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1876-1976

Centennial Acknowledgement

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Elmira

Correctional and Reception Center, Elmira, New York

1876 - 1976

Centennial Acknowledgement

of its History, Programs and Purpose



STATE OF NEW YORK

GOVERNOR
The Hon. Hugh L. Carey

DEPARTMENT OF CORRECTIONAL SERVICES

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Benjamin Ward

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ELMIRA CORRECTIONAL AND RECEPTION CENTER

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JAN 23 1978

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Donald M. McLaughlin, Reception & Classification
Leroy R. Weaver, Program Services
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STATE OF NEW YORK
EXECUTIVE CHAMBER
ALBANY 12224

HUGH L. CAREY
GOVERNOR

The New York State Department of Correctional Services today is committed to running a system which responds to the rehabilitative requirements of those who have broken our laws. As we pause to offer congratulations to one institution -- the Elmira Correctional Facility (formerly the Elmira Reformatory) on its 100th Anniversary -- we also pay tribute to all the men and women who comprise the state's correctional system. They have accepted one of society's most difficult challenges -- the resocialization of the offender.

The Elmira anniversary, too, should be viewed as a tribute to all the correctional professionals, civilian and uniformed alike, who over those hundred years toiled to make the New York State system the most responsive to progressive correctional standards in the nation.

Many important and revolutionary milestones in penal reform were initiated at Elmira during its century of operation. It seems fitting, therefore, that your facility's Centennial celebration coincides with America's own Bicentennial observance in 1976.

May Elmira's forward-looking professional staff, as all the other correctional personnel in our state, continue to play its leadership role in New York State's dedication toward a correctional system which consistently addresses itself to its vital role in our state's criminal justice system.

Hugh L. Carey

May 18, 1976



STATE OF NEW YORK
DEPARTMENT OF CORRECTIONAL SERVICES
ALBANY, N. Y. 12226

BENJAMIN WARD
COMMISSIONER

June 17, 1976

Mr. John Wilmot
Superintendent
Elmira Correctional Facility
Elmira, New York 14902

Dear Superintendent Wilmot:

I am pleased to offer my congratulations to the administration and staff of the Elmira Correctional and Reception Center on the occasion of its Centennial celebration.

Since its establishment in 1876 by the eminent penologist, Zebulon R. Brockway, the Elmira facility has consistently emphasized the restoration of good citizenship for offenders as a vital activity of incarceration.

For one hundred years, Elmira's tradition has served as a model for criminal justice planners.

Recognizing the long record of outstanding service, we are hopeful that the staff will face the future with continuing commitment to meaningful programming, professionalized security and efficient administration.

Sincerely,

Benjamin Ward

BW:bp

Introduction:

The first thirty prisoners were transferred to Elmira from the Auburn prison on July 24, 1876. In 1933 the facility was designated the Elmira Reformatory following a legislative act. Most residents of Elmira and the surrounding area still refer to the facility as "The Reformatory", despite the fact its name was changed to the Elmira Correctional Facility in 1970. In 1972 the facility and its sister complex, the Elmira Reception Center, were merged into one facility under one Superintendent, and named the Elmira Correctional and Reception Center.

During the 100 years of its existence many changes have taken place at Elmira. The actual operation of a major correctional facility is far different from the trite clichés of motion pictures and television. This booklet is designed to give our readers a more precise idea of what life is really like behind a correctional facility. It provides valuable information for those interested in the correctional process by presenting a broad view of the daily schedules at Elmira, describing how that facility and its personnel carry out the mandates of the people of the State of New York. Though each correctional institution is different, nonetheless, the basic mission and objectives are the same. By reading about how Elmira works, we also learn how other facilities administered by the Department of Correctional Services address themselves to the critical needs of its inmate population.

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A PANORAMIC VIEW

The Elmira Correctional and Reception Center is located at Elmira, New York, a historic city in Chemung County in the southern tier region of the state. It is situated on a hill approximately 300 feet higher than the surrounding community and, for this reason, is often referred to by inmates and local residents as "The Hill."

The institution covers an area of about 20 acres, enclosed entirely by a brick wall 20 feet high except where buildings and cell blocks are designed and located so as to form a part of the security enclosure.

There are six cell blocks with about 1,200 cells. Two cell blocks in the Reception Center provide housing for another 470 inmates, most of them transients going through an eight-week diagnosis and classification period.

The facility is a city unto itself, with a variety of administrative and support buildings, a barber shop, shoe shop, tailor shop, mess halls (each seating about 600 men), two kitchens, butcher shop, bakery, storehouses, auditorium, gymnasium, laundry, chapel, hospital, libraries, classrooms, commissary, an enclosed armory for indoor recreation, industrial shops, print shop, greenhouse, etc.

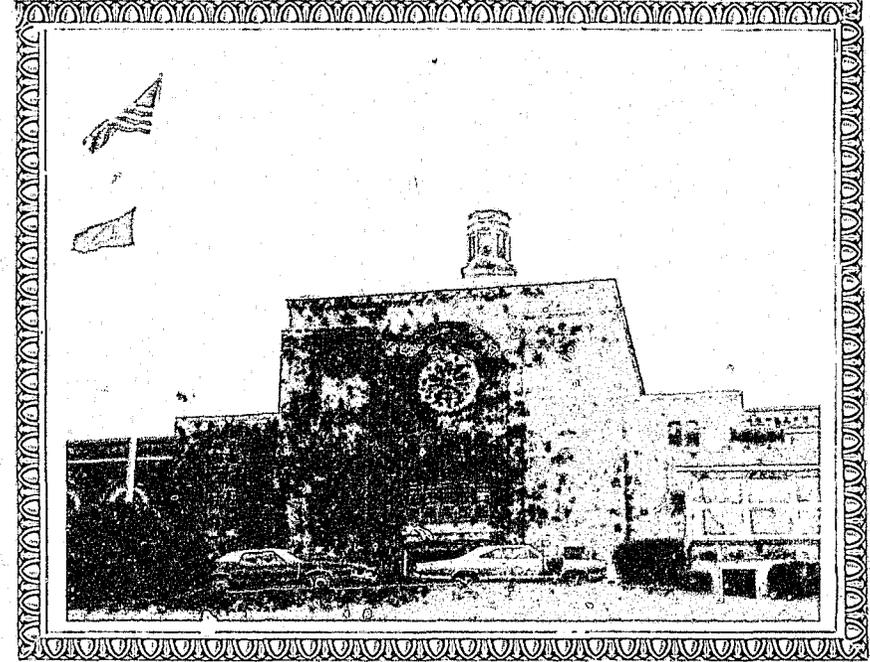
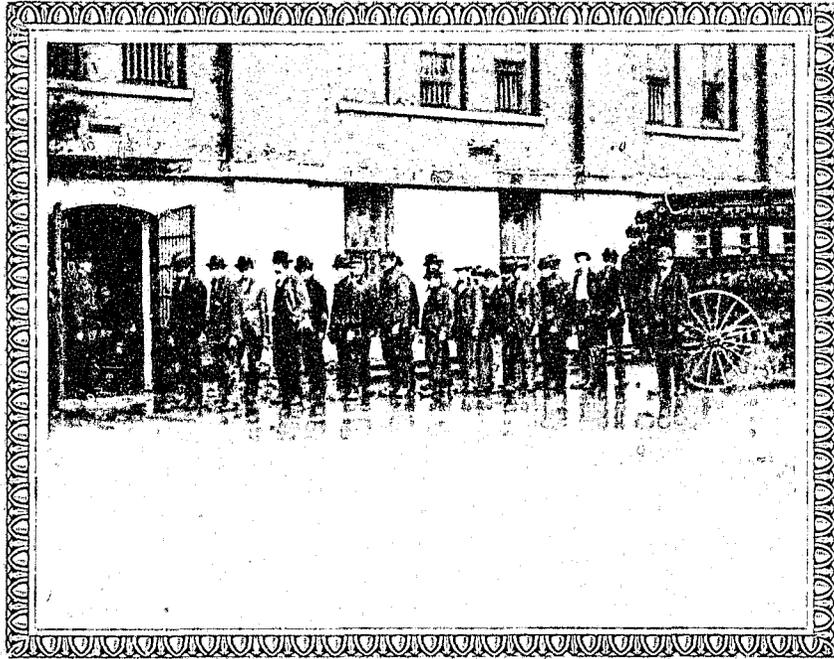
It also has a swimming pool and a sports grandstand seating about 1,500, baseball diamonds, handball courts, and dozens of areas for passive sports and games.



Completely rebuilt in 1972, the Reception Center is the most modern part of the facility. In addition to its housing units, it has separate visiting rooms, administrative offices, classrooms, shops, gymnasium, recreation yards and an interfaith chapel.

Outside the walls of Elmira are located the powerhouse, institutional farm and outdoor visiting area where residents who qualify may picnic with their families and friends.

1876-1976



HISTORY

If there is one man who can be singled out as the "father" of what is now Elmira Correctional and Reception Center, that man is Zebulon R. Brockway.

Long before Elmira received its first 30 prisoners in July, 1876, Brockway was gaining the experience and knowledge which earned him the reputation of an "eminent penologist" and led him to conceive what has been termed "the third penitentiary system" in the United States.

Born on April 28, 1827, in Lyme, Conn., Brockway grew up during an era when prison reform movements in this country had resulted in two distinct types of prisoner treatment, the so-called Pennsylvania or "solitary" system and the Auburn or "silent" system.

His first awareness of prisons undoubtedly came through his father, a civic-minded merchant who served as local magistrate and was

one of the directors of the Connecticut State Prison at Wethersfield for 13 years. In 1848, at the age of 21, Brockway first entered prison service, starting as a guard then becoming clerk at the Connecticut State Prison. He moved to New York State in 1851 to become deputy superintendent of the Albany Penitentiary. Two years later he was named superintendent of the Municipal and County Almshouse at Albany, and from there went to a similar position with the Monroe County Penitentiary in Rochester where he served from 1854 to 1861.

His next move, to Michigan and superintendency of the new Detroit House of Correction, was significant not only in Brockway's own career but in the development of the ideas and ideals on which Elmira Reformatory was built. Opened August 1, 1861, near the beginning of the Civil War, the Detroit institu-

tion, for both men and women, utilized many of the ideas later carried out at Elmira, including the emphasis on education.

During his tenure in Detroit, Brockway developed a plan for a "True Prison Reform System" utilizing the indeterminate sentence and parole. In 1871 he was one of four commissioners named to a special board by Michigan Gov. John J. Bagley to examine the penal and reformatory institutions throughout the State and offer suggestions for improving the means of controlling, punishing and reforming criminals.

In 1874, the commissioners filed an extensive report, strongly advocating the substitution of indeterminate sentences and conditional releases for the method of fixed absolute sentences then in use. They roughly outlined a plan for such probationary and reformatory treatment. Unfortunately, their

suggestions were not adopted in Michigan.

Discouraged by the unlikelihood of the indeterminate sentence being applied at the Detroit institution and concerned about illness in his family, Brockway resigned his post late in 1872. In 1875 his long years of service in prison administration and his advanced outlook on prison reform came to fruition. New York State, which in 1869 had authorized the building of a reformatory at Elmira, in 1876 was at last ready to open that institution. They offered the post of superintendent to Brockway.

It was the culmination of a dream. Even its outward appearance pleased this man of vision who described it as "so little like the ordinary prison and so much like a college or hospital."

The institution was not yet ready for Brockway's reformatory plan. As he himself said in his autobiography: "The laws governing it were tentative and quite inadequate. No suitable organizing legislation had been had; none had yet been framed nor indeed conceived of by the general public, the state government, or the board of managers elect."

Brockway credited the work and publications of the Prison Association of New York and its secretary, the Reverend E.C. Wines, with preparing the public for the laws and appropriations needed to establish the reformatory. He himself drafted the indeterminate sentence law which was enacted by the 1876 Legislature, the first legislation of its kind in this country. This law provided that male offenders between the ages of 16 and 30, and not known to have been previously sentenced to a State Prison or penitentiary on conviction for a felony in any state or county might be sent to the New York State Reformatory at Elmira for a term not to exceed the



maximum sentence for the offense of which they were found guilty. The indeterminate sentence was to give the prisoners the necessary motive for self-improvement.

Under the law, the Board of Managers determined the length of imprisonment, based on the inmate's institutional record.

In January 1877 there were only 164 inmates at Elmira. Prison labor was employed to hasten construction and by August 1878, Brockway was able to put his reformatory plans into operation. Education and industry were stressed and a system of "marks" was used with merits or demerits recorded for labor, school and demeanor. There were three classes or grades, distinguished by different color clothing. Each newcomer was put in the 2nd class, and was advanced or demoted

according to his record. After six months in the first class, a prisoner could have his record reviewed by the Board of Managers. His release depended on their assessment of his ability to become a law-abiding citizen. For six months thereafter he would be on parole and required to write monthly reports to the superintendent.

Brockway brought in college professors to lecture, and in 1879 organized a "School of Letters" to supplement manual labor. Industries under the state account system, including brush-making and hollowware manufacture, thrived. He termed the period 1883 to 1888 a time of "adolescent institutional development," with experiments in such things as vocational training and the educational value of industrial art for illiterate prisoners.

