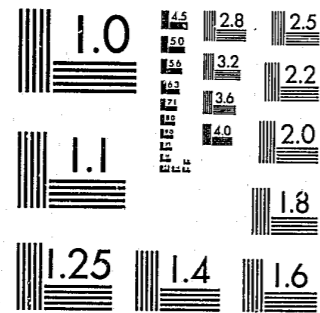


National Criminal Justice Reference Service



This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

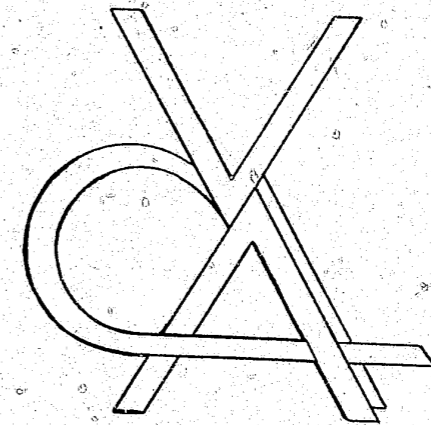
National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

5/24/82

CR Sent
2-9-82

PROCEEDINGS

virginia correctional association



SECOND ANNUAL CONFERENCE

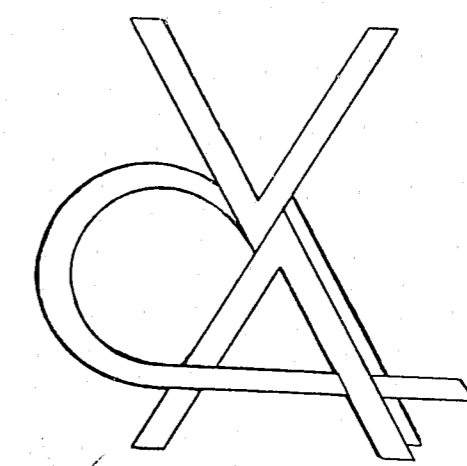
September 21-24, 1980
Roanoke, Virginia

"The '80s —
New Trends in the
Correctional Partnership"

79854

X
PROCEEDINGS

✓
virginia correctional association



✓
**SECOND
ANNUAL
CONFERENCE**

*"The '80s —
New Trends in the
Correctional Partnership"*

U.S. Department of Justice
National Institute of Justice

79854

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

Permission to reproduce this copyrighted material has been granted by
Virginia Correctional
Association

to the National Criminal Justice Reference Service (NCJRS).

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

VIRGINIA CORRECTIONAL ASSOCIATION ORGANIZATION - 1980

OFFICERS

Frank B. Bishop, III President
 Ron Angelone 1st Vice President
 Anne Downes 2nd Vice President
 Dee Malcan Recording Secretary
 Patti Huffman Corresponding Secretary
 Tom Northen, III Treasurer
 Frank B. Bishop, III Organization Committee

BOARD OF DIRECTORS

Alan Brittle Region I Chair
 Otho M. Cassell Region I Vice Chair
 Tom Towberman Region II Chair
 Fred Turner Region II Vice Chair
 Edward W. Murray Region III Chair
 Anthony Bottley Region III Vice Chair
 W. Ernie Boldin Region IV Chair
 Bobbie Huskey Region IV Vice Chair
 Robert Truitt Region V Chair
 Robin Anderson Region V Vice Chair

COMMITTEE CHAIRS

W. Ernie Boldin Membership
 Ann Downes Program
 Larry York Publication/Public
 Relations
 Jay Malcan Professional Training
 & Scholarship
 Robert Sutton Nominating
 John Willis Constitution & By-Laws
 Lonnie Saunders Advisory
 Raymon Cowans Legislative
 Jean Biscoe Standards & Accreditation
 Dee Malcan Awards

PROGRAM COMMITTEE

Anne F. Downes, Chair
 Judy H. Gammon
 Edward Wright
 Marge Bailey
 Tom Foster
 Patti Huffman
 Alan Brittle
 Jim Johnson
 Tony Bottley
 Julian Pugh
 Kitty Liles
 Jo Ann Gray
 B. J. Hice
 Charlie White
 Travis Snellings
 Ann Drew
 W. Alvin Hudson
 Olivia Garland
 George Dodson
 F. M. Hite
 Jay Malcan
 Diane Hoover

FOREWORD

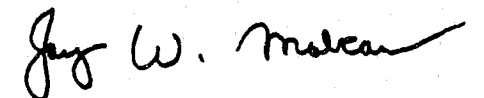
It is a pleasure to highlight the proceedings of the Second Annual Conference of the Virginia Correctional Association. The theme of the conference, "The 80's - New Trends In The Correctional Partnership," was particularly appropriate because of the need to increase public interest in crime reduction and alternatives to incarceration of offenders and call for cooperative efforts in solving problems of the Criminal Justice System.

Several supporting themes ran throughout the conference: 1) The need for all sectors, public and private, to assume mutual responsibility and work together in solving the many problems that face the Criminal Justice System, 2) The need for innovative alternatives and the use of untapped resources to provide needed client services, 3) Increasing awareness and concern for employee needs and benefits, and 4) A greater use of community resources.

