to Interstate Compact in receiving state who will forward to the proper agency.

\*Relative foster homes are relative homes which are paid foster home rates under special authorization.

5. Potential supervising agency will evaluate placement for minor and will accept or reject case. This will be sent to Interstate Compact in receiving state who will forward this to Interstate Compact Unit in Alaska who will notify probation officer. If accepted, probation officer will be notified of travel date and escort services if needed. Probation officer will obtain medical and dental consent forms. The Interstate Compact Unit will advise the supervising agency in receiving state of date and time of arrival. Interstate Compact Unit will coordinate escort travel requests with escort trips available.
  6. Interstate Compact Unit will send cover letter to Interstate Compact in receiving state on medical expenses, foster home payment, etc.
  7. When possible, transportation for the juvenile will be paid by the parents or legal guardian.
- C. All letters, documents, etc., sent to Interstate Compact Unit must be original and three copies.



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number

2601

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Subject:

OUT-OF-STATE FOSTER HOME CARE

### PURPOSE

To establish policy regarding out-of-state foster care for Alaskan children placed in an out-of-state contract institution.

### POLICY

(A) Foster placement of Alaskan contract cases out of state.

1. When it appears that an Alaska contract case is ready for release from an out-of-state institution, Alaska will be notified through existing channels of communication by the Classification Program Specialist in the contract institution. If out-of-state placement is to be suggested, a copy of the correspondence containing this suggestion will be routed to the Alaska Division of Corrections, Juneau, attention of the Deputy Administrator, Interstate Compact.
2. After Alaska has determined that suitable resources are not available here, the request for out-of-state placement will be referred from Alaska to the receiving state through regular Interstate Compact channels.
3. While the case is being considered for out-of-state placement, the minor may be released from the institution to the placement resource on a trial placement basis. This will be done at the discretion of the out-of-state Classification Unit. During the



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

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Subject:

OUT-OF-STATE FOSTER HOME CARE

trial placement, the case will be handled as any other out-of-state placement. Foster placement acceptance must be arranged and accepted. Foster home payments, medical bills, clothing purchases, etc., will be handled by the Alaska probation officer who has primary responsibility for the child.

Alaska will then address a letter to the foster parents stating the amount of the foster home payments and the date of commencement. The letter will also include authorization and billing instructions for emergency medical care as outlined in parts of this manual.

4. Medical care bills for medical emergency care can be sent direct to Alaska for payment. The foster parents will receive authorization for emergency medical care and billing instructions in a letter from Alaska. Any elective medical procedure should receive advance approval from Alaska before being undertaken. The out-of-state parole agent should advise his own Interstate Unit by memo of the need for such care, and the request will then be forwarded for Alaska's approval.
5. On initial clothing purchases, advance approval from Alaska is required. The parole agent will advise the Interstate Unit by memorandum of the subject's clothing needs and the estimated amount. If approved, Alaska will forward a check in the appropriate amount to the foster parents.



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

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2602

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Subject:

CASE MOVEMENT AND CONTROL

PURPOSE

To establish policy regarding <sup>ultimate</sup> ~~primary~~ responsibility and <sup>immediate</sup> ~~secondary~~ responsibility and services rendered in each aspect.

POLICY

(A) Each Regional Supervisor of Probation and Parole shall adopt procedures to instruct all staff under their supervision in the operational aspects of the attached definition covering <sup>ultimate</sup> ~~primary~~ and <sup>immediate</sup> ~~secondary~~ responsibility of all Corrections' cases.

(B) Each Regional Supervisor of Probation and Parole shall adopt procedures to implement this policy along the guidelines attached to this policy.

DEFINITION OF ACTIVE CASE

Statewide -

P. O. has ultimate responsibility and could have immediate but not necessarily

A person, under corrections' jurisdiction, who has been placed in the community or a non-divisional institution within the state of Alaska.

Regionwide -

P. O. has ultimate responsibility and could have immediate but not necessarily

A person, under Corrections' jurisdiction, who has been placed in the community or a non-divisional institution within the same region.

District wide -

P. O. has immediate responsibility and may have ultimate responsibility

A person, under corrections' jurisdiction, who has been placed in the community or a non-divisional institution within the same district.

P. O. has immediate and

Those persons detained in divisional correctional institution

ultimate

as a condition of probation or pending a revocation

responsibility

action.

DEFINITION OF INACTIVE CASE

State wide -

P. O. could have ultimate responsibility but not immediate responsibility.

A person, under Alaskan Corrections' jurisdiction, being supervised in another state by another compact agency, or in a Divisional Correctional Institution in this state.

Region wide -

P. O. could have ultimate but not immediate responsibility.

A person, under corrections' jurisdiction, being supervised in a field placement in another region in the state.

District wide -

P. O. could have ultimate but not immediate responsibility.

A person, under corrections' jurisdiction, being supervised in a field placement in another district in the state.

Exception

P.O. has ultimate and immediate responsibility.

Those persons detained in a divisional correctional institution as a condition of probation or pending revocation action shall be considered active cases.

ROUGH DRAFT

POLICY AND PROCEDURE CONCERNING  
RESPONSIBILITY AND ACCOUNTABILITY  
FOR CORRECTIONS CASES

PURPOSE:

To develop a uniform policy so each component of Corrections recognizes its distinct responsibilities in the total continuum of reintegrating cases into the community.

To build better casework communications between components so each will enhance offender reintegration.

To prevent cases from going unattended because responsibility and accountability are misunderstood.

POLICY:

Every Corrections employee who has casework interaction will be informed of his personal responsibility for the delivery of services in accordance with the following definitions of responsibility and accountability.

ULTIMATE RESPONSIBILITY is a community responsibility independent of legal or judicial jurisdiction. By accepting ultimate responsibility for a case, the assigned officer is accepting the burden of reintegrating the case into the community, regardless of whether or not the case is immediately present within that community.

With ultimate responsibility flows authority to make reintegration decisions based upon the identified resources of the case and the community.

The officer is accountable to build case stability within the community.

The officer is accountable to develop incentives to help the community to accept its responsibility for reintegration.

The officer is accountable to report to Central all case movements and changes in responsibility according to official procedures.

IMMEDIATE RESPONSIBILITY is an operating unit responsibility to produce and deliver direct services to the case when the operating unit is not holding ultimate responsibility. Immediate responsibility is temporary; the return of the case to the community of ultimate responsibility is expected. The notion implies that the case must receive institutional services or that the "home" community lacks resources to handle the case. In a strict sense, the operating unit is an agent of the officer holding ultimate responsibility.

With immediate responsibility flows the authority to make treatment decisions based upon needs identified by ultimate responsibility and/or diagnosed by the immediate responsibility.

The operating unit is accountable to continually and periodically review case progress with the office of ultimate responsibility.

The operating unit is accountable to mutually plan for the eventual return of the case to the community with the officer holding ultimate responsibility to the case.

The operating unit is accountable to report to the officer holding ultimate responsibility any imminent changes in immediate responsibility or placement.

The operating unit is accountable to report to Central case movements according to official procedures.

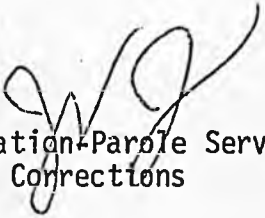
PROCEDURE:

All institutions and field offices will follow the procedures established by the Director of the Division of Corrections.

# MEMORANDUM

TO:  All Regional Administrators  
& District Supervisors  
Division of Corrections

DATE : March 29, 1974

FROM: Walt Jones   
Chief, Probation-Parole Services  
Division of Corrections

SUBJECT: Policy Change

As agreed upon by John Cain, Keith Stell, Fred Fowler representing Ed Coleman, and myself, inter-regional juvenile institutional placements will no longer change immediate responsibilities from sending to receiving regions unless ultimate responsibility also changes.