When the "Yates Law" of 1888 prohibited productive labor in all prisons of the state, Brockway substituted a program of military training to provide the activity he considered essential for physical and mental health. Military training continued even after Act 382 of 1889 among other things, initiated the state supply system, still in use today, which allows prison industries to sell their goods to any agency or political subdivision of the state.

Brockway himself called enactment of the act "a very important event of far-reaching consequences." Besides establishing the state supply system, it "makes industrial education of the prisoners the supreme object, directs their classifications, gradation, and education, permits the conferring of pecuniary rewards, and authorizes the conditional release of such prisoners as properly qualify themselves for safe inhabitancy."

Although he could be a stern disciplinarian,

Brockway always kept the welfare of the prisoners uppermost in his mind. He consulted dieticians to plan for their proper feeding. Under his guidance, an institution newspaper, "The Summary", was inaugurated in 1883. The first publication by and for inmates within a penal institution in the United States and probably the world, it is still published today.

Zebulon Brockway spent nearly a quarter of a century at Elmira, retiring in 1900.

"...the story of the reformatory," he wrote, "... is also the story of my own life."

Construction continued under Brockway's regime, including a new school building, refectories, a coal storage building, a bathhouse and gymnasium.

Superintendents who followed Z.R. Brockway continued in the system he had pioneered, each adding his contributions. There was F.W. Robertson, from 1900-1903; Joseph F. Scott, 1903-1911, and P.J. McDonnell, 1911-1917.

It was during Scott's tenure, in 1906, that the State created a State Board of Managers of Reformatories, to serve Elmira and the Eastern New York Reformatory at Napanoch, which was designated as a branch of Elmira. A single superintendent served both institutions, with an assistant superintendent for each. This continued until 1921 when Napanoch was made the Institute for Defective Delinquents.

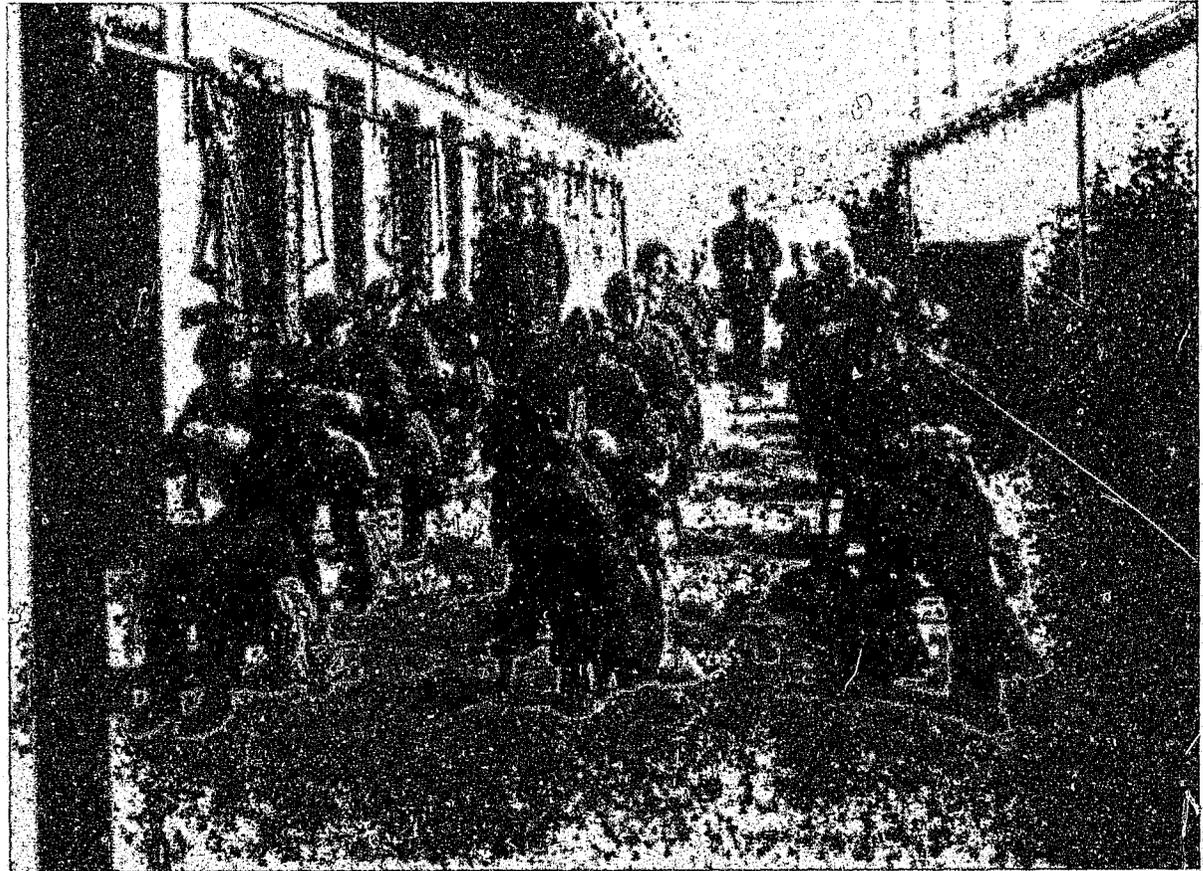
In 1916, the Reformatory's management was placed under the Commission of Correction, and a Board of Visitors replaced the Board of Managers. This brought into the picture prominent laymen as well as professional penologists and greatly added to the democratic stature of the institution. This board also acted as a Board of Parole until such a

state board was created in 1932. Previously, chiefs of police and other peace officers supervised parolees, except in New York City, where the Reformatory had a parole department, and Buffalo where there was one parole agent with an office in the Charities Aid Association.

By this time there were 1,400 cells in the reformatory and a 280-acre farm, with a new horse-cow-and-hay barn built entirely by inmate labor. An institutional power house provided electricity for the complex. Plumbing

was being installed in every cell and inmates were conducted to the bathhouse once a week where they were allowed five minutes each under the showers.

Dr. Frank L. Christian, who served as superintendent from 1917 to 1939, was another who devoted most of his career to Elmira. He went to Elmira from Napanoch in 1901 as physician and in 1911 became assistant superintendent. It was he who organized and directed the development of the Department of Psychiatry and Sociology and made



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On this 100th Anniversary of the founding of the Elmira facility, we are proud to be part of the team of the New York State Department of Correctional Services that is leading the search for a remedy for misbehavior.

Although the search in Elmira has been going on for 100 years, we do not consider the past a failure. We hope from the experience of the past we obtained some wisdom to achieve our goals.

On behalf of the Elmira staff, we promise to execute our responsibilities in such a manner that the tremendous investment the citizens of New York State are making will result in a better life for all people and rapid recoveries will follow future failures.

I would like to thank all who assisted us in the delivery of this our centennial booklet. We hope you enjoy it and share with us the dreams of the future.

John B. Wilmot
Superintendent



The City of Elmira wishes to express to the Elmira Correctional Facility congratulations on 100 years of service to the State of New York.

The Correctional Facility has been an asset to the City of Elmira, both economically and socially. A great deal of money is expended in the community by the Facility, and many of the employees of the Facility are citizens of the City of Elmira and are active in the life of this community.

I feel that the manner in which the Correctional Facility is maintained and operated is an asset to our community. The training made available to the inmates increases each year, and prepares the inmates for a productive life upon release.

The citizens of the City of Elmira feel honored that the Elmira Correctional Facility is the only institution of its kind to celebrate its Centennial on the 200th Birthday of our nation, July 4, 1976.

John M. Kennedy, Jr.
Mayor

one of the earliest attempts in this country to classify delinquents.

"Penal institutions can be of no avail," he wrote in the 1920's, "if conducted as mere places of detention or agencies for punishment."

Early in his tenancy, Dr. Christian developed the "inquiry plan," whereby letters of inquiry were sent to the authorities of the school last attended by the prisoner. In 1926, the reformatory started sending a series of questionnaires and other publications to various individuals to obtain as much information as possible about each new inmate—to parents, teachers, wife, if any, family physician, pastor, business employer, personal friend or relative, community social worker, and the parole officer of the home city.

The data collected was used by the institutional psychiatrist to formulate classified information for the guidance of the various institutional departments concerned with the mental development of the inmate.

Parole violators were studied in an attempt to find the major reasons for the failure to conform. Dr. John R. Harding, the reformatory's first psychiatrist, summed up the role of his department.

"Psychiatry," he said, "opens up an avenue for the intelligent study of each individual committed to the institution, wherein the mental condition of each may be recognized and treatment accorded, thus enabling those to whose care and correction they are submitted to properly differentiate between cases in a logical and scientific manner."

Representatives of the National Society of Penal Information, Inc., a group dedicated to improving the administration of criminal justice, visited the reformatory on November 30, 1927. Reporting in the Society's "Handbook of 1929," they questioned the value of military drill in reformatories and suggested some changes which have since been adopted,



some of them only recently. They advocated "less dependence on mere routine as a character-building method, and the establishment of some type of inmate organization to give inmates a share in the community activities and an interest in and responsibility for the common welfare."

Dr. Leo J. Palmer, who followed Dr. Christian as superintendent, served both before and after World War II, from 1939 to 1944 and again from 1946 to 1947. During his absence, while he was doing his part in the war, the superintendent's post was filled by Frank Smith. Colonel Leroy Weaver, who served from 1947-1962; Daniel E. Damon, Jr., 1962-1972; Vito M. Ternullo, 1972-1974; and the current superintendent, John B. Wilmot, all have continued in the efforts begun by Brockway to make the Elmira Facility a pioneer institution in the fields of treatment and rehabilitation. The physical plant, too, has constantly been maintained and renovated according to the changes mandated by time

and necessity. The Victorian style towers that Brockway so admired were clipped off in 1930, giving the buildings a more modern appearance.

In 1945, the Elmira Reception Center was established adjacent to the Elmira Reformatory, utilizing some of the Reformatory buildings in order to provide for the improved testing and classification of males between the ages of 16 and 21. This contributed to speedier treatment of residents after they arrived and before they were sent to Elmira Reformatory or to some other State facility. In 1970, the Reception Center was made an integral part of the entire Elmira facility. However, it maintains its own individual testing, counseling and administrative offices.

Elmira, its staff and administration, as part of the New York State Department of Correctional Services, will continue to work toward the ultimate goal of eliminating the necessity for prisons. Meanwhile, the nearer goal of reclaiming the lives of those who come within

its walls will be pursued with the same dedication, compassion and concern that has characterized Elmira since its founding.

RESIDENT PROFILE

The population of Elmira Correctional and Reception Center averages about 1,575 inmates of which almost 1,200 are housed in the main facility and the remainder in the Reception Center. The majority of the inmates are between 16 and 30. Recently, because of increases in arrests and longer sentences, there has been a steady growth in the number of inmates processed at the Reception Center.

From the Center inmates are sent to correctional facilities and camps throughout the state. The Reception Center must test, evaluate and classify each individual as to his educational and vocational attainment level, abilities and aptitudes, and then assign him to the institution best suited to his particular needs.

The majority of those processed tend to be unskilled, school dropouts, usually with a history of having had at least two previous encounters with the law. The average inmate at the Correctional Facility stays for about 18 months.

STAFF

Of all the elements in the successful rehabilitation of the offender, the personal commitment of the professional staff member is of paramount importance. At Elmira it is a team composed of officers, custodial and supervisory personnel, teachers, chaplains, guidance counselors, parole officers, clerks, doctors, farmers, dentists, shop and vocational instructors, maintenance personnel,



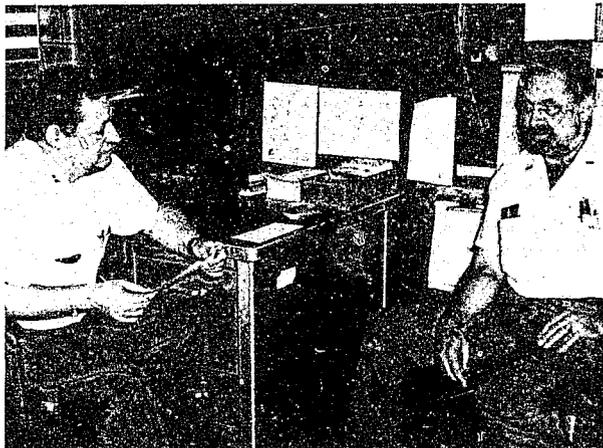
Superintendent John B. Wilmot, right, briefs deputy superintendents, from left, Donald M. McLaughlin, Reception and Classification; Leroy R. Weaver, Program Services; William S. Kirk, Security; and Robert J. Oare, Jr., Administrative Services.

cooks and scores of others with specialized talents. Many of these are career employees who have spent the bulk of their lives working at Elmira. Approximately 700 people work at the Elmira Correctional and Reception Center, a team of qualified, dedicated people doing their best in the difficult task which has been given them by the people of the state.

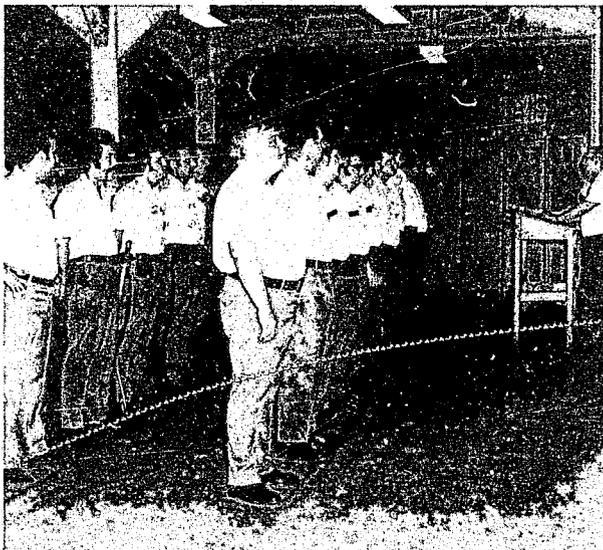
The Department has made an effort to create a more equitable representation of racial and ethnic groups among the administration facility's staff. Since the inception of its minority Recruitment Program, a number of Black and Spanish-speaking professionals have been hired. The Department intends trying to recruit talented minority group members to work important job assignments, not only at Elmira but the other 28 facilities it operates in the state. Females also occupy important posts at Elmira: as teachers, administrative personnel, and volunteers in the pre-college dialogue and literacy volunteer programs.

Commanding this battalion of professionals is the Superintendent, in actuality far different from the movie caricature of a prison warden. He is an able manager, an executive responsible for planning, organizing, budgeting, implementing and evaluating the diverse programs of the department as they are conducted at Elmira. Like the Captain of a ship, he is responsible for the life of each and every resident and staff member in the institution. The Superintendent, as program planner, assesses and monitors inmates' needs, coordinates the facility's educational, counseling and training resources, and evaluates effectiveness in terms of cost and rehabilitative productivity.

The Department of Correctional Services operates under a complex umbrella of restric-



Captain Lofstrom and Lieutenant Lapp discuss the day's duties.



Elmira correction officers line up for inspection and roll call.

tions periodically changing due to legal, social and political factors as well as changing concepts in prison reform. To help guide the Superintendent in his decisions, four deputy commissioners—for programs, facilities, administration and parole—provide direction from the Department's central office in Albany. The Superintendent, too, is supported at the institutional level by Deputy Superintendents for programs, security and administration.

Since a correctional facility must operate 24 hours a day throughout the year, and requires a high ranking administrative official in command at all times, the deputy superintendents and a Captain work on a rotational basis as officer of the day assuring continuity of command under any and all circumstances which may arise.

Supporting the executive staff are office personnel—typists, clerks, switchboard operators and stenographers. This staff, numbering about 110, prepares much of the legal paperwork required to update the records of thousands of inmates processed yearly.

STAFF TRAINING

The custodial staff at Elmira—comprising correctional officers, sergeants, lieutenants and captains—is a trained, disciplined group. Today all officers recruited by the Department must complete a 13-week training program at the Academy in Albany. This training covers a wide range of topics: motivational psychology, cultural background of inmates, legal rights of employees and inmates, and the basic security-related topics.

In-service training is given to each employee stressing their current role and responsibilities—both for the good order and security of the institution, and the effective resocialization of the inmate. Directing this

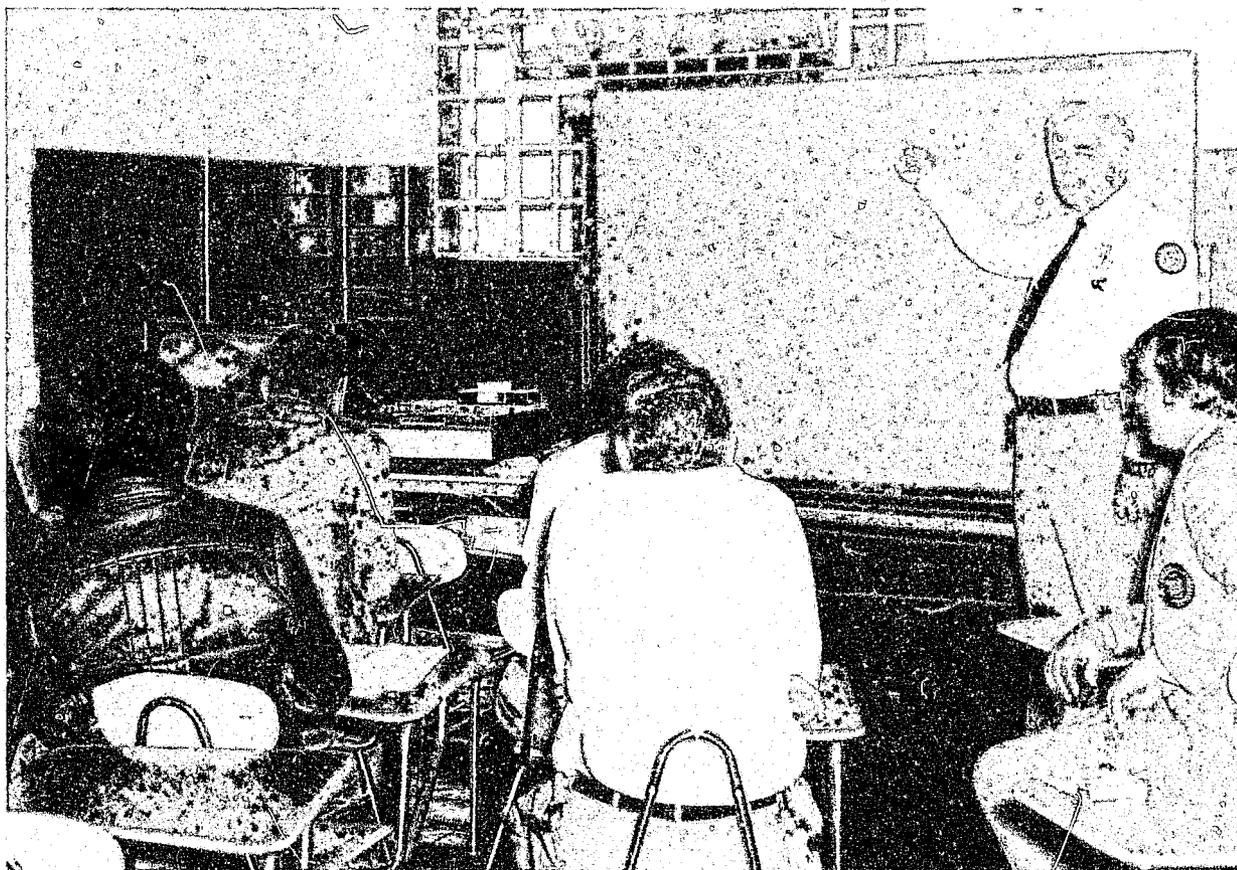
staff development effort at the institutional level is the Training Lieutenant. He is responsible for assuring that each correction officer receives at least 52 hours of instruction locally.

A training program, too, is conducted for non-uniformed personnel. All civilian administrative support personnel receive 15 hours of in-service training while other civilians get 40 hours of specialized training such as first aid, fire safety, etc. Supervisory personnel such as counselors and parole officers, receive a 40-hour training course at the Academy.

Recently Commissioner Benjamin Ward

stated, "Candidates for appointments to supervisory or administrative positions within the Department will be evaluated in light of their academic experience." The commissioner is committed to a system whereby uniformed personnel and civilians can obtain college credits leading towards degrees. (Scores of Elmira officers are enrolled at Elmira College.) The Department's principal objective is to continually professionalize the staff at all levels, so as to be better able to cope with the increased complexity of the correctional process today.

Training is an on-going process for Elmira security staff.



CUSTODIAL ROLE AT ELMIRA

Security in a modern correctional facility helps insure the proper custody of inmates sentenced by the courts and remanded to the Department. Security also provides for the good order and control necessary to create a healthful environment in which programming efforts can succeed.

The Elmira custodial staff consists of a Deputy Superintendent of Security, a Captain, 13 Lieutenants, 20 Sergeants, and about 370 officers. They provide the security for the 300 civilian employees working at Elmira as well as for the resident population.

The Correction Officer is the first line in security, responsible for the general movement of the population. He seeks out security violations and wherever possible provides direction, counsel, encouragement and assistance to the residents. Officers also are responsible for maintaining acceptable house-keeping standards and the personal hygiene of inmates. In addition to traditional assignments in recognized security areas—cell blocks, wall or tower posts, main access gates, prison yards, etc.—officers also are assigned to farm gangs, work and educational release programs, maintenance crews, shops, school and all other activities in which large numbers of inmates participate. Officers are assigned to cover evening recreation and educational programs, and perform escort duty and special coverage of inmate transfers for funerals, court visits, outside doctor and dental appointments.

Elmira officers also are assigned to photograph and identify inmates and escort work release inmates outside the facility.

THE SERVICE UNIT AND CLASSIFICATION COMMITTEE

The counseling functions of the facility are performed by the Service Unit, which also is



Writing passes for inmates is one of many duties of a correction officer.



Computers ease the job of keeping track of inmates, one of the functions of the Service Unit.

the central case-recording agency within the institution. This unit is responsible for the guidance and program development of each individual inmate in accordance with his needs, and insofar as possible, his preferences and goals, in order to prepare him for his reintegration into the community.

The Service Unit develops a program of study and/or work for each individual, based upon Reception Center recommendations, the inmate's preferences, and specific resources available.

During the course of his stay in the institution, each inmate has his progress monitored by his assigned counselor in consultation with the education, vocational and job supervisory staff personnel.

The counselor prepares reports on each man which include: a summary of his progress; a description of voluntary activities he may be participating in such as the Title I remedial educational program, the night



Supervised by a correction officer, inmates cut the lawn outside the facility's fence.



A correction officer on duty in a wall post checks in by telephone.

school certificate program, dialogue classes, drug therapy and group counseling sessions, and athletic activities; a summary of his behavioral adjustment; his family and community relationships; whatever problems he may have; whether referrals to institutional or community resources appear necessary; and a general assessment of how his progress to date relates to his overall goals and objectives upon release.

Counseling services are made available to the inmate on problems of a social, personal, educational or institutional nature.

The counselors work closely with each inmate's Parole Officer in making available information and assessments of the inmate's development prior to the time he becomes eligible for release. They prepare transfers to other facilities in accordance with the progress needs and preferences of the individual inmate.

The Intensive Counseling Program, instituted at Elmira in April 1975, is staffed by

two Senior Counselors and 15 Counselors. Each counselor is assigned a caseload of approximately 100 inmates. Program development and assistance to the inmate is the counselor's responsibility from the time the inmate arrives at the institution until he is released. Toward the end of his stay, the counseling activities are closely coordinated with the Parole Department in preparation for the individual's reintegration into the community.

GROUP COUNSELING

The expanded activity under the Intensive Counseling Program has resulted in the assignment of counselors to group programs. Counselors presently are assigned as group leaders to an English language drug therapy group, a Spanish drug therapy group, and two separate

group counseling units.

CLASSIFICATION COMMITTEE

The Classification Committee is one of the responsibilities of the Service Unit. Inmates are scheduled to appear before this Committee for approval of assignments to outside gangs or for approval of their transfer to another institution, which requires recommendation by the Committee. Supervisory personnel from any area in the facility may request that a resident appear before the Committee for possible change of assignment.

EDUCATION

Elmira, under its first Superintendent, Zebulon Brockway, was the first facility in

Counseling takes many forms at Elmira.



the state and in the nation to establish a program which used as its method of treatment the concept of combined vocational and academic training. This concept as proposed by Mr. Brockway was approved on a trial basis in 1877 by the Legislature. In 1879 a School of Letters was built and organized to accommodate about 500 pupils in classrooms. Strictly common school studies were embraced in the School of Letters. These included reading, writing, arithmetic and geography.

At the close of the year 1888, instruction was given to 600 inmates in 11 trades. In 1894, a trades school director was employed to take charge of this department. The capacity of the trades classes were gradually increased, and the course of study was ex-

An inmate shows his High School Equivalency Certificate to his brother.



An inmate is fingerprinted after his arrival at Elmira Correctional and Reception Center.



Elmira's Director of Education dictates a letter to his secretary.

tended to included 34 trades, giving each inmate an opportunity to receive trade instruction.

This unique concept of combined academic and vocational training was studied and applied by penologists on both a national and an international basis and had a major impact worldwide in all correctional settings where humanistic, compassionate, rehabilitative methods are applied.

The method still is used, both at Elmira and in most facilities throughout the Department of Correctional Services of the State of New York. It also presently is the core of all rehabilitative correctional programs across the nation.

Elmira's professional educational staff, under the Director of Education who is directly responsible to the Deputy Superintendent of Programs, is composed of an Academic Supervisor, a Vocational Supervisor, and a Special Subjects' Supervisor, plus 26 Academic and Special Subjects' Teachers, 22 Vocational Instructors, and 12 Title I Remedial Teaching Specialists in reading, math, English as a second language, and

speech pathology, for a total of 60 daytime civilian teaching personnel. All are fully certified professionals with the same qualifications as their peers in the public schools of this state.