The exception to this rule is that in the case of an inter-regional institutional transfer to the McLaughlin Youth Center, McLaughlin will always become immediately responsible. And, likewise, if a juvenile is transferred out of state, the other state will always be immediately responsible even though the placement is in another institution.

Please recall that in order for ultimate responsibility to change, the child's resources, in terms of family and school, must have changed to the receiving region.

An inter-regional institutional placement is defined as a placement to a facility that is licensed to house more than ten children according to Division of <sup>Social</sup> Family and Children's Services' guidelines. In all other inter-regional placements, such as foster and group homes or placements housing ten or less, the case and immediate responsibility will be transferred for supervision and treatment purposes from the sending region to the receiving region as is now done.

To: All Regional Administrators  
& District Supervisors  
Page 2 - Memorandum

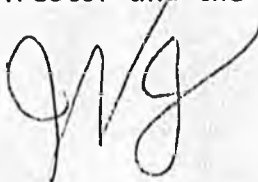
March 29, 1974  
Re: Policy Change

Those private facilities which fall in the institutional category will have to be notified to send the bill to each respective Regional Administrator for those placements from his region, for scrutiny and approval of payment.

All officers should review carefully and correct their April caseload register-turnaround document to properly reflect this change in policy.

The original assigned probation officer of an inter-regional institutional placement will retain immediate responsibility and accountability and will have to maintain frequent contact on a monthly basis with the institution and youth, and note progress and conduct and receive regular reports from the holding facility.

This memo will suffice until a formal policy is issued after it has been approved by the Division Director and the Commissioner of Department of Health and Social Services



WJ/mjr

cc: Mr. Richard Gilbert, ACS-Anchorage  
Ms. Mabel Rasmussen, Hospitality House-Fairbanks  
Mrs. Ilene Hahn - Turning Point Boys Ranch  
Kathy Schroeder, Division of Corrections

*The sending region will inform the receiving region that the bill is coming into the region as a courtesy.*



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number  
2603

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Subject:  
INTERSTATE COMPACT MANUAL

PURPOSE

To establish policy which governs the procedures to carry out the attached condensed Interstate Compact Manual.

POLICY

(A) Each Regional Supervisor of Probation and Parole shall adopt procedures to instruct staff in the proper use of the Interstate Compact Manual.

(B) Each Regional Probation and Parole Supervisor shall be responsible for staff adherence to the attached condensed manual.

DEPARTMENT OF HEALTH & SOCIAL SERVICES

DIVISION OF CORRECTIONS

INTERSTATE COMPACT MANUAL

## INTRODUCTION

One of the objectives of the Division of Corrections is to provide a service both to the client and the community.

Interstate Compact exists as a mechanism whereby juveniles and adults can be placed in situations which are better suited to their needs.

If we want to provide better service and if interstate is a tool which can provide that service, then the most efficient way of using the compact will also more efficiently provide that service, both to the client and the public.

This then is the reason for this manual.

## FORMAT

There is one new form PIP (for Placement-Investigation-Progress) which is to be used for investigations, placement requests and progress reports. Special reports will use the old Field Report Forms. Violation reports will use the new violation report forms sent out in January of '72. Four copies of these forms must be filled out and sent to the Interstate Unit. Three of these are then sent to the sending or receiving state.

## PACKETS

A. Interstate Placement Requests packets must include:

1. <sup>3</sup>Four copies Agreement to Return and Application for Compact Services.
2. <sup>3</sup>Four copies of Judgment and Finding.
3. <sup>3</sup>Four copies of Conditions of Parole or Probation.
4. <sup>3</sup>Four copies of Court Report or Pre-Sentence Report.
5. <sup>3</sup>Four copies of PIP form. Note: Under comments please state why you wish to place person out of state. For juveniles also list resources (financial) here in Alaska.

B. Interstate Placement Investigation (or Home Evaluation).

1. <sup>3</sup>Four copies of PIP form to Interstate Unit.
2. Under comments, indicate and justify rejection recommendation.

C. Interstate Special Reports (Use Field Report form).

Purposes:

1. Answering a specific request for information not contained in recent reports.

2. Requesting information concerning an interstate case (ours or theirs) under supervision.
  3. Requesting information for a Pre-Sentence or Post-Sentence Investigation from an agency in another state involved in the Interstate Compact. (Does not include law enforcement agencies, institutions, etc., only probation-parole agencies.)
  4. Reporting the death of an interstate case.
    - a. Give brief statement as to cause and circumstances of death.
    - b. Attach certified copy of the death certificate which can be secured from the Bureau of Vital Statistics in your region.
  5. Advising of arrival of interstate case not going through the normal procedure of Interstate Placement Investigation.
    - a. Give date of arrival in State of Alaska.
    - b. Give residence.
    - c. Explain current situation.
  6. Securing permission or advising of temporary visit to another state or advising of return to sending state for visit.
    - a. Give a brief summary of the subject's adjustment; reasons for visit; address and names of persons he wishes to see; method of travel and companions; dates and length of visit.
  7. Permission to marry.
    - a. Give summary of subject's adjustment; summary of the interview with prospective bride, if possible; legal freedom to marry (attach certified copies of final divorce decree in case of prior marriages if available) support payment to previous spouses, if any; economic preparedness; pregnancy, if applicable.
- D. Pre-Sentence Assistance Report (use Field Report form).
1. Identification:
    - a. Date request received.
    - b. Indicate information requested.
    - c. Who, when, where and how contacted.

## 2. Information:

- a. From this point, subheadings (underlined, but not capitalized) which follow our Pre-Sentence Report format should be used, Family Background, Education and Employment History, etc. These headings should be in the order of a Pre-Sentence Report, and should be limited to those items specifically requested in the referral from the other state.

## 3. Evaluation

- a. This section to be used only when specifically requested by another state, and without your recommendation unless specifically requested.

## E. Interstate Report of Violation.

1. Four copies each of three new Violation Report forms sent to the interstate desk within five days of violation.
2. Memos until adjudication completed bi-weekly.

## Procedures

### A. Placement request to place our people in another state.

1. Prepare Placement Request Packet.
2. Send packet to Interstate Unit (four copies of everything).
3. Packet will be sent to receiving state (three copies).
4. Answer will be received from receiving state at Interstate Unit in Central Office (2-5 weeks).
5. Answer will be sent to probation officer making initial request.

NOTE: This whole process usually takes about six weeks - prepare your clients for this time lag. In cases of emergency, call Alaska Interstate with all of the information necessary to prepare a placement packet and the interstate desk shall call the receiving state to obtain permission to send the person before the paper work.

### B. Placement Investigation

1. Placement request is received from sending state at interstate desk.
2. Request is forwarded to appropriate regional office with due date. (Normal time allowed - 1 month.)

3. Placement investigation is conducted by probation officer.
  4. New PIP form (four copies) is filled out and sent to interstate desk.
  5. Interstate checks to make sure recommendation is consistent with interstate rules of operation etc., and forwards reply to sending state.
- C. Interstate Special Reports (as name implies used for special situation requests, etc.)
1. Answer to special request from another state.
  2. Request information from another state.
  3. Four copies to interstate desk.
- D. Pre-Sentence Assistance Reports
1. Request received from requesting state (or Alaska P.O.) at interstate desk.
  2. Request sent to appropriate Alaska P.O., or other state.
  3. Investigation conducted by P.O., or other state.
  4. Report (four copies) sent to interstate desk by Alaska P.O. or other state.
  5. Report forwarded to requesting state or Alaska P.O.
- E. Interstate Report of Violation
1. Report due (four copies) within five working days of violation.
  2. Memorandums due every two weeks until adjudication completed.
  3. Completed on new Violation Report forms of 1/72.

#### Time Limits

1. Placement Investigation - four weeks from date received at interstate desk.
2. Special requests from other states - two weeks or as requested.
3. Pre-Sentence Assistance Investigation Reports - two weeks or as requested.
4. Violation Reports - five working days from date of violation.
5. Progress Reports are due six months from date of Placement Investigation Report and each six months thereafter.

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### Special Problems

It is recognized that this manual does not cover all situations, problems, etc. It is not intended to. Flexibility is usually inversely proportional to the number of rules set forth. I think interstate should be as flexible as possible, therefore, for any special problems or emergency situations, please call the interstate desk for help.

In some cases, we do not receive all the forms or information we need from certain states. In those cases, the interstate desk will request the missing information and make a decision whether to send the available information to the field for processing.

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State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number  
2700

Page Number  
1 of 1

Subject:  
ACCOUNTABILITY & RESPONSIBILITY

### PURPOSE

To establish policy governing the accountability and responsibility of Regional Supervisors of Probation and Parole.

### POLICY

(A) Each Regional Supervisor of Probation and Parole shall be held accountable and responsible to submit, when requested, budget information, according to the accepted format, to Central Office.

(B) Each Regional Supervisor of Probation and Parole shall be held accountable and responsible to control budget expenditures within his respective region to the extent that no deficit occurs at the end of the fiscal year unless prior approval is received from his immediate supervisor in writing to run a deficit.

### PROCEDURE

Each Regional Probation and Parole Supervisor shall adopt procedures to implement this policy.



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 Dept. of Health & Social Services  
 Division of Corrections

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2800

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1 of 1

Subject:

COMMUNICATIONS

PURPOSE

To establish policy on the use of the above mechanisms for communication between Division employees, inter-division communications, inter-departmental communications, etc.

POLICY

(A) When an employee desires to communicate with someone of higher rank than himself in the Division or Department, private or public agency, the memo should always be addressed through his immediate supervisor and the supervisor shall initial the memo indicating his knowledge of the communication. <sup>\*</sup> It is important that ~~supervisors~~ <sup>persons</sup> at all levels be kept advised of events within their responsibility in order to be accountable; correct possible errors and have the opportunity to comment on the communication.

PROCEDURE

Each Regional Supervisor of Probation and Parole shall adopt procedures to implement this policy.

*\* The same <sup>concept</sup> applies to non written communication. The person desiring to speak should go through his or her supervisor.*



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Subject:

PUBLIC SPEECHES

### PURPOSE

To develop policy and procedure for probation and parole staff regarding public speeches.

### POLICY

In order to acquaint the public with programs of the Division of Corrections, Regional Supervisors and other key staff personnel are encouraged to accept as many speaking engagements and public appearances as possible without interfering with their management responsibilities.

### PROCEDURE

The Regional Supervisor is to advise the Chief of Probation and Parole Services of scheduled speaking engagements and public appearances by any staff member as soon as they are accepted. Such reports shall contain:

1. Nature and type of appearance
2. Subject matter or topics for discussion
3. Date and time of scheduled appearance

Compensation for participation and public information programs related to the employee's job and responsibilities shall not be accepted.



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

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2802

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Subject:  
NEWS MEDIA (PUBLIC RELATIONS)

### PURPOSE

To establish policy regarding the use of the news media and public relations.

### POLICY

(A) Each Regional Supervisor of Probation and Parole has the responsibility and authority to carry on an active public relations program to encourage positive education and participation of the community in its program whenever advisable and possible.

(B) Each Regional Probation and Parole Supervisor shall have the authority to release information to the news media regarding the employment of new professional staff..

### PROCEDURE

Each Regional Probation and Parole Supervisor shall adopt procedures to implement this policy.



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Division of Corrections

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2900

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Subject:

OFFENDER RECORDS

PURPOSE

To develop policy and procedures for the establishment of maintaining offender records.

POLICY

Each person referred to probation-parole services will have an individual file maintained. This record will contain all information concerning the person under our jurisdiction and will include information developed prior to his admission by probation and parole field staff or other sources.

PROCEDURES

All field staff will follow the procedures as developed by the Division of Corrections' research and development staff. New procedures will be developed at the time the Alaska Justice Information System becomes operational.



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2900.1

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Subject:

PROCEDURE FOR ORGANIZING  
CORRECTIONS' CASE FILE MATERIAL  
(4-73)

### PURPOSE

To establish a uniform method of organizing the contents of case file material on all persons under Corrections' jurisdiction.

To enhance the efficient retrieval of information maintained according to the standards established by the following procedure.

### PROCEDURE

All field offices and institutions which create, transfer out; or receive into their offices, case files will observe the following guidelines:

1. All case files will be maintained in 8 1/2 x 14" manila folders.
2. As a general rule, with exceptions as further noted in sections 6a, 6c and 7b, the material maintained on both the left and right side of the folder shall be in strict chronological order of document creation with the oldest on the bottom to the newest on top.
3. No duplicate documents shall be kept in the case file and wherever practical the original or best copy should be kept.
4. Pictures, negatives of pictures, and micro-fiche will be kept in a top-end-open envelope suitably posted or stapled to the bottom center on the left side of the folder.
5. All material maintained on the right side of the folder will be separated by 8 1/2 x 14" yearly dividers made of the same quality and color of stock as the file folder. The bottom of each divider will be prominently marked with the year 1966, 1967, etc. signifying the year which all documents immediately beneath that year represent. (Procedurally, it would be best to review all files and insert a new divider for the last year each January as a special clerical project)

The left side of the folder will not contain yearly dividers.

6. Contents of left side of folder.
  - a. the bottom most document is always the FBI rap sheet.
  - b. proceeding upward in ascending chronological order of date of creation: all legal papers, which shall include
    - all documents signed by judges and magistrates
    - affidavits
    - petitions
    - amending orders
    - temporary orders



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Subject: PROCEDURE FOR ORGANIZING  
CORRECTIONS' CASE FILE MATERIAL  
(4-73)

- orders for psychiatrics
  - pre and post-sentence reports
  - other court documents
- c. the top of the left side should always contain:
- R-84 (FBI report of final disposition as defined in Institutional P&P 102), if it has not been completed and transmitted, followed by ---
  - flash notices, if any, followed by---
  - the judgments and commitments relating to current relating to current Corrections jurisdiction.
7. Contents of right side of folder
- a. proceeding upward in ascending chronological order of date of creation, all other documents will be maintained.
- b. the top of the right side should always contain:
- the institutional or field service chronological cumulative note, followed by---
  - the most current admission sheet (booking sheet or face sheet), followed by---
  - the latest institutional time accounting sheet if the person has been or is institutionalized.
8. No documents shall be removed from the case file because they are thought to be non-essential.



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Division of Corrections

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2901

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Subject: CRIMINAL HISTORY RECORDS

AUTHORITY

7 AAC 60.155 states that "the director shall adopt a divisional manual implementing the relevant sections of the Alaska Statutes, the Alaska Administrative Code, and policies and procedures of the division of corrections and the Department of Health and Social Services."

PURPOSE

To establish divisional policy to implement federal regulations and state statutes regarding the knowledge and use of criminal history records.

POLICY

Federal regulations and state statutes regarding the collection, storage and dissemination of criminal history information mandate that users read, understand and comply with the following adopted and enacted policies.