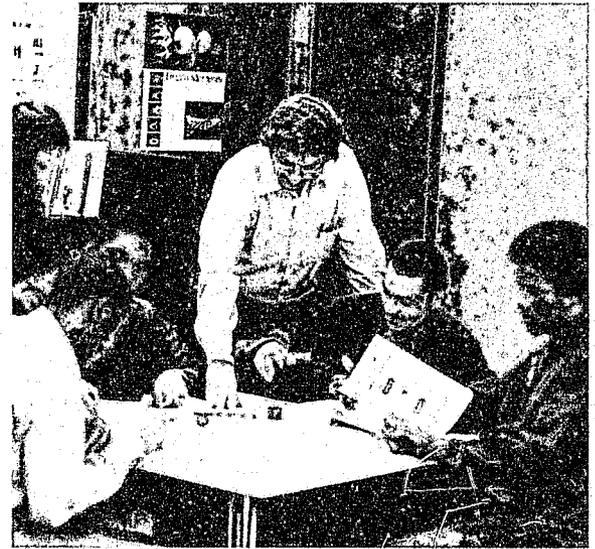
ACADEMIC INSTRUCTION

All grade levels, from adult basic education to college courses, are offered to the inmate-student in both day and evening sessions, 12 months a year.

Individualized instruction rather than lecture-type classes are a necessity. Modularized instruction (subject matter broken down into its smallest components) provides the means to accomplish individualized teaching. This method enables the student to work at his own pace, evaluate his own progress and strive to achieve a reachable set of goals within the limits of his abilities and intrinsic interests. Students all work on different modules at the same time without competition from each other. The teacher provides assistance on any specific problem a student may encounter in any module. This means that the teacher in a class of 20 students could effectively be giving individualized, private help at his desk on 20 different levels of the same subject during any given class period. As a student completes a module, he progresses to the next at his own speed. When he has completed all the modules or blocks of information which make up the course, he has completed the program. He is then ready to be promoted to the next grade or to take his High School Equivalency Test.

Standardization of the modules in all subject areas in all facilities of the Department of Correctional Services allows the inmate who is transferred to another facility to continue his educational program from the exact point or module he was working on prior to his transfer. This continuity of program with statewide uniformity provides the most effective means of teaching.

A remedial math class gets help with a problem.



In Elmira's academic program, High School Equivalency Examinations and Minimum Competency Tests in reading and math are administered three times per year. Regents and college exams are administered upon the termination of the course of studies each semester.

Present academic enrollment in daytime academic classes averages between 500-550, with an average classroom having 15-20 students per teacher.

TITLE I

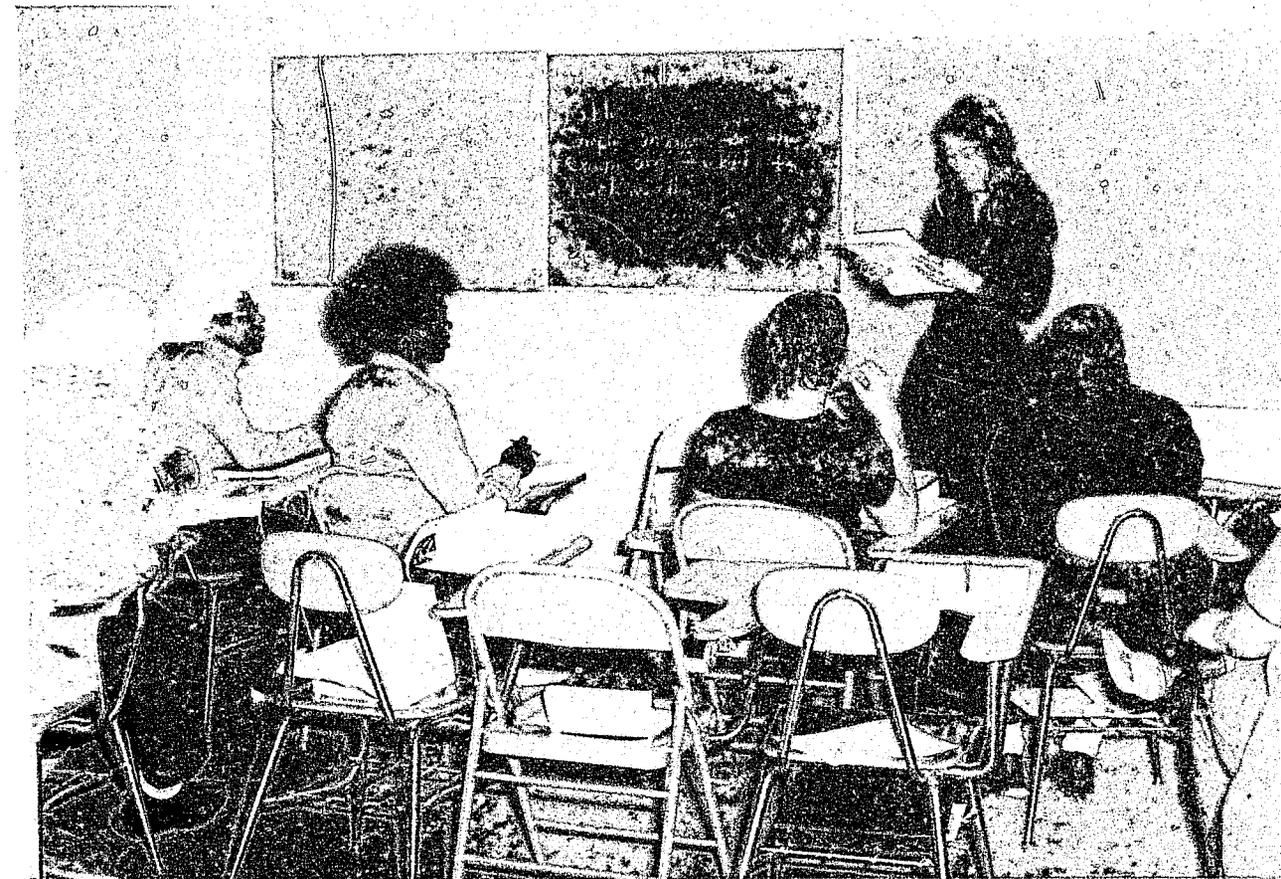
In 1974 it was realized that correctional institution residents under age 21 could be recognized as disadvantaged learners and were eligible for Title 1 funds from Health-Education-Welfare. Funds were secured from the federal government, and a learning lab was set up to operate with the very low pupil to teacher ratio of no more than five students per teacher.

This program was set up to supplement, not to supplant, the existing educational programs and has proven very valuable in this



A Title I teacher gives assistance to an inmate in remedial reading.

Inmates are on their way to a degree from Corning Community College with classes inside Elmira Correctional Facility.



respect. The program is composed of a remedial reading lab, a remedial mathematics lab, and a bilingual lab or English as a second language lab.

Elmira, through a mutual agreement with Corning Community College, provides space for the College to offer a two-year degree program inside the facility. This full college program, begun in the fall of 1974, is open to students who have a high school diploma or an equivalency certificate.

When a student has been accepted into the program, he becomes a fully matriculated student at Corning Community College and his transcript reflects his full-time status. All courses are taught by the College staff with the same requirements that the student would encounter if he were on campus.

The college program offered inside the Facility leads toward an Associate of Science in General Studies degree. Transfer to other colleges is encouraged, and the college provides the services of an academic counselor to help the student apply for transfer when he leaves the Facility.

The inside college program supplies the candidates for the College Educational Release Program. Students who are accepted into that program must have proved their ability to do college work in at least one semester in the inside program. Educational release students are transported to the Corning Community College campus each class day at 8:00 in the morning and are returned to the Facility at 3:00 in the afternoon. While on the campus, they continue their college work in a variety of programs.

On January 9, 1976, the first ten residents participated in a graduation ceremony held by Corning Community College in the chapel inside Elmira Correctional and Reception Center.

SCHOLARSHIP ASSISTANCE

The Education Department offers additional services such as assisting able students to secure college scholarships. Forty-seven men have gone on to college (Cortland State, S.U.N.Y., Binghamton, Syracuse University, etc.) Elmira administers the Scholastic Aptitude Tests and the American College Testing Program for men who wish to enter colleges requiring scores on these tests.

COLLEGE TESTING

College Proficiency Tests are administered in a broad range of subjects so residents of both Elmira and Camp Monterey may secure college credits through the External Degree Program of the State University at Albany.

CORRESPONDENCE COURSES

Men are assisted through the Education Department to participate in correspondence study in various fields such as interior decorating, TV service, electronics, motel management and accounting, with hundreds of additional courses to choose from through the International Correspondence School in Pennsylvania. At present, these courses are being financed by the Veterans Administration for those inmates with veteran eligibility.

VOCATIONAL EDUCATION

Vocational Education within a correctional setting attempts to constructively influence the inmate's behavior by organized activities. All Vocational Instructors teach the skills related to their trade specialties. Occupational safety habits are stressed. The importance of being able to cooperate and work with fellow workers is taught to each man. A resident is placed in the vocational program soon after he is received in the Facility and has completed his orientation.



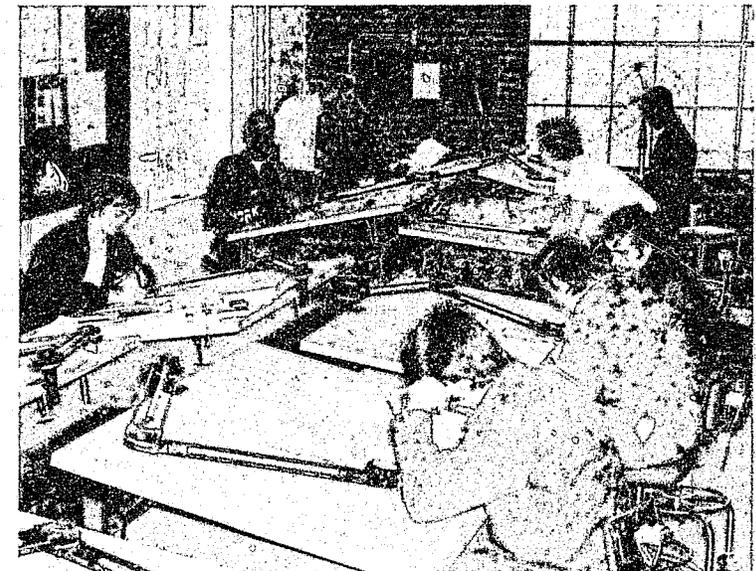
Inmates return to the facility from a day at college under an educational release program.



Earphones keep listening private, as an inmate relaxes in his cell.



An inmate disc jockey prepares to spin a new record.



Drafting is one of numerous vocational classes at Elmira.



Intensive counseling sometimes means visiting an inmate in his cell.



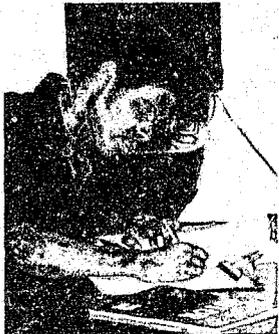
A correction officer helps an inmate photocopy a legal document.



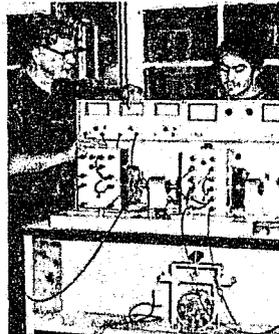
Their African heritage is of interest to participants in the Ujama Cultural Workshop, program at Elmira.



Academic testing helps place inmates in the proper educational program at Elmira.



An inmate studies in his cell.



Electricity is what it's all about in this Elmira class.



An inmate art student puts finishing touches to a painting.



An instructor gives pointers on use of the jig saw.



A future tailor concentrates on sewing.



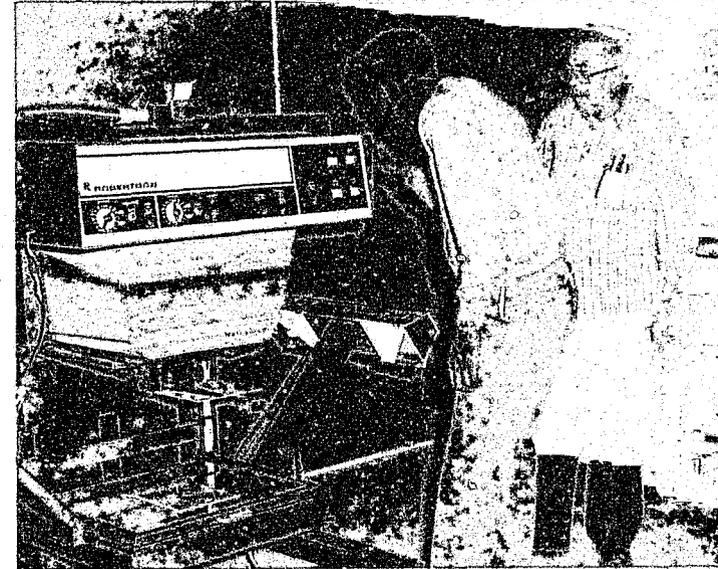
Cutting bricks is practiced in masonry class.



Plants receive tender care in Ornamental Horticulture class.



Spray painting renews a car's looks in Body and Fender class.



Photographic processes are learned as part of printing.