Every divisional employee, when collecting, storing and disseminating criminal history information, will read, understand and comply with Federal Title 28, Chapter 1, Part 20 - Criminal Justice Information; Title 13, Alaska Administrative Code, Chapter 25, Article 2, Section 210-300; Alaska CJIS regulation; Title 6, Alaska Administrative Code, Chapter 60, Articles 1-5; and Chapter 62.



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 Division of Corrections

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Subject: CRIMINAL HISTORY RECORDS

The Division of Corrections has signed a User's Agreement with the Department of Public Safety. This Agreement stipulates the specific conditions that correctional employees must adhere to when participating as a user.

Misuse of criminal justice information may not only result in disciplinary action by the employer, but also civil action for actual damages and criminal penalties of a fine of not more than \$1,000 or by imprisonment of not more than one year.

PROCEDURE

Each Superintendent and Regional Administrator is to ensure that, upon receipt of this policy and attachments, each divisional employee will understand that he will be held accountable to be familiar with its contents and comply with the appropriate regulations, statutes and procedures.

Approved:

*Wm. J. [Signature]*  
 Director, Division of Corrections

4/3/78  
 Date

*Helen D. Beine*  
 Commissioner, Dept. of Health &  
 Social Services

4/4/78  
 Date



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

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3000

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Subject:  
HARDWARE

### PURPOSE

To establish policy regarding the responsibility of Regional Supervisors concerning Hardware training.

### POLICY

It is the responsibility of each Regional Supervisor of Probation and Parole to conduct pre-service training for new employees and in-service training for all employees on a regular schedule and on an as-needed basis. Regional Supervisors shall send copies of their topics and schedules of training to Central Office for informational purposes.

The following topics should be covered as well as any other training topic which may be pertinent to a specific region.

1. Alaska Statutes dealing with Criminal Justice and Rules of Children's Procedure.
2. Manual interpretation.
3. State, department and division nomenclature orientation.
4. Available resources for treatment or placement for offenders and children.
5. All types of report writing and line staff administrative requirements.



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Dept. of Health & Social Services  
Division of Corrections

Section Number

3000

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Subject:

HARDWARE

7. Parole Board Policy Manual.
8. Minimum Supervision Standards.

PROCEDURE

Each Regional Probation and Parole Supervisor shall adopt procedures to implement this policy.



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Dept. of Health & Social Services  
Division of Corrections

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3001

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Subject:

SOFTWARE

### PURPOSE

To establish policy regarding software training.

Software training is defined as the education of staff in counseling and therapeutic techniques that staff may want to use in the treatment of offenders and children.

### POLICY

Software training that requires staff participation at a therapeutic level will be voluntary. Examples of such experiences are in-depth sensitivity training and encounter groups. Software training presented by other methods may be mandatory.

### PROCEDURE

Each Regional Probation-Parole Supervisor shall adopt procedures to implement this policy.



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Dept. of Health & Social Services  
Division of Corrections

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3002

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Subject: STAFF DEVELOPMENT  
(Effective 07/01/75)

### PURPOSE

To establish the policy and procedures for staff development programs in the Division of Corrections, Department of Health and Social Services.

### POLICY

It is the policy of the Division of Corrections, Department of Health and Social Services, that all employees will participate in a staff development program. The responsibility for the development of the staff training program rests with the Division Training Supervisor of the Division of Corrections. The Superintendent of each adult correctional institution and the Regional Administrator of each Probation/Parole Region, in conjunction with the Training Officer of the Division, will implement the training program for his personnel.

All top and middle managers will have at least 40 hours a year of executive development training, including training in the operations of police, court, prosecution and defense attorneys.

All new staff members will have at least 40 hours of orientation training during their first six months on the job, and at least 60 hours of additional training during their first year of employment.

All staff members, after their first year, will have at least 40 hours of additional training per year.



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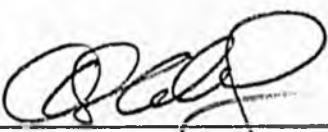
Subject:  
STAFF DEVELOPMENT

PROCEDURES

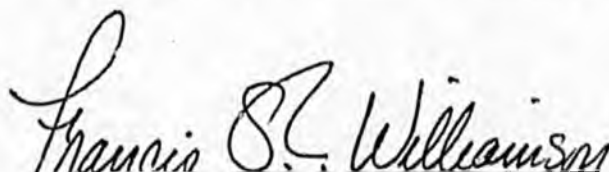
The Regional Administrator of each region, in conjunction with the Training Supervisor for the Division of Corrections, will be responsible to see that, prior to achieving permanent employee status, each new employee will receive training as outlined for that position in the Alaska Division of Corrections Employee Training and Staff Development Program.

The Training Officer of the Division of Corrections will be responsible for placing in each employee's personnel file a report of training accomplished and whether or not it was completed satisfactorily.

Approved: \_\_\_\_\_

  
Director, Division of Corrections

6/11/75  
Date

  
Commissioner, Dept. of Health &  
Social Services

6/20/75  
Date



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number  
3100

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Subject:  
GENERAL RULES FOR EMPLOYEES

### PURPOSE

To establish general rules for employees of the field services in the Division of Corrections.

### POLICY

(A) Every employee of the Division of Corrections, regardless of classification position, or duty station, should be ever mindful of his special identification by the public as having a public trust in the respected place in the Criminal Justice System.

(B) Laxity of conduct in your position, as well as in your private life, expressing either disrespect for the law or seeking to gain special privilege, cannot but reflect adversely upon you as an individual and the Division of Corrections as a whole. Every employee should conduct himself in his position, as well as in his private life, so that the public will regard him as a good example of a law-abiding responsible citizen. The employee must guard against placing himself in a position in which any person can expect special consideration or in which the public can reasonably assume the special consideration has been given.

### GENERAL RULES

(A) Any employee of the field services, regardless of his classification or position description, is expected to perform any service which he has been



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Subject:

GENERAL RULES FOR EMPLOYEES

deemed capable of performing. He will be held responsible for the performance of the duties assigned and for the proper supervision of any offender detailed to work under his direction.

(B) All employees will report for duty punctually at the time directed and shall not leave their post or duty station prior to being properly relieved or obtaining permission of their supervisors.

(C) Every employee when on duty is expected to devote full time to his responsibility. He is not permitted to engage in any activities that would prevent him from providing proper supervision to the offenders in his care.

(D) Employees shall, at all times, maintain a quiete but firm demeanor in their dealings with offenders. The use of indecent or abusive or profane language is forbidden. No employee shall strike or lay hands on an offender unless it be in defense of himself, or if it would be necessary to prevent an escape, a serio's injury to a person or property, or to quell a disturbance. In such cases, the amount of force necessary to accomplish the desired results is permitted.

(E) For the violation of regulations or orders, failure or neglect in the performance of duties or for conduct prejudicial to the best interests of the service, or for any other good and sufficient reason, the Regional Supervisor may suspend an officer or employee for a period not to exceed five (5) days.



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Division of Corrections

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3100

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Subject:

GENERAL RULES FOR EMPLOYEES

Any suspension shall be promptly reported to the Chief of Probation and Parole Services. In accordance with the state personnel rules and regulations, the Regional Supervisor may recommend a suspension of more than five (5) days or termination of the employee to the Director of the Division of Corrections.

(F) Each Regional Supervisor shall keep a complete list of employees, addresses and telephone numbers. It is the responsibility of each employee to advise the Regional Supervisor in writing of any change in his address or telephone number.

(G) Each employee of the Division of Corrections will be provided an identification card that includes a current picture. Identification cards must be carried by employees at all times when they are on duty.

(H) Every employee is encouraged to make any recommendations or suggestions regarding the policies and procedures of the Division. Suggestions should be submitted to the Regional Supervisor for his review prior to submission to the Division's central office.



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Dept. of Health & Social Services  
Division of Corrections

Section Number

3101

Page Number

1 of 1

Subject:

EMPLOYEE TRANSFERS & PROMOTIONS

### PURPOSE

To establish uniform policy and procedure for the transfer and promotion of employees of the Division of Corrections.

### POLICY

(A) All transfers and promotions will be in accordance with the personnel rules and regulations of the Division of Personnel, Department of Administration. It is the policy of the Division of Corrections, whenever possible, to promote personnel within the Division.

(B) The lateral transfer of an employee from one class to the same class will receive first consideration.

(C) It is the responsibility of each individual employee to make application for promotion or transfer.

### PROCEDURE

Every employee will follow the procedures as outlined in the rules and regulations of the Division of Personnel, Department of Administration, and rules and regulations developed by the Department of Health and Social Services for promotion and transfer.



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number  
3102

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Subject:  
BUSINESS TRANSACTIONS

PURPOSE

To establish a policy for all employees of the Division regarding business transactions with offenders committed to their care or under the jurisdiction of the Division.

POLICY

No employee of the Division of Corrections, Department of Health and Social Services, shall enter into any agreement to conduct, or consummate at a future time, a business transaction with any individual(s) under the supervision (probation, parole, institutionalization) of the Division. A "Business Transaction" for the purpose of this policy, shall be considered to be an exchange of goods or services for financial or property remuneration. Exchange of personal property is also to be considered as a "Business Transaction."



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Dept. of Health & Social Services  
Division of Corrections

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3103

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Subject:

BRIBES, GIFTS, OR GRATUITIES

PURPOSE

To establish a policy regarding the offering or accepting of bribes, gifts or gratuities.

POLICY

No employee of the Division of Corrections shall accept a bribe, gift or gratuity from any offender, a relative or friend of any offender, or any person who has or expects to have business dealings with the Division.

It is the responsibility of an employee to report immediately in writing to the Regional Supervisor of Probation and Parole of any attempt at bribery. Any offer of a gift, tip, or gratuity shall be declined and similarly reported.

Acceptance of any such bribe, gift, or gratuity by any employee of the Division may result in discharge from employment and possible prosecution.



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Dept. of Health & Social Services  
Division of Corrections

Section Number  
3104

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Subject:  
DRESS

### PURPOSE

To establish policy regarding clothing worn by field staff when on duty.

### POLICY

Each Regional Supervisor of Probation and Parole shall determine the appropriate dress for field staff under his supervision with the exception that all male staff members shall wear a sport or suit coat and a tie when appearing in court.

### PROCEDURE

Each Regional Supervisor shall adopt procedures to implement this policy.

# MEMORANDUM

TO:  All Office Supervisors  
Division of Corrections

DATE : April 11, 1974

FROM: Thomas R. Branton (TRB)  
Administrative Officer  
Division of Corrections

SUBJECT: Division of Corrections'  
Employees' Security Clearance Check

The Division of Corrections has, for many years, required certain job classes, as part of their recruitment processing, to be fingerprinted. Such background investigation has identified to us those people who were ex-offenders and others who had police contact records.

Effective immediately, it will be the Division policy to conduct a fingerprint, FBI check, background investigation on all existing employees and on each new employee.

With the employee turnover at a fairly high rate and additional security demands being placed upon the Division because of the user regulations surrounding the Alaska Justice Information System, etc., it is vitally important to have background information available.

Please have each employee currently in your office unit report to the local police station or the nearest State Correctional Center and have a set of applicant fingerprints completed. The "kickback" from these fingerprint cards is to be sent directly to the Division of Corrections, Central Office, the attention of Charles G. Adams, Jr., Director. When these replies are received, you as a supervisor will receive any information which the Central Office determines to be of importance to you in the operation and management of your office unit.

In the case of a new employee; this investigation is to be completed prior to the individual reporting for his first day on the job. Therefore, inform Central by teletype or terminal so we can expedite our clearance back to your office on new applicants.

Please verify to this Office no later than May 15, that all employees for which you have any supervisory responsibility have a fingerprint kickback on file.

A formal policy and procedures will be disseminated regarding this matter as soon as it clears the necessary approval levels. This memorandum should be incorporated in your Policy and Procedures Manual as a temporary measure until supplanted.

Thank you.

TRB:cc

# MEMORANDUM

TO: [ Keith Stell  
Regional Administrator  
SERO

DATE : March 23, 1973

FROM: ~~XXXX~~ Joe Seale  
Regional Administrator  
NRO

SUBJECT: BOARD OF PAROLE POLICY &  
PROCEDURE MANUAL

Ed Coleman  
Regional Administrator  
SCRO

FROM: Walt Jones   
Chief Probation-Parole  
Services

Gentlemen, I was only able to obtain 13 copies of the manual, one for each office, in the State. Therefore, it will be necessary for each region to duplicate as many copies as necessary for staff. Please supply each of your district offices with at least one copy.

You will note that the manual speaks more to policy rather than procedure and it has to do with the action of the Board. The manual, for the most part, does not indicate what policy or procedures we follow once the Board has released the offender to parole status. In those few instances where the manual indicates action on our part, the action does not conflict with our operational manual.

WJ:ap

cc: Charles Adams  
Thomas Branton

Enclosure: Manuals



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

3105

1 of 2

Subject:

AJIS TERMINAL OPERATOR SECURITY  
(Effective 09/01/75)

PURPOSE

To develop uniform standards of Division of Corrections AJIS Information security.

To insure that AJIS terminal operators and other AJIS authorized personnel are aware of security responsibility, as well as fines and punishment provided for under Alaska State Code. Specific regulations regarding AJIS are referred to in the AJIS user's guide, pages 6-1 through 6-15 inclusive.

POLICY

All Division of Corrections employees requiring AJIS use or information will, as prescribed under 6AAC 60.040.(a), have a fingerprint check and background check prior to clearance in either using AJIS or obtaining AJIS file information.

No AJIS information obtained on a Division of Corrections terminal will be given to any other agency without the signed approval of the Terminal Security Officer.

All personnel authorized use of AJIS terminals will stamp AJIS messages with the following:

**CONFIDENTIAL**

**FOR CRIMINAL JUSTICE AGENCY USE  
ONLY. UNAUTHORIZED USE OF THIS  
INFORMATION IS PUNISHABLE BY  
FINE & IMPRISONMENT.**



State of Alaska  
Dept. of Health & Social Services  
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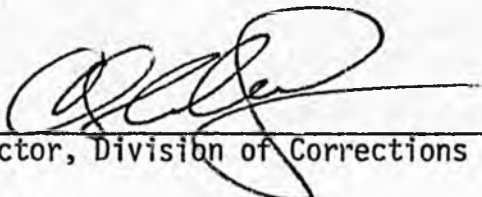
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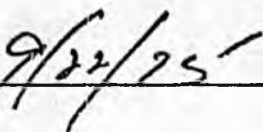
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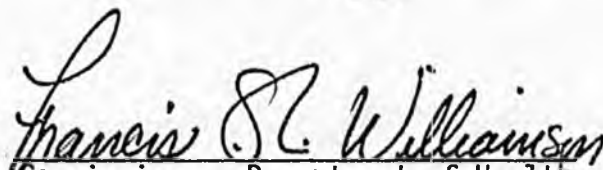
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AJIS TERMINAL OPERATOR SECURITY

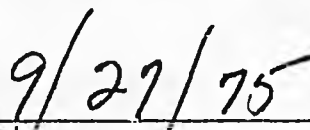
All Division employees will sign a security agreement with the Division of Corrections' Terminal Security Officer, a copy of which will be sent to the Division Security Officer at Central Office, Juneau.