Initially, all vocational assignments are for one half-day, with the other half-day assignment to academic school or related technical training. After a man has secured his High School Equivalency Diploma or after he has gone as far as his abilities will allow him, he then receives one half-day vocational education and one half-day of related technical programs which provide him with comprehensive knowledge of trade science, blueprint reading, drafting, shop sketching, trade mathematics

and terms. There are presently 640 men involved in vocational education on a half-day basis in the Facility in the following areas: Agriculture (Ornamental Horticulture & Landscaping); Auto Body and Fender; Auto Mechanics; Barbering; Building Maintenance; Carpentry; Drafting; Electrical Trades; Machine Shop; Masonry; Painting and Decorating; Plumbing; Pipe Fitting; Heating; Printing; Radio and Television; Sheetmetal; Shoemaking and Leather Craft; Tailoring; Welding,

and Woodworking.

Presently all Vocational Instructors in the Department are writing their curriculum in modular form as explained in the "Academic Instruction" section of this booklet.

Nearly \$400,000 has been appropriated specifically for up-grading machines and equipment used in Vocational Education programs.



A copy of the institution's newspaper is examined after it rolls off the presses.



Bongo drums get a work out in music class.



Inmates browse through the large collection of magazines in the library.



An inmate law clerk assists a fellow resident in the law library.

SPECIAL SUBJECTS

The Special Subjects Department handles 750-800 inmates in the Reception Center. Programs are conducted in the auditorium, gymnasium, field house, athletic field, recreation rooms and special classrooms. The auditorium is used for inmate variety shows, plays, movies, lectures and outside entertainment.

The athletic field covers several acres and is used primarily in spring and summer in conjunction with the field house which adjoins it. This area allows the residents all the activities of the field house and gives them such added activities as horseshoes, swimming in the large outdoor pool, football, track and softball. The Facility has 12 rooms renovated into recreation rooms.

The Inmate Liaison Committee's Entertainment Sub-Committee meets with the Special Subjects Supervisor to express ideas from the resident population for new programs, to help select the movies and entertainment to be shown to the residents, and to assist in planning special days. These special days include ethnic celebrations, facility barbecues and holidays. On these special days, guests are invited into the facility, the kitchen prepares ethnic foods and dishes, and there is entertainment in keeping with the occasion.

LIBRARY

The library serves 1,200 inmates and employees with 15,000 volumes and subscriptions to 50 newspapers and periodicals.

LAW LIBRARY

The Law Library has approximately 1,500 volumes. Volunteers from Cornell Law School provide instruction and materials for inmate law clerks. Two attorneys from Chemung County Neighborhood Legal Services provide various legal services to inmates.

MUSIC PROGRAM

The music program deals mainly with instrumental music. In addition to the instrumental instruction, each resident receives training in music theory, music history, music appreciation and instrumental arranging. Several times each year residents from the music class perform for the entire population. These performances vary from talent shows to holiday and religious celebrations.

COMMERCIAL ART

The commercial art course takes a student with an interest in art and starts him toward becoming an artist. By the time a resident completes the course, he has mastered the pencil, perspective drawing, color theory, pastel drawing, sign layouts, sign painting, oil painting, acrylic painting, and air brush work in several medias. Students are taught hand lettering as well as use of stencils.

The class has several exhibits throughout the year at different galleries and banks. The art works are put in the show for sale, and proceeds go into the artist's account.

PHYSICAL EDUCATION

The Physical Education Department handles about 400 inmates daily. Depending on the weather, programs take place in either the gym, the armory or the ballpark. On Saturdays and Sundays an optional physical education-recreation-movie program is provided. The physical education department also sets up intramural leagues within the Facility.

Physical education is a very important element in the rehabilitative treatment of inmates, for it not only keeps their bodies fit, but also provides a release of tensions. As is normal with young men whose ages range from 16 to 30, sports and physical activity

play an important part in their lives.

NEWSPAPER

Elmira publishes the oldest, continually printed penal publication in the U.S. The totally inmate-run newspaper prints 2,000 copies in the institutional print shop. Started in 1883 as a hand set paper, it is put together today by compositors and offset presses.

AAU AFFILIATION

Elmira, in October 1972, won recognition by the Amateur Athletic Union and takes parts in its competitions. The boxing team, under AAU auspices, has appeared in more than 20 boxing tournaments. There also are track, powerlifting, basketball and softball teams.

DIALOGUE

The Dialogue Programs were instituted in 1972. Under the coordination of a fully certified academic teacher, they utilize the assistance of volunteers from Cornell, Harpur, Alfred, Elmira College, Corning Community College and other interested groups in the surrounding communities, but they are primarily inmate-run, inmate-taught programs. They encourage and foster an opportunity for the expression of feelings, emotional growth and a sense of unity and belonging among particular groups of residents within the facility.

There are presently five dialogue groups: Afro-American; Latin; Ujamaa Cultural Workshop (or African Heritage); Program Awareness (Nation of Islam); and Italian-American.

EVENING EDUCATIONAL PROGRAM

The evening educational program offers the student a broad variety of courses. These are conducted four evenings per week from 6:00



Boxing and other forms of physical education help inmates keep bodies fit and release tensions.

p.m. to 9:00 p.m. Thirty different courses are offered with somewhere between 800-950 men per week attending. Courses in photography, basic psychology, yoga, philosophy of the mind, political science, business math and creative writing are given along with 20 equally appealing subjects.

INDUSTRIES TRAINING

The principal goal of industries training is to provide an atmosphere comparable to that of outside industries. Elmira has time clocks, an eight-hour working day, shower facilities in the shops and, in general, meets the requirements and conditions of an outside factory.

The second goal of industries training is to manufacture a salable product for State agencies. There are two industrial shops in Elmira—a print shop employing 25 inmates and a completely remodeled foundry which had its equipment installed entirely by inmates who thereby gained valuable knowledge.

Pouring aluminum into molds requires concentration in the Foundry, where inmates gain skills for employment after release.

VOLUNTEER SERVICES

In 1972 the Department of Correctional Services appointed Volunteer Services Coordinators in 14 facilities, creating a staff to serve as direct supervisors of volunteers and as public relations representatives within the facilities. This need became apparent when it was recognized that the outside community could lend a positive force in the rehabilitation/reintegration process. Increasingly, individuals and groups were seeking to provide services such as shows or to commit themselves to ongoing volunteer service programs such as counseling, tutoring, etc.

The city of Elmira and the surrounding communities have been responsive to the needs of the institution and its residents. Trade councils provided advice and their related industries donated machinery. The local cable TV company donated free cable TV service to the facility plus all the cable, boosters, etc., to make educational-recreational TV with 47 outlets a reality.

At the institutional level, Volunteer Services Programs fall into four general categories:

- A) Education — academic/vocational training, sports, recreation, tutoring, donations of educational materials and equipment.
- B) Cultural/Therapeutic Programs — drama workshops, photography, dance classes, art classes.
- C) Bridging and Advocacy — programs using volunteers in counseling, visiting, correspondence — programs that "bridge the gap."
- D) Supportive Services — consultants from business and industry, colleges, volunteer clerical workers, researchers, family assistance, transportation, etc.

The Volunteer Services Program at Elmira in 1975 had 389 regular, continuous volunteers, 251 occasional volunteers plus 246 people from specific groups who came in on an occasional basis, for a total of 886 volunteers. These volunteers provided 6,352 hours

of service to this facility in 15 areas.

These dedicated volunteers assist in many diversified ways. Students from nearby colleges work with the five Dialogue Classes and help tutor inmates in the Pre-College Orientation Program. Law students from Cornell provide training for inmate law clerks in the Law Library while Chemung County Neighborhood Legal Services provides two attorneys to help inmates with their legal needs. Literacy Volunteers of America has a program to tutor residents in reading and writing. There is a Jaycee Program in the facility assisted by the Elmira Jaycee Chapter. A past mayor of Elmira assists in both L.V.A. and the Jaycee programs. Other volunteers serve as specialized consultants to the facility or staff and expend boundless energy in the mobilization of community resources, both financial and manpower, in support of the facility and its residents.

The following programs are part of the Volunteer Services Program at Elmira Correctional and Reception Center:

DRUG ORIENTATION

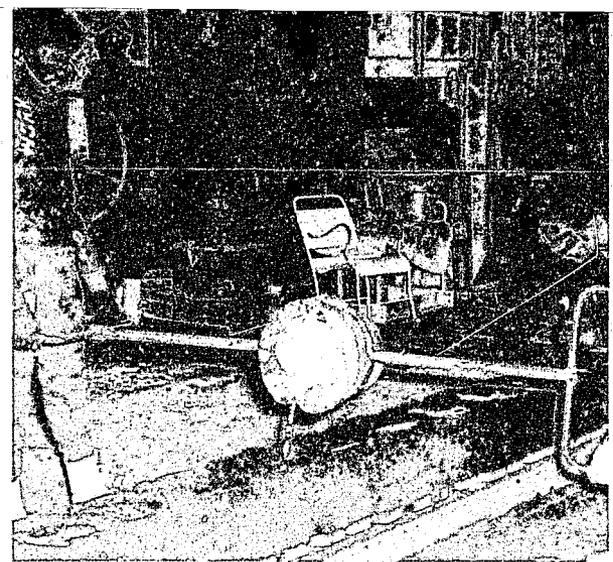
The purpose of the drug education and prevention program is to help residents re-enter society with a new outlook on life, with goals and with self-confidence; to study and discuss the various social and personal problems besetting them as they relate to drug abuse.

EX-OFFENDER EMPLOYMENT

With a grant from the New York State Department of Labor, the Ex-Offender Employment Program, working as a component of the Concentrated Employment Program (CEP), provides supportive services for residents. This program involves pre-release interviews, with reasonable assurance of housing, employment services and extensive follow-up counseling and after-care services.

PRE-COLLEGE ORIENTATION

The services of graduate and undergraduate college volunteers are utilized to provide aca-

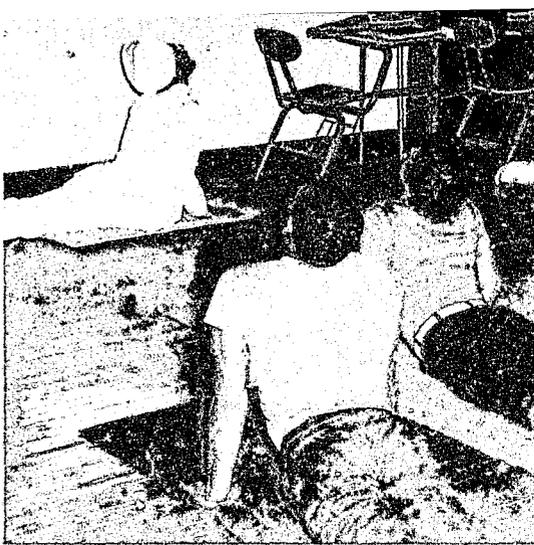


Elmira's supervisor of Volunteer Services confers with his secretary.



Literacy Volunteers of America help inmates learn to read and write.





Kundalini Yoga teaches scientific exercise for fit bodies and meditation for mind control in classes at Elmira.

demic development and motivation for residents who have completed or are completing their High School Equivalency education. The program, conducted evenings, also involves the use of community business and professional volunteers in motivational orientation.

CREATIVE WRITING CLASS AND DISCUSSION SERIES

This class is conducted by a volunteer on a weekly two-hour basis and covers such areas as personal and interpersonal relationships, behavioral adjustment and reality recognition.

JAYCEES

The Jaycees is an organization of concerned, active young men learning civic consciousness while improving themselves through constructive action in projects of community service. An extension chapter of the Elmira Jaycees was chartered in February 1972 at Elmira. Some of their projects are a Camera Club, Leadership in Action Program and Man-To-Man Program.

DISC JOCKEY PROGRAM

The Disc Jockey program operates seven days per week, providing music to residents through the facility's closed circuit radio network. The present album collection totals 350.



Former Elmira Mayor Ed Lagonergro lends his services as a volunteer in the Jaycee chapter.

YOGA CLASS

Kundalini Yoga classes include vigorous exercise scientifically designed to keep the body's systems fit and aid a man in directing his energies, along with forms of meditation that, when practiced, give a man more control of his mental faculties and help eliminate negative habit patterns. Limited to 20 students, the classes are one-and-a-half to two hours in length one evening a week.

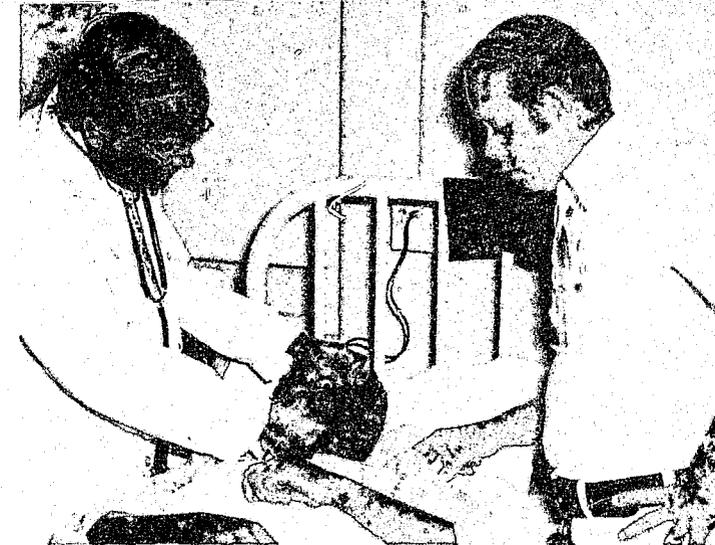
LITERACY VOLUNTEERS OF AMERICA

The Literacy Volunteers of America program (L.V.A.) was started in Elmira Correctional Facility in September 1975 to assist nonreaders of English in learning to read and write.