Approved:

  
Director, Division of Corrections

  
Date

  
Commissioner, Department of Health  
& Social Services

  
Date



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

3106

1 of 4

Subject: PROBATION OFFICER IDENTIFICATION  
(Effective 04/15/76)

PURPOSE

To properly equip management and line personnel with appropriate identification suitable to carry out their duties as described in Alaska Statutes 33 and 47.

POLICY

1. The Chief Probation Officer, Probation Officer IV's, Probation Officer III's, Probation Officer II's, Probation Officer I's, Probation Aides and Probation Officer Trainees shall be issued a badge, credential case and identification card when employed by the Division of Corrections.
2. Each person issued the identification as described in paragraph (1) shall carry this identification at all times when on duty. The identification will only be presented when official business is being conducted by the employee. Each employee issued the identification must determine when the identification needs to be presented during official business. This normally means when the employee is investigating an official matter or making an arrest.
3. It is important that staff do not abuse the use of the identification. To do so would bring discredit to fellow employees, the Division, Department and the State of Alaska.



State of Alaska  
Dept. of Health & Social Services  
Division of Corrections

Section Number

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Subject:

PROBATION OFFICER IDENTIFICATION

If a report is received and verified by management that the employee has abused the use of the identification, appropriate corrective or disciplinary measures will be taken immediately.

4. If an employee loses the identification or damages the identification so that it must be replaced, the employee must pay for its replacement.

PROCEDURES

1. The Division of Corrections' Central Office shall distribute the appropriate number of identifications to each regional office. Each Regional Probation Administrator shall issue his staff a credential case and badge. Each Regional Administrator must be certain that each employee has a valid departmental identification card before the employee is issued the badge and case.
2. When the employee receives the case and badge, he will place his identification card in the case.
3. Each Regional Administrator will issue a case and badge with one star to each Probation Officer III. Each Regional Administrator will be issued a case and badge with two stars. All badges to be issued to Probation Officer II's, Probation Officer I's, Probation Aides and



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Subject: PROBATION OFFICER IDENTIFICATION

Probation Officer Trainees will be numbered in numerical sequence.

When the Regional Administrator issues the identification, the probation officer shall sign a receipt that he or she has received the article and is responsible for its proper use and safekeeping. This receipt shall be kept on file in the staff member's working personnel file and a copy of it will be sent to the Chief Probation Officer.

4. When a probation officer manager or officer terminates from specific probation duties for any reason, the employee must relinquish the case, badge and identification card on or before termination of duties. If the employee then assumes new responsibilities within the probation class series, appropriate identification must be issued when those duties are commenced.
5. Relinquished cases and badges shall be re-issued to new employees.
6. Each Regional Administrator shall submit to the Chief Probation Officer a master list of badge numbers, who the shield and case is issued to, and on what date the employee received the identification. When identification is relinquished or re-issued, these amendments must be noted and mailed to the Chief Probation Officer, and he will have the master list updated.



State of Alaska  
Dept. of Health & Social Services  
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Subject:

PROBATION OFFICER IDENTIFICATION

7. The Regional Probation Administrator shall be responsible for the implementation and enforcement of this policy and procedure in his region.

Approved:

*Walter B. Jones Jr. for Wm. Houston*  
Director, Division of Corrections

Date

4-16-76

*Catherine M. Lloyd*  
Commissioner, Dept. of Health &  
Social Services

Date

4-16-76



Subject: EMPLOYEES AS FOSTER PARENTS  
(Effective 12/15/76)

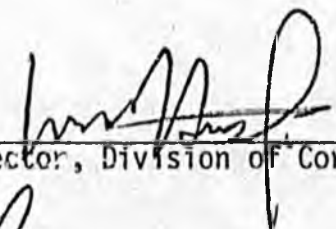
PURPOSE

To establish a policy for all employees of the Division regarding the placement of children who are under the jurisdiction of the Division as foster children in the employee's home.

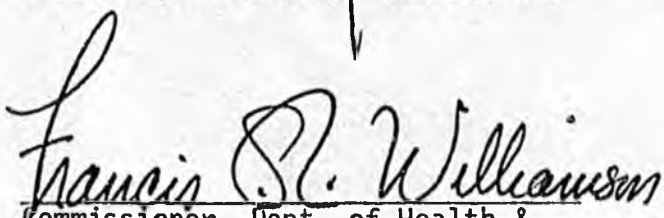
POLICY

In order to avoid allegations of conflict of interest toward employees of the Division of Corrections or toward the Division itself, no employee of the Division may accept a child under Corrections' jurisdiction for placement, nor make application to become a foster parent of a child who is under the jurisdiction of the Division of Corrections. This does not preclude a Corrections' employee from being a foster parent to a child not under Corrections' jurisdiction, if the prospective parent and employee has received approval from the Director of Corrections.

Approved:

  
\_\_\_\_\_  
Director, Division of Corrections

12/9/76  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Commissioner, Dept. of Health &  
Social Services

12/10/76  
\_\_\_\_\_  
Date

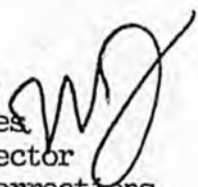
# MEMORANDUM

TO:  All Regional Administrators

DATE: May 16, 1979

FILE NO:

TELEPHONE NO:

FROM:  Walter B. Jones  
Assistant Director  
Division of Corrections

SUBJECT: Overtime Regulations

Now that all overtime hearings have been completed and you have been informed which probation staff are eligible, please be advised of the following probation and parole unit regulations concerning this subject.

1. Regional Administrators of Probation and Parole are delegated the authority to sign overtime vouchers after the R.A. has reviewed and assured himself that other overtime regulations have been followed.

Ref. message of 1-4-79 re: overtime (see attached)

Each overtime voucher shall have attached a memo of justification. Justification shall include, what activity occurred and why it had to occur on an overtime basis.

2. Overtime is allowed to eligible employees for:
  - A. Required court and parole board appearances.
  - B. An arrest of a probationer or parolee by the supervising officer is immediately mandatory in order to prevent a serious misdemeanor or felony from occurring.
  - C. An arrest is necessary to prevent a probationer or parolee from absconding supervision or doing physical harm to others or him/herself.
  - D. The assigned Probation Officer's presence is necessary at a certain time to complete the arrest process, such as to sign a remand when a probationer or parolee is being apprehended and booked without a warrant by police at the request of the Probation Officer.

- E. Travel time exceeds the normal work week and this arrangement cannot be avoided due to flight or other travel schedules which conflict with normal allowable work hours for various reasons, such as weather, emergencies, etc.

These regulations are to be considered temporary. A permanent policy will be written later after sufficient experience is obtained and modifications are written to establish a final document. Meanwhile, please provide each manual holder with a copy of this memorandum. Each manual holder shall place these regulations after P&P #3107 for ready reference and mark the manual index accordingly.

Regional Administrators should plan employee's work time to produce the required investigation and supervision assignments, including paperwork, during the normal work week.

Budget and Management has made it very clear that we are expected to operate within our budget limitations and cannot rely on a supplemental to cover deficit spending. It is important to retain the thought; more personnel may be subject to lay-offs to cover overtime expenses in FY 80 if these regulations are not monitored closely and constantly by supervisory staff.

WBJ:cf

Attachment: Department Policy #330-1 (Overtime Regulations)  
Message dated 1-4-79 (Overtime)  
Overtime Work Authorization Report

cc: Charles F. Campbell  
Charles E. Sothan  
Leland T. Dalby

A PERFORMANCE REVIEW  
OF THE  
ALASKA STATE BOARD OF PAROLE

May 9, 1979

Commissioner of the Department of  
Health and Social Services  
Deputy Commissioner of the Department  
of Health and Social Services  
Deputy Commissioner of the Department  
of Health and Social Services  
Deputy Commissioner of the Department  
of Health and Social Services

Dr. Helen D. Beirne  
Allen Korhonen  
Frederick McGinnis  
Catherine M. Lloyd

Members of the  
Alaska State Board of Parole

Chairman  
Vice-Chairman  
Member  
Member  
Member

William Lyons  
Beverly Dunham  
Dan Kosoff  
Conrad Miller  
Al Widmark

# STATE OF ALASKA

AUDIT DIVISION  
POUCH W—ALASKA OFFICE BUILDING

## THE LEGISLATURE

BUDGET AND AUDIT COMMITTEE

FINANCE DIVISION,  
POUCH WF—STATE CAPITOL

JUNEAU, ALASKA 99811

June 19, 1979

Members of the  
Legislative Budget and Audit Committee:

In accordance with the intent of Title 24 and 44 of the  
Alaska Statutes, the attached report is submitted for your  
review.

### A PERFORMANCE REVIEW OF THE ALASKA STATE BOARD OF PAROLE

May 9, 1979



Gerald L. Wilkerson, CPA  
Legislative Auditor  
Division of Legislative Audit

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## PURPOSE AND SCOPE OF THE REVIEW

### Purpose

In accordance with the intent of Alaska Statutes 24.20.271 (1) and 44.66.050 (sunset legislation), an audit of the Alaska State Board of Parole was conducted to review Board activities and accomplishments to determine if the Board has been operating in an effective, efficient, and economical manner.

As required by legislative intent, this report shall be considered during the legislative oversight function in determining whether the Alaska State Board of Parole will be reestablished. The law currently specifies that this Board will terminate on June 30, 1980, but will continue until June 30, 1981, for the purpose of concluding its affairs.

### Scope

The functions reviewed include the Board's general operations and administration. Our review consisted of the following:

1. Evaluation of applicable statutes and regulations.
2. Questionnaires sent to current and past Board members.
3. Questionnaires sent to Parole/Probation Officers.
4. Interviews with employees in the criminal justice system associated with the parole system.
5. Review of other states' parole boards.
6. Analyses and tests of the Board's records.
7. Complaints filed with the Ombudsman's Office.

### Scope Constraints

This review was hampered by the following constraint:

1. The Board has not developed and reported performance information regarding its effectiveness and accomplishments as required by AS 37.07.090 and AS 33.15.130.

## ORGANIZATION AND FUNCTION

Article III, Section 21, of the Alaska Constitution states that a parole system shall be established by law. AS 33.15, or the Parole Administration Act, is the law that establishes the Alaska State Board of Parole and its authority. The Board consists of five part-time members who meet quarterly to hear parole-related matters. The members are appointed by the Governor, with confirmation by the legislature, and serve without salary although travel costs and per diem is provided. The Board has an administrative staff which currently consists of an Executive Director, Parole Board Officer and two clerical personnel.

The Board basically conducts two types of hearings: release hearings and revocation hearings. By statute, an inmate may not be considered for parole release until a statutory minimum time in prison has been satisfied (AS 33.15.080 requires that at least one-third of the sentence be served in confinement before parole eligibility). Upon application, an eligible inmate will be considered for parole and will appear before the Board. The Board will consider the case in view of certain criteria (e.g., institutional behavior, release plans, past record, recommendations, etc.). A parole decision will either release an inmate on parole, continue the case for future consideration or deny parole. Since FY'74, the Board has averaged 225 release hearings per year of which an average of 80 per year were released on parole.

When it has been determined that a parolee has violated a law or condition of parole, the Board will hold a revocation hearing to decide upon the course of action to take in the case. The Board may choose to revoke the violator's parole and return the parolee to prison, whereby, no credit is allowed against the sentence for time served on parole; parole may be revoked and the parolee re-paroled without time credited against the sentence for prior time on parole; or no action may be taken. The Board has the authority to establish terms and conditions of parole, and their enforcement, which is accomplished through revocation proceedings. Since FY'74 the Board has averaged 27 revocation hearings per year.

AS 33.15.080 gives the Board the authority to release prisoners from confinement. Accompanying the Board's authority is the responsibility for public welfare. In each parole release case, the Board weighs the benefits of granting parole release against the inherent risks involved. The benefits of parole embrace opportunities for successful community life and reduced monetary and social costs which follow successful parole release cases. The risks involve additional social and monetary costs that will result from parole violations.

The Board receives General Fund appropriations to support its operations. The Board's primary expenditures are for personal services relating to the administrative staff and travel associated with the various Board meetings and hearings.

## REPORT CONCLUSION

### Policy Issues

This review contains policy issues raised as a result of our evaluation of various Board practices. The final policy decisions affecting these practices are not within the scope of this review but require legislative consideration. In debating these issues the legislative oversight committees should consider the findings and alternatives presented in this report in reaching their decisions.

### Report Conclusion

Article III, Section 21, of the Alaska Constitution requires the establishment of a parole system. The current system comprises a parole release program administered by the Alaska State Board of Parole. We found no viable alternative to the present system at this time; therefore, in our opinion, the Board should continue to administer the parole release program.

The parole decision process requires a great deal of dedication of time and effort on the part of each Board member. We commend the members for their service in what is oftentimes a complex and difficult job. However, there are some areas where the Board can improve in efficiently and effectively serving the public interest.

In Recommendation No. 1 we recommend that the Board be more specific in formulating objectives so that performance can be gauged. Without specific objectives, strengths and weaknesses of Board activities cannot be readily identified. We also have recommended that the Board maintain necessary information which would contribute to evaluating performance as well as planning and controlling current activities. (see Recommendation No. 2).

Other areas that need to be addressed comprise making parole matters clear to interested parties and the public. The Board should codify its regulations and make it available to all interested persons (see Recommendation No. 5). In addition, periodical reports as required by law should be prepared and distributed to the governor and legislature (see Recommendation No. 3). The adoption of these recommendations will serve to clarify Board activities for individuals either directly or indirectly involved with parole matters.

Some Board members have expressed that the public is often confused about parole. Holding public meetings will serve to enlighten those with questions on Board activities and could be a means through which public input is recorded (see

Recommendation No. 4). Support for parole policy changes is one use of formal public input. Both clarifying parole issues and recording public input will contribute to public interest.

## FINDINGS AND RECOMMENDATIONS

### Recommendation No. 1

The Board should establish specific objectives and related measurement criteria so that its performance can be evaluated.

The Board's FY 1979 budget documents state that its objective is to maintain a less than 8% rate of felonies committed by parolees within one year after parole release. Measurement of this objective alone, however, is not sufficient to determine the degree of effectiveness experienced by the Board in serving the public. The Board has not established any other specific program objectives through which its performance can be evaluated.

Specific objectives should describe what the Board intends to accomplish during the current period and should be consistent with long range goals. To be capable of measurement, objectives should be well-defined including a description of methods of measurement. When specific objectives are not identified, both the Governor's office and the Legislature cannot adequately evaluate the Board's performance.

### Recommendation No. 2

The Board should maintain necessary information to ensure the effective management of Board activities.

The Board keeps case files on parolees and some statistics on types of cases heard. However, the information has not been adequately summarized for purposes of analyzing the parole program.

The Board needs information for purposes of measuring performance and analyzing decisions. It is essential for any decision-making body to review the significance and effects of past decisions to adequately plan for future decisions.

Maintaining complete information will benefit the Board in several ways. Some uses of such information may entail:

- 1) Scheduling workloads;
- 2) analyzing trends - similar decisions when viewed overtime may reveal positive or negative results and support policy changes;
- 3) assisting planning efforts and research of other agencies; and

- 4) controlling risk in parole decisions - valid statistics may support parole release or revocation decisions and show the degree of risk based upon historical evidence.