Conducted in cooperation with the New York State Department of Correctional Services, and the Director of Education within the facility, the program at Elmira is supervised by an ACTION volunteer. Twenty-five residents from Elmira and the surrounding area tutor inmates on a one-on-one basis within the facility. The success of these volunteers has proven that volunteers can be trained and sustained in techniques that provide valuable assistance to professional reading specialists and supply much needed manpower to overcome basic reading problems.

HEALTH SERVICES

The aim and goal of Health Services is to



An inmate receives a thorough physical examination in the facility's hospital ward.

provide a healthy environment in which the residents can live, and to take care of their health problems as they arise. Preventive health care also is provided to identify the health needs of the population, and correct any defect uncovered during routine medical care. The staff consists of three physicians, two dentists, nine nurses, one X-Ray technician and clerical help.

Each inmate entering Elmira undergoes a physical examination by a physician and receives periodic physicals during his stay. A resident will be examined if ill and hospitalized if necessary. If the health needs cannot be provided at the institution, arrangements are made for the resident to be transferred to a community general hospital, where specialist coverage is available.

In the realm of preventive medicine, the Medical Department assures that the residents' facilities are hygienic and that food provided is nutritional and adequate.

The Medical Department provides psychiatric services, too. Each resident entering the institution through the Reception Center receives a psychiatric interview with a qualified psychiatrist who identifies the needs of the individual and makes recommendations. Dental Services are administered by two New York licensed and registered dentists assisted by medical personnel and nurses when necessary.

MINISTERIAL SERVICES

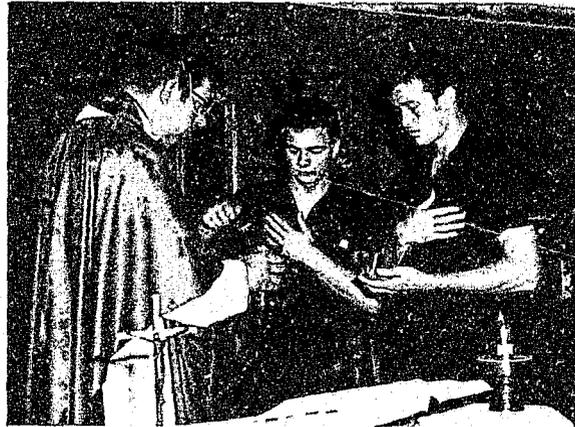
The direction and movement of programs in the area of religious counseling services has reflected a philosophy and sensitivity which respond realistically to those religious freedoms which are inherent in the Constitution of the United States, expressed in the philosophy of the Department of Correctional Services, and established by the recommendations in the New York State Select Committee Report.

At Elmira Correctional Facility one of the obvious changes which has come about is the establishment of a mosque in 1970 for Islamic inmates. Along with this is the recognition of their religious holidays and related feasts. To the degree possible at the present time, changes also have been made in the diet served to accommodate their religious needs.

The religious needs of the inmates are looked after by a Catholic chaplain and a Protestant chaplain, both of whom are employed on a full-time basis. A Jewish chaplain is employed on a part-time basis. Residents serve in the capacity of minister for those of the Islamic faith. A visiting minister from the Ya-Sin Mosque visits the institution whenever possible and provides ministerial services for Sunni Muslim inmates in the institution.

Thirty ministers, priests and rabbis participated in a community relations program involving local clergy and their congregations, attending the facility as a group once a week for several months.

The Multi-Faith Chapel at the Elmira Reception Center offers services for all.



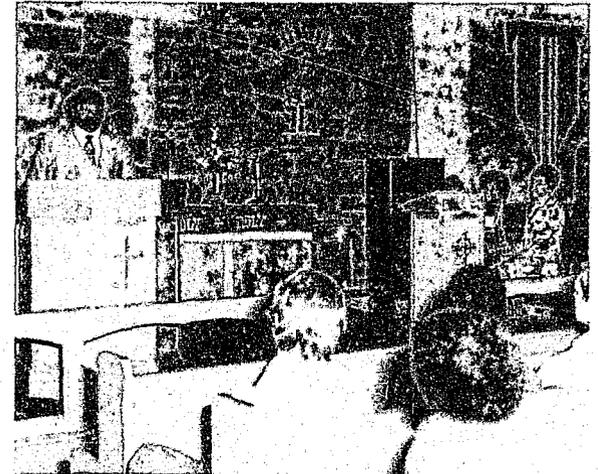
CATHOLIC

In 1970, Father John A. Conway was named the first full time Catholic Chaplain at Elmira. When Father Francis Lane was Chaplain, in 1938, the institution dedicated its Chapel, St. Don Bosco. It was the first chapel to be built within a prison in the U.S. and was furnished by private contributions. The Most Rev. James E. Kearney, Bishop of Rochester, celebrated the first Solemn Pontifical Mass ever in a prison during the chapel's dedication. That year, too, the first Christmas Eve midnight mass was celebrated in a penal institution. Two years later the first penal institution publication devoted to religious topics, "The Don Bosco Bulletin," was printed at Elmira. In 1952 the Rosary, by inmates, was broadcast over a local radio station.

Every Catholic inmate entering Elmira is interviewed by the Chaplain, who also conducts Communion Classes and runs the Alcoholic Anonymous program.



Inmates line up for Communion during Catholic Services at Elmira.



A Protestant service gets underway at Elmira.



Formal worship services are conducted in the Jewish Chapel, Beth Shalom.

PROTESTANT

The Elmira Protestant chaplaincy meets the religious needs of all Protestant residents as well as those inmates who are not members of any religious denomination. The Protestant Chaplain, the first Black Chaplain in the Department of Correctional Services, also serves as liaison between the two Muslim groups—the Sunni and the Followers of the Honorable Wallace D. Muhammad—and the administration because, the facility does not have a Muslim Minister.

There are approximately 550 Protestants in the facility. The duties and tasks performed by the Chaplain are many and varied. He interviews each resident and tries to develop a personal rapport, counsels them both individually and in groups, helps to establish a better relationship and tie between family and resident, extends invitations to guests of various backgrounds to broaden his congregation's views, and provides residents with

books, Bibles, magazines and other literature.

Weekly worship services are held involving a well-organized inmate choir with a civilian director and musician, and participation by inmates who lead prayers and read scriptures as part of the service.

In performing his duties, the Chaplain uses whatever resources he can tap such as other institutions, family, and clergy to help the resident in his development of personal relationships that will provide emotional support both while incarcerated and after release. He also communicates with residents in times of crisis, serious illness, or death in the family. At times he has the happy privilege of performing marriage ceremonies for residents who were previously married only through common law. Legal marriage may make a man eligible for consideration for furlough when there are children involved in the common law marriage.

JEWISH

The Jewish Chaplain serves the spiritual, moral, and ethical needs of the inmates of the Jewish faith through a program including religious services, study and discussion classes, counseling, and pastoral visits and attempts to supplement and reinforce the other professional treatments within the institution.

Formal worship services are conducted each Friday morning in the Jewish chapel, Beth Shalom. The Beth Shalom Jewish Chapel became a reality through the efforts of former Elmira Superintendent Daniel E. Damon, Jr. with the financial assistance and support of Dr. Vincent P. Mazzola, long time member of the Board of Visitors. It was Dr. Mazzola's desire that a worship chapel be provided for the Jewish inmates in the facility, and he undertook to raise the necessary funds for construction of the chapel. Dr. Mazzola is a practicing surgeon residing in Brooklyn, New York, and is a distinguished Catholic layman.

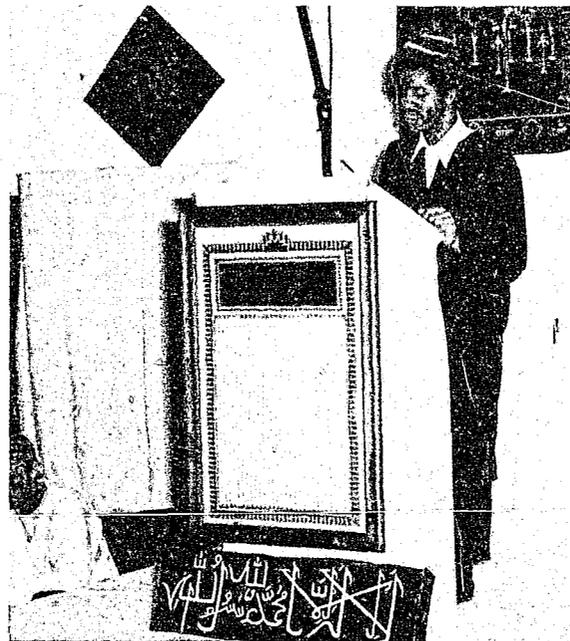
In addition to the traditional Hebrew Prayer Book, a special volume prepared by the New York Board of Rabbis is used during services. This volume contains original and contemporary prayers which lend greater meaning and relevance to the services. Weekly services in the chapel are supplemented by additional instruction and educational activity conducted in the adjoining classroom. The students learn about the customs and traditions of the Jewish faith, Jewish history, Jewish philosophy, and they learn to read and write Hebrew. As part of the educational program the Jewish Chaplain's office maintains a library with a wide selection of books on Jewish religion, history, and general literature.

MUHAMMAD'S MOSQUE OF ISLAM

The Nation of Islam under the leadership of the Honorable Wallace D. Muhammed has many members in Elmira.



A student minister addresses the Nation of Islam congregation.



Sunni Muslim services are conducted by the resident minister.



Elmira's kitchen crew stirs up a tasty brew.

The Mosque was established in 1970 to provide for the spiritual, mental, and physical needs of the Bilalian (Black) people, but the mosque (formerly called a temple) now accepts other races. The mosque presently has a variety of programs that contribute to the well being of this religious community's members.

SUNNI MUSLIM

This religious group follows the tradition (Sunnah) of the Prophet Muhammad Ibn Abdullah, who lived from 570 to 632 A.D., and practices Islam according to the strictest tenets of the Holy Quran and Hadith. Islam is not only their religion, but also their cultural, political, social, and economic philosophy.

A resident minister provides ministerial services for the group; whenever possible an orthodox Muslim minister from the Ya-Sin Mosque in New York City provides services for Sunni Muslim inmates.

FOOD SERVICES

The Elmira Food Service operation has recently undergone extensive improvements in the facility's effort to move away from conventional "institutional cooking" to a more attractive and varied menu, scientifically and nutritionally balanced. The two main dining rooms, each seating about 650 inmates, have been remodeled in bright colors. Traditional heavy steel arrangements have been replaced with individual, cafeteria-style tables and chairs. Steel trays, cups, etc., have been replaced by attractive utensils. Self service coffee machines, and juice and milk dispensers have replaced the old "community" pitchers.

Menu changes reflect various ethnic group preferences—with some meals featuring Italian, Spanish or African dishes. The bakery produces a wide range of breads, pastries and cookies. The institution now serves much fresh produce and frozen foods. During special religious or ethnic observances, special meals for participants are prepared.

LAUNDRY

The facility modernized its laundry in 1976, installing the most modern equipment on the market, designed to provide maximum safety for the inmate employees who operate the machines doing the laundry for all 1,500 residents—approximately five tons per week.

The residents who work in this area have the benefit of learning the laundry trade on modern and efficient equipment so they can apply for employment in any laundry upon release. The laundry processes 3,000 sheets and 1,500 pillow cases weekly as well as uniforms and underwear. In addition, linen for the facility hospital is given special processing.



Inmates and instructors cut spare ribs in the butcher shop.



Inmates enjoy a meal at a cafeteria-style table in one of Elmira's main dining rooms.



Wash and wear clothing is hung to drip dry in the institution's laundry room.

PAROLE

Parole was started in the U.S. at Elmira in 1877, a year after the institution opened. Prior to that time the history of treating convicted felons could be summarized as a sequence of retribution, restraint and rehabilitation. Only recently has the concept of "reintegration" been coined to describe efforts to either keep the offender in the community or at least help him return to a conforming existence.

The American Colonies inherited the European sanguinary methods of punishment. Eventually all of them put into effect in varying degrees the harsh English Code which, in general, prescribed some form of corporal punishment less than death for crimes that were not classified as capital. When the English settled in America they enacted laws providing for the construction of "gaols" (jails) and houses of correction.

Towards the end of the Revolutionary War, New York State differed little from its sister states in dealing with the criminal. He was tortured, flogged, branded and punished in the ducking stool and pillory. This was done in public to deter others; however, crime continued to rise. In 1796 the death penalty was abolished for all crimes except treason and murder, and the first State prison was erected in the Greenwich Village section of New York City. Confinement began to replace corporal punishment as the means to deal with lawbreakers.

From the beginning, the American prison was a maximum security institution. In the early 19th century, two very definite concepts of imprisonment were introduced in New York and Pennsylvania, including what the structures should look like and how they should be operated. In Pennsylvania the inmates were isolated from other "wicked" inmates and were expected to do penance.

A brief chat with a parole officer lifts an inmate's spirits.



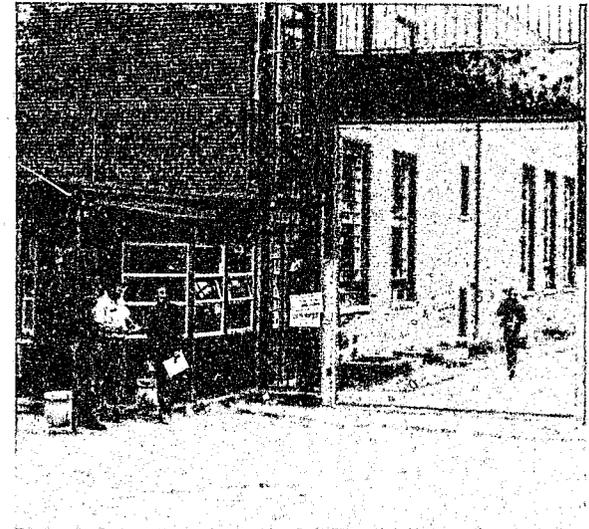
The New York authorities proceeded on much the same premise as to the cause of crime, but adopted a slightly different solution with the construction of Auburn Prison in 1817. If the prisoners were to learn the advantages of hard work and thrift, the New York authorities believed there could be no better way than to be compelled to work together in harmony. Prisoners were not allowed to communicate with each other, however. The rule of silence was strictly enforced.

In 1870, the American Correctional Association at its founding meeting in Cincinnati reminded the authorities that "reformation not vindictive suffering, should be the purpose of penal treatment of prisoners."

New York made efforts to actually implement some of the specific proposals of that Cincinnati Prison Congress of 1870 and opened the Elmira Reformatory in 1876 for young first offenders.

All persons convicted of felonies and sentenced to terms of more than one year in prison are committed to one of the Reception Centers operated by the State Department of

Inmates have their passes checked at the gate.



Correctional Services. The adult Reception Center is located in Dannemora, New York, and the Reception Center for young offenders is located at Elmira, New York.

Persons sentenced to probation are supervised by probation officers responsible to the court and not to the Correction Department. Persons convicted of lesser crimes and those held under custody while awaiting trial are confined in local jails, detention houses and penitentiaries over which the Department of Correctional Services has little jurisdiction.

Parole is a form of supervised conditional liberty from a facility that is granted prior to the expiration of sentence. The term was derived from the French "parole d'honneur" and came to mean especially the pledge by a prisoner of war, in return for partial or conditional freedom, not to try to escape and not to bear arms against his captors. As a form of correctional treatment, parole is designed to enhance the protection of the community through the supervision and rehabilitation of selected offenders following their release from a correctional institution. Parole conditions

define minimum standards of conduct, establish the limits of movement, and require the parolee to report regularly to a parole officer. Violation of the conditions of parole may constitute grounds for parole revocation and reincarceration.

The modern use of parole as a correctional method stems from a change in penal philosophy from emphasis upon retribution and punishment to efforts at reform, rehabilitation and reintegration. Parole in relation to the treatment of the juvenile is dealt with under a separate system of laws, courts, institutions and agencies.

A series of statutes enacted by New York in the United States and culminating in the opening of Elmira Reformatory in 1876 marked the earliest significant development of an established parole system embodying indefinite sentences and parole with supervision and a return to custody for violation of parole rules.

Administration of parole systems, in general, is by appointive parole boards with quasi judicial functions including power to convene hearings and grant or deny parole, power to revoke parole and recommit offenders.

In New York State, the Department of Correctional Services administers the function of post-incarceration field supervision for all persons confined in the locally-operated sentence institution (i.e., jails and penitentiaries), as well as the State facilities, for an excess of 60 days.

All inmates now sentenced to State facilities are felons; the sentencing judge sets the maximum time to be served in all except murder and kidnapping cases where he may leave it to the Parole Board to establish the minimum.

Statistics kept by the Parole Board show that approximately two thirds of the persons released on parole do not return to the New York State Correction system within five

An inmate with a complaint drops it in the box provided by the Inmate Grievance Resolution Committee.



New easy-care forest green clothing helps inmates look neat.



years, either as parole violators or for new offenses.

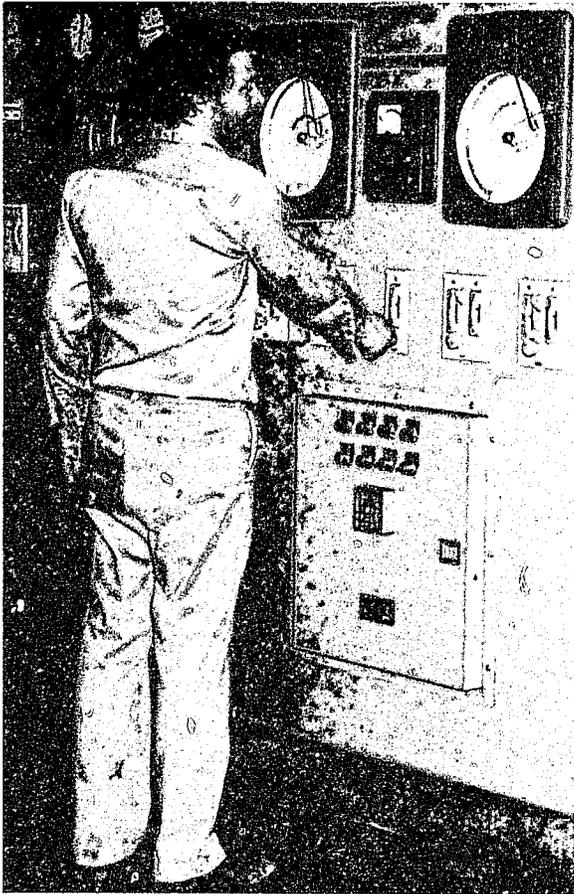
The Parole Board consists of 12 members appointed by the Governor. A three-man panel of the full board meets at each New York correctional institution monthly to fix minimum sentences, to decide whether or not to grant parole to those eligible and to hear parole violations on those returned either with new sentences or for violation of parole rules.

The field operation consists of nine offices throughout the State, located mostly in major cities. The field staff's long term experience in and knowledge of their geographical areas and citizen populations has, in a quiet manner, made effective contributions to the overall success of the temporary release programs. There are about 600 professional staff in parole of whom about 75 are assigned to

work at State correctional facilities.

At the Elmira Correctional and Reception Center, the Parole Board meets monthly and sets the minimum period of imprisonment for inmates, deciding for or against parole for inmates who are also confined there as well as for those who have been transferred in from correctional camps for that purpose. In addition, the Parole Board reviews parole violations for returned inmates both in the correctional facility as well as those with new terms in the Reception Center.

The Parole Officers prepare inmates, develop their case folders for Parole Board hearings and assist in their release from the Facility. Parole Officers maintain files, conduct pre-parole interviews, write parole summaries, help inmates develop their release programs, make recommendations to the Parole Board, counsel, consult with other staff members,



An employee checks the meters on the powerhouse control panel.

give lectures and act as liaison with field parole offices and other agencies.

At Elmira Correctional Facility there are about 150 inmates meeting the Parole Board monthly. In 1971, the courts gave the parolee the right to legal representation at his revocation hearings. Another court order has provided for the right of parolees who are arrested as violators to have full preliminary hearings.

monthly from Elmira Correctional Facility either on parole, conditional release, or at the expiration of their sentences.

FISCAL ADMINISTRATION

Under the direction of the Institution Steward, the Business Office at Elmira Correctional and Reception Center is responsible for all finance, budgeting and stores operations.



First aid training helps Elmira keep ready for emergencies.

Each area is monitored by his office, and all functions pertaining to the expenditure of the taxpayer's dollar are controlled in the best interest of the State. The Business Office is responsible for inmate accounts, payroll, purchasing of supplies, vouchering, the cashier, commissary, storehouse inventory and related financial matters.

WORK CONTROL

The purposes of the Maintenance Department at Elmira are: to provide the essential services, such as heat, light, and electric power; to maintain all equipment throughout the facility; to provide transportation for residents and/or employees when necessary; to make the proper mechanical repairs of approximately 30 vehicles.



Officers check out fire and safety equipment.

FIRE AND SAFETY

Elmira is composed of 53 buildings and nine guard posts. This community, which is about one quarter mile in length on each side, is self-sufficient and provides all services for the residents including protection against fire and safety hazards.

Located within the facility are fire hydrants, fire extinguishers, standpipes, fire hoses and two fire engines.

All equipment is inspected and service-checked periodically by the Fire Chief and daily by employees in their respective areas. Motorized equipment is serviced and run on a regular schedule to insure that it will operate properly in case of an emergency.

A fire zone system has been established to provide the most efficient means of evacuation of inmates and employees, and to allow

the deployment of emergency equipment to the scene in a minimum amount of time. Fire evacuation procedures are constantly updated to keep up with new construction and physical changes within the institution.

Elmira Correctional and Reception Center was the first facility in the Department to install permanent built-in smoke ejectors in its Special Housing Unit. These units have proven their value in saving lives and have provided health protection since their installation by removing toxic smoke and gases so rapidly that the fire can be extinguished with a minimum of danger to inmates or personnel.

The facility also has special equipment for rescue, such as small generators to operate power tools and forceable entry equipment to break walls and doors in order to reach persons trapped in any area. Included with this specialized equipment are 12 self-contained breathing apparatuses with spare tanks located at strategic points throughout the facility.

Medical and first aid stations, manned by registered nurses and officers trained in first aid procedures, are available around the clock to apply inhalator resuscitators if needed.

TOWARDS A HUMANE CORRECTIONAL SYSTEM

Many major changes have been made within the Department of Correctional Services and its facilities to provide a more humane environment and better programs.

The time inmates spend in their cells has been drastically reduced. In the past, the residents were locked in their cells 15 or 16 hours per day. As a result of the expansion of evening programs in education and recreation, residents at Elmira now released from their cells at 8:00 a.m. and lock in at 10:00 p.m. This also provides some inmates with the

opportunity to work days and attend school nights.

The cells have been repainted and refurnished so that each resident has a new bed and mattress, a new desk, a chair and a locker. The old prison gray of the cell blocks has been covered with paint of a brighter color. Earphone and radio station outlets have been added to each cell to give the resident a choice of three radio stations or the institution DJ booth for his listening pleasure. Heating elements are now legal in the individual cells enabling residents to heat coffee, cocoa or soup.

A complete new clothing issue, providing each man with a summer and winter outfit, has been distributed to all inmates. Composed of a 31-piece package, the new clothing issue is forest green, permanent press, wash and wear. It is designed not only for easy care, but to improve the appearance of the inmate. The inmate's name, rather than his number, appears on his clothes. In addition, new styles of suits and shoes have been purchased to issue to the resident upon his release or for him to wear when he goes home on furlough or leave.

Special showers have been added to industrial work areas, and the number of showers each inmate takes per week has been increased.

Large recreation rooms have been added at the end of the cell blocks to give the residents an area for such things as watching TV and playing chess or checkers in the evening hours. The facility has also provided shows in the auditorium by bringing in entertainers, musicians and athletes from outside the facility. The residents, in turn, have produced many shows for the institutional population. Some of these have been broadcast over local television stations. Special ethnic celebrations and sports days have been added.

Visiting privileges have been expanded to include common law wives, and many positive

changes initiated in visiting procedures have helped strengthen family ties.

A major system has been developed to classify and evaluate every new resident, allowing Elmira to develop a specific treatment program for each inmate. The entire system is computerized and fed into the central data bank in the Department's Albany Office. Thus, if a resident is transferred from one facility to another, there is no interruption of his prescribed program.

Each inmate has been issued a new rule book, printed in either English or Spanish, which clearly outlines the inmate's rights and responsibilities and the expectations of the administration.

In the area of inmates' rights, two major programs have been instituted. The first is the Inmate Liaison Committee which is elected by the residents to channel general grievances, communications, and suggestions from the inmate population to correctional authorities. The second and newest program is the Inmate Grievance Resolution Committee initiated by Commissioner Benjamin Ward in 1976. This new mechanism permits inmates to file grievances which may be resolved at any of four levels, with the Commissioner of Correctional Services having the final right to decision. It is a powerful tool to insure that the inmates are fully and legally heard in their grievances against employees, programs, rules, policies or whatever.

The system of wages paid to the inmates has been revised to establish graded incentive pay allowance schedules for inmates within particular programs. This encourages inmates to participate in programs designed to meet their individual needs and develop their individual skills rather than working only to make money. The academic, vocational and industrial programs help inmates acquire knowledge and occupational skills and develop good work habits to aid them in

securing employment upon their release. Additionally, participation of the inmate in employment and educational programs offers constructive, therapeutic activity in lieu of idleness. The graded incentive pay system, based on levels of achievement and performance in education and employment, gives the residents the opportunity to earn more money for the purchase of commissary items, savings for their release or furloughs and for modest financial assistance to their families.

VISITING

Removal of all screens between residents and their guests has improved visiting. Inmates may hold and feed their children, and touch and make contact with loved ones.