With sufficient information, any alternatives to the parole release system or parole procedures can be better analyzed. Procedures should be developed which address what and how information is to be maintained as well as reported.

Recommendation No. 3

The Board should prepare and submit reports as required by law.

*Reports sent to Comm. H.S.S.*

The Board has not followed statutory reporting requirements, per AS 37.07.090 and AS 33.15.130. AS 37.07.090 requires each State agency to submit a performance report to the Division of Budget and Management no later than September 1, for the preceding fiscal year. AS 33.15.130 requires that annual reports containing various statistical data and a computation and analysis of dispositions in criminal matters by State courts be submitted to the Governor, the Commissioner of the Department of Health and Social Services and the Attorney General.

To contribute to governmental effectiveness, the Board should disseminate the results of its operations to appropriate parties. The report required by AS 33.15.130 is essential for planning and analyzing matters relating to parole. In the 1977 legislative session, the Legislature, in conjunction with sunset legislation, amended the performance reporting statute (AS 37.07.090) to require agencies to specifically address eight criteria. This report would provide a useful tool for evaluating the Board in relation to performance reviews and other matters.

Recommendation No. 4

The Board should encourage public participation for consideration in parole related matters.

It is the Board's policy in the conduct of its meetings to allow the presence of only those individuals who are considered necessary under the circumstances. For parole hearings, this is required to secure the confidential nature of the hearings as well as protect the objectivity of hearing decisions. Administrative meetings, however, do not share the same characteristics as case hearings. Administrative meetings are held at irregular times during the year for the purposes of transacting general business of the Board.

We were informed by Board members that the public is sometimes confused about parole and may misconstrue the Board decisions. This has happened despite the Board's efforts to be in contact with various community groups and governmental organizations.

As another avenue in seeking public input the Board should hold public administrative meetings. Public meetings will provide broad public representation in the development of parole regulations and be a means to formally record public input, which would assist the Board in determining how much "risk" the public is willing to bear regarding parole release.

Further, procedures should be developed to cover the agendas of public meetings and notification of the public as to time, place and nature of each meeting. A formal record should be kept of each meeting which delineates matters acted upon and any changes in Board policy or procedures.

Recommendation No. 5

The Board should codify its regulations in a clear form readily available to the public, inmates and all others requiring information about the Board's operations.

AS 33.15.100 states: "The board shall adopt rules which it considers necessary or proper with respect to the eligibility of prisoners for parole, the conduct of parole hearings, and conditions of release to be imposed on parolees".

Rules governing the Board's operations should be a clear statement of its procedures and requirements in parole matters. However, the Board's rules are currently contained in two manuals, and an assortment of updating memos and various forms. This creates a situation in which the rules cannot be immediately or clearly identified and may be subject to arbitrary change.

Although the Board members and staff may personally know the rules, it is also important for the rules to be available for anyone requiring them; the present form does not adequately allow for this. A codification of the rules would not only make them readily available to others but also would facilitate making refinements and improvements in the Board's rules and procedures.

## ANALYSIS OF PUBLIC NEED

### Limited Analysis

The following analysis of Board activities relates to the public need factors defined in the "Sunset" law. This analysis is not intended to be all inclusive, but addresses those areas we were able to cover within the scope of our review.

- I. The extent to which the board, commission or program has operated in the public interest.
  1. The Board is working toward a "parole guidelines" approach to parole decisions which should, when implemented, provide additional support for parole decisions. Also, the guidelines should allow for more efficient Board operations.
  2. The Board is currently addressing its informational needs through drawing upon resources available from other agencies. For example, the Criminal Justice Planning Agency is in the process of developing an information system through federal funding wherein the needs of the parole system will be considered.
  3. We determined from our analysis of parole revocations for FY'74 - FY'77 that less than 8% of the paroles were revoked within one year after parole release as a result of new felonies. This compares favorably with available national statistics as well as other States on an individual basis.
  
- II. The extent to which the operation of the board, commission, or agency program has been impeded or enhanced by existing statutes, procedures, and practices which it has adopted, and any other matter, including budgetary, resource, and personnel matters.
  1. The Board has not codified its rules and procedures (see Recommendation No. 5).
  2. The Board has not fully identified specific program objectives nor maintained proper information for performance evaluation (see Recommendation No. 1 and 2).
  3. The Board has revised its filing system which will result in added efficiency in extracting case information.

III. The extent to which the board, commission or agency has recommended statutory changes which are generally of benefit to the public interest.

1. The Board has recommended the clarification of some areas of the Parole Administration Act. In addition, the Board attempts to monitor and provide input for legislation affecting the parole process.

IV. The extent to which the board, commission or agency has encouraged interested persons to report to it concerning the effect of its regulations and decisions on the effectiveness of service, economy of service, and availability of service which it has provided.

1. No formal record has been kept from which a determination can be made on how feedback from interested persons is used by the Board in evaluating its effectiveness. However, we were able to determine that the Board has been active in soliciting input from various public and private organizations.

V. The extent to which the board, commission or agency has encouraged public participation in the making of its regulations and decisions.

1. Public participation has not been allowed at administrative meetings, thus no formal public input has been recorded in developing procedures and regulations (see Recommendation No. 4).
2. Since regulations cannot be readily made available, interested parties cannot be confident of having all information for purposes of making observations or suggestions for improvements (see Recommendation No. 5).

VI. The efficiency with which public inquiries or complaints regarding the activities of the board, commission or agency filed with it, with the department to which a board or commission is administratively assigned, or with the office of the ombudsman have been processed and resolved.

1. Seven complaints have been processed by the Ombudsman. Of the seven, five were determined to be unsupported and two were discontinued or rectified. As of February, 1979, one case was in process which related to improper parole consideration.

2. We found no record of complaints filed with the Department of Health and Social Services concerning the Parole Board.

VII. The extent to which a board or commission which regulated entry into an occupation or profession has presented qualified applicants to serve the public.

1. The Alaska State Board of Parole does not regulate entry into an occupation or profession.

VIII. The extent to which state personnel practices, including affirmative action requirements, have been complied with by the board, commission or agency to its own activities and the area of activity or interest.

1. We found no evidence of hiring practices or Board appointments that are contrary to State personnel practices.

IX. The extent to which statutory, regulatory, budgeting or other changes are necessary to enable the agency, board or commission to better serve the interests of the public and to comply with the factors enumerated in this subsection.

Please refer to the previous section, Findings and Recommendations.

APPENDIXES

APPENDIX A

ALASKA STATE BOARD OF PAROLE  
SCHEDULE OF AUTHORIZATIONS, EXPENDITURES AND ENCUMBRANCES  
 For the Year Ended June 30, 1978  
 (UNAUDITED)

	<u>Authorizations</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Lapsed</u>
Personal Services <sup>1</sup>	\$ 83,400	\$ 81,021	\$ 4,937	\$ (2,558)
Travel and Per Diem <sup>2</sup>	40,100	32,710	3,383	4,007
Contractual Services	24,189	7,268	421	16,500
Commodities	2,090	1,213	114	763
Equipment	<u>3,020</u>	<u>4,236</u>	<u>15</u>	<u>(1,231)</u>
<u>Totals</u>	<u>\$ 152,799</u>	<u>\$ 126,448</u>	<u>\$ 8,870</u>	<u>\$ 17,481</u>

- 
1. Personal services expenditures primarily relate to the Board's three permanent administrative staff.
  2. The Board members reside in different areas of the State and parole hearings are held on location at the correctional institutions.