The physical size of the visiting room at Elmira Correctional Facility has been more than doubled to accommodate as many as 200 inmates and visitors at one time. Inmates' visitors are classified, with the immediate family given top priority. Visiting privileges have been greatly extended to include anyone who has been approved by the facility.

An outside-the-wall pavilion visiting area, built in 1975, provides room for 100 to 200 additional residents and visitors during the warm months. Residents who are cleared to go outside the wall may have picnic-type visits with their families in this area, which includes a playground for their children.

BUS PROGRAM

The distance of Elmira from the homes of many of the residents makes visiting by relatives difficult and expensive for many and impossible for some. This results in weakening of family ties, heightening of inmate tensions and complete or nearly complete separation from mothers, fathers, wives, children and friends.

Operation Prison Gap provides transportation at a reduced rate from the New York City area to Elmira on a bi-weekly basis.

The Salvation Army offers bus transportation once a month for residents' families and friends from New York City. While the inmate is receiving a visitor, other volunteers from the Salvation Army interview men about to be released and provide them with job counseling and assistance in securing a job upon their release. All visits through these bus services are on a rotational basis to give every inmate a chance for a visit.

TELEPHONE PROGRAM

A telephone home program inaugurated in 1972 is one of the most important links to maintain family ties and increase resident morale. Inmates are allowed to call home, collect, between 6:00 p.m. and 10:00 p.m. on a once-a-month basis. Additional calls of an



A correction officer x-rays an inmate's package to check for contraband.

emergency nature may be made when necessary and when deemed advisable.

MAIL

Correspondence is the primary link between the resident and his family and friends. The opportunity to correspond is important both to the inmate and to his mother, father, wife and children. It helps prevent the weakening of family ties and helps release tension among the resident inmate population. All mail is opened and checked for contraband, but it is no longer read. Correspondence privileges have been extended over the years from a limit of one letter every other week to the present unrestricted number of letters the inmate may send and receive. The resident is allowed to send one free letter per week but is required to pay for all additional letters he sends.



An inmate's family deposits money to his account during a visit at Elmira.

FURLOUGH

The Furlough Program was set up to allow inmates to take care of personal needs and obligations outside without direct supervision.

Leave time is permitted for seeking employment for parole eligibility, maintaining family ties, and solving family problems. In some cases, attending a short-term educational or vocational course may fall under the category of furlough as well.

This program and the leave of absence program, which permits inmates home visits in times of illness or death of family members, have provided a vital means of helping the offender maintain his family ties.



Food and supplies are purchased at the Commissary.

WORK RELEASE

For those inmates considered eligible to participate in the work release program, opportunities are made available through employers in surrounding communities. The inmate spends a full eight-hour day on the job, returning to the correctional facility in the evening. While affording the inmate valuable work experience and the chance to build a good work record, it also allows him to come back into a rehabilitative setting to further learn how to adjust to his new job, analyze his effectiveness in the outside world, and gain a perspective of his ultimate role in the "world of work." The administration is continually in touch with community and union labor leaders to insure jobs are not taken which would supply work for a resident of the Elmira area.

The needs of the community are considered too. Inmates eligible for work release may also be released to perform volunteer services in the nearby community, giving them an opportunity for self-development.

Offenders, despite their own needs, often volunteer generously within the limits of their own capabilities and within the confines of the circumstances in which they live. During the floods in Elmira in 1975 for example, even though most of the inmates were not from this area, many volunteered to work long, hard hours to fill sand bags within the correctional facility so they could help save lives and property in Elmira and the surrounding area. Dozens of inmates cleared to work outside the facility helped flood-stricken families from Big Flats to Pine City.

Numerous inmates also go out daily to nonpaying community service jobs such as keeping veterans' cemeteries in order, working at the S.P.C.A., assisting in the Psychiatric Center and helping as teachers' aides at the Elmira Day Care Center.



Barbers team up on a hair-cut.

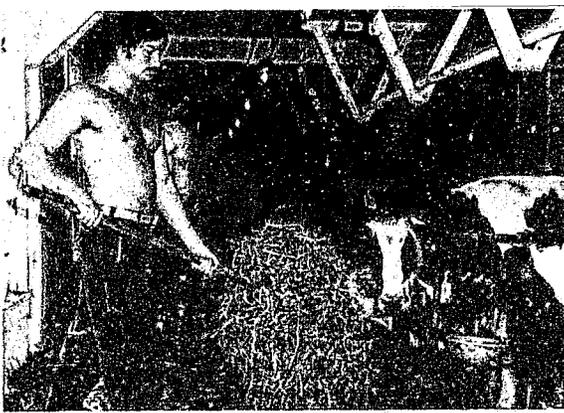
COMMISSARY

The Elmira Correctional and Reception Center operates a commissary for the benefit of the residents. The inventory includes such items as extra food, toilet articles, sneakers, watches, earphones, cassette players, underclothes and sweatshirts.

Approximately 800 residents use the commissary every week. Sales average \$30,000 a month, about what the institution spends to replenish the stock from local vendors.

BARBER SHOP

The facility's 30-chair barber shop classroom serves the entire Facility, averaging about 1,500 haircuts and 200 shaves per month. The residents receive haircuts from any one of 30 barber class students who are taught modern techniques in haircutting, shaving, massaging and shampooing. These students also learn barber shop management, tool and equipment sterilization and care as well as sanitary and hygienic procedures. The barber class is a 1,000-hour apprentice program, earning for those who complete it a New York State Apprentice Barber's License.



Members of Elmira's farm gang "pitch in" to feed the cows.

FARM

The Correctional Facility Farm and Grounds Operation performs a variety of services. It produces many farm products used by the facility and has a modern milk processing plant.

Residents assigned to the farm are taught modern techniques in animal husbandry, how to operate milking machines, modern pasteurization processes, operation of farm and ground tractors and related soil tilling equipment, livestock feeding and general farming.

Some average annual production figures: Milk, 754,300 quarts; beef, 21,000 pounds; potatoes, 134,000 pounds; sweet corn, 9,000 pounds; timber, 52,000 feet; hay, 325 tons; silage, 520 tons; ear corn, 6,800 bushels; oats, 1,500 bushels, and straw, 90 tons.

STOREHOUSE

The Storehouse is responsible for receiving, storing and distributing all incoming material and supplies purchased or donated for the operation of the facility and for doing the accompanying bookkeeping and office work.

Materials in storage include paper products, office supplies, cleaning materials, institutional clothing and shoes, parole clothing and shoes, blankets, sheets and pillow cases, canned goods, sugar, flour, coffee, tea, spices, beverage base and canned juices.

Kept under refrigeration are such items as milk, cheese, eggs, macaroni products, potatoes, fresh vegetables and fruits, raisins, prunes and rice.

ELMIRA RECEPTION CENTER

The Reception Center, a unit of the Elmira Correctional Facility opened in 1945, is based on the idea that the place and the method of treatment should be decided by a team of specialists in the correctional field. The Reception Center Unit receives all individuals 21 years of age and younger who have been sentenced to the jurisdiction of the Department of Correctional Services in any one of New York State's 62 counties. The primary consideration of the reception process is the age, criminal involvement and, above all, the existing opportunity to alter behavior, which is many times not possible or probable with an adult offender.

The basic goal of the Reception Center is best explained by describing what is accomplished during the eight weeks the resident is in the program. The basic human needs are foremost in importance and Elmira is well equipped to meet them with professionals working in a well-planned delivery system.

Medical, dental, and psychiatric evaluations identify the resident's needs to enable individualized program planning. Although residents project many common traits, each is an individual whose behavior and needs must be approached on an individual basis.

Often behavioral disorders and criminal activities indicate a need not only for psychiatric evaluation but also for future treatment by psychiatric professionals. In this area, as in all approaches to the classification system, the eventual release of the resident to the community determines the success of the program and the on-going correctional treatment process.

During his stay, the resident is evaluated as to his past behavior and its possible effect on his adjustment during confinement and upon release. During the initial contact with the Correction Classification Analysts, an in-

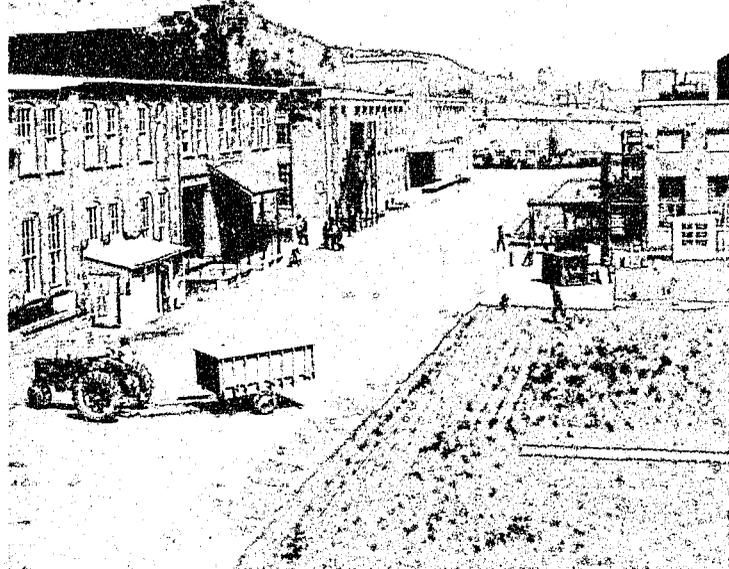
dividual profile of the resident is formulated by the use of probation material, school records, and an evaluation of the resident's feelings about himself. After completion of this analysis of his past and present attitudes, the resident enters a program of evaluation in the academic and vocational disciplines. His academic strengths, needs and future directions are outlined through observation of his classroom behavior as well as through diagnostic testing that assists in evaluating the academic profile. In the vocational area, the resident is evaluated as to his abilities, needs and possible future direction in the job-oriented world.

Throughout the program, each professional attempts to motivate the resident towards self-improvement and the recognition that he must function in a real world where the rights of others are the basis for social order. The resident must realize that his past behavior impeded the basic rights of others.

Through team combinations of counseling, motivational structuring and dispensing of information, the resident is given the basis for making responsible choices in directing his

An academic analyst interviews a new inmate at the Reception Center.





Old and new buildings side by side in the West Yard testify to changes at Elmira.

own life. Hopefully, at the end of the period, he sees himself differently, and those who will be responsible for structuring future program options will be able to counsel and assist him with participating in and adjusting to correctional programs and community life.

The classification process consists of the following units: Service, Mental Hygiene, General Education, Vocational Education, Physical Education, Religion and Custodial.

CAPITAL CONSTRUCTION

Elmira, like all major correctional facilities in the state, is constantly being changed—with new buildings, renovated facilities and new equipment installations. These major alterations in the past five years have amounted to over \$10,500,000 in capital construction expenditures. Among the major projects were: modifications to the power plant; a modernized kitchen and laundry; a foundry; renovation of the hospital; new learning labs in the education building; major vocational shop changes; a new print shop; and extensive repairs to existing structures such as wall towers, the armory, swimming pool and cell blocks. The visiting facilities were expanded as were the parking facilities. A mosque was constructed for muslim residents.

ECONOMIC EFFECTS

Like all correctional facilities, the Elmira facility is important to its local economy. More than \$9,500,000 is paid in salaries annually; more than \$810,000 goes for food and supplies purchased from local merchants; and with other hard goods and services a total of more than \$13,000,000 is pumped into the local economy.

TOWARD THE FUTURE

The correction philosophy based on a model of restraint is dead as far as New York State is concerned. Neither the goal of retribution nor the strategy of long periods of confinement can be regarded as meaningful in serving social demands of today.

A change in corrections, based on a model of community reintegration, comes at a time of growing concern for the problems of social deviance and the demand for social justice.

Corrections must meet these demands with the highest degree of professionalism. Success will mean a reduction in crime through the prevention of recidivism.

Not only in New York State but across the nation, the field of adult corrections has been undergoing widespread change in its concepts of treating the offender. Outstanding among these changes is the redirection of rehabilitative services towards the development of community-based and community-oriented programming. Community based correction demand public involvement and interest.

Future correctional directions for change—toward community, differential treatment of offenders and coherent organization of services—must face the need for continual evaluation and re-evaluation. Until sound research provides evidence, the decision-making process will be exceedingly difficult. Evaluation, research, experimentation, classification and re-evaluation must be an every



A smile and a new suit of clothes express hope for the future as an ex-offender gains his freedom.

day part of the search for the correct alternatives. Characteristically, human nature seeks simple solutions to complex problems. There are no simple solutions for corrections. The complexities of the problems demand solutions which will come only from hard work and flexibility. Elmira's staff will do its part in the serious effort needed to meet the challenge and contribute to the good of a free and just society.

Acknowledgements:

Special thanks are given to the following people for their assistance in the preparation of this Centennial publication: Edward Brusso, Photography; Richard Weiss, Chemung County Historical Society, and Raymond J. Wisniewski, Historical; Nora W. Betzler, Research.

Special assistance also was received from DOCS personnel, Deputy Commissioner Wm. Ciuros, Jr., Elmira Superintendent John B. Willmot, Agenor L. Castro and the Office of Public Relations.

Editors, Warren F. Betzler and Elaine S. Spear

Graphic Design, Lafayette Robinson

Published by the DOCS Office of Public Relations, Ruby Ryles, Director.



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