It is our hope that these proceedings will be of interest to all concerned with working together in a partnership to more effectively use our resources in improving the Criminal Justice System.



Thomas R. Foster
 VCA Program Committee



Jay W. Malcan
 VCA Program Committee

TABLE OF CONTENTS

	<u>PAGE</u>
VIRGINIA CORRECTIONAL ASSOCIATION ORGANIZATION 1980	i
FOREWORD	ii
PRESIDENTIAL ADDRESS	1
KEYNOTE ADDRESS - OPENING SESSION	5
KEYNOTE ADDRESS - BANQUET	7
<u>GENERAL SESSIONS</u>	
Contemporary Issues Affecting Employees	10
Partnerships In Corrections	13
Legislative Issues And Trends In Corrections	16
Corrections Standards and Accreditation	21
<u>WORKSHOPS</u>	
Hostage Situations - Part I and Part II	25
The University As A Corrections Partner	28
Counseling, Treatment And Prevention Programs In The 80's	32
Organizational Development - Does the Virginia Correctional System Need It?	34
Training and Technical Assistance Programs For Agencies	37
Women's Forum	40
Civil Liabilities For Correctional Administrators	42
Community Action Programs	45
Overcrowding In Corrections	48
Alternative Approaches To Correctional Medical Services	51
Minimum Standards For Jails And Lockups	57
Equal Employment Opportunity - Sexual Harrassment	62
Trends In Research	66
Crime As Recreation	69
Partnership Between Education And Correctional Staff	71
The Criminal Personality	75
Wilderness Stress.	77
Community Diversion Incentive Plan	80
Stress Management	86
<u>ANNUAL BUSINESS MEETING</u>	
Outgoing President's Annual Report	89
Virginia Correctional Association Organization 1981	97

PRESIDENTIAL ADDRESS

SECOND ANNUAL CONFERENCE

VIRGINIA CORRECTIONAL ASSOCIATION

FRANK B. BISHOP, III

The theme of the conference, "The 80's - New Trends in the Correctional Partnership," is one with far reaching implications. To put this issue into a proper perspective, we must first realize how formidable a voice the Virginia Correctional Association represents. It was only a few short months ago that the Virginia membership in the American Correctional Association was but a mere handful when compared to our present membership. Today we are over a thousand strong with representation from all corners of the State and many and varied disciplines that comprise the correctional community. This issue is made more significant when you realize that Virginia is the second largest State in the nation in terms of American Correctional Association membership, and we are the second largest State chapter.

As you can well imagine, the voice of your Association is being heard in many different ways. For example, seven members of this association were recently elected to the Board of Governors and the Delegate Assembly of the American Correctional Association. These bodies are the major policy making groups of the National Association. Also, it is felt that if the proposed American Correctional Association Constitution and Bylaw changes are adopted, your association will be entitled to five additional voting delegates next year. This progress is very important when you consider the need for a representative voice on various issues at the national level.

On the other hand, of equal significance and importance is the need for a voice in policy making on the State level. Whether it be through the legislative process, influencing public opinion, or participating in executive policy making, the role of this association is of great significance. More often than not, people fail to realize the influence exerted by associations such as the Virginia Correctional Association.

For example, the participants in this conference, during the next three days, will have a unique opportunity to address issues, exchange ideas, and make positions known to various policy makers from around the Commonwealth. As we go about the task of influencing public policy, we must keep in mind the inherent responsibility for addressing the issues in an objective, intelligent, and professional manner.

Secondly, as individuals, we are faced with the task of influencing public policy through our everyday contact, whether it be in a large metropolitan area or the remote regions of western Virginia. In this matter, our individual responsibilities require that we address issues from the point of view of what is best for the system rather than being self-serving in our efforts.

More often than not, it is easier to identify ways in which public policy can be influenced rather than what are the issues we face. To stimulate your thinking, I would like to offer some statistics which are significant. In this country today, there are over 6,500 institutions including detention and correctional centers for juveniles and jails and prisons of all security levels for adults. On any given day, there are over 500,000 Americans locked up. We spend over five billion each year to operate prisons. We will spend 5.7 billion plus inflation costs constructing the local, state, and federal jails and prisons now being planned or built.

Obviously such statistics as these prompt the immediate response: "Is there a better alternative way to punish?" First, there is no question that prison is punishment, and there is little disagreement with the idea that lawbreakers need to be punished. If we are to follow this line of reasoning, then the obvious questions are: Must we place lawbreakers in prison to punish and are there more effective, less costly or more humane ways to punish?

Where do we start? It is very apparent that there are many people in jails who don't need to be there. For example, 500,000 children under the age of 18 are placed in jails each year, although jails are not meant for children. Two out of three are being held for offenses such as truancy or running away from home. In the same token, public drunks comprise nearly one quarter of our jail populations on a given day.

And to the Prisons: Contrary to the traditional thought, a great number of the offenders who are locked up are not as dangerous as we have imagined. For example, in one state acting under a federal court order, experts found that 34% of the prisoners who had been classified as needing "maximum

security," only 3% needed such tight supervision. On the other hand, they found only 9% had been classified as good candidates for community custody, and yet closer scrutiny indicated that 34% fit into this category. There are less costly and less destructive ways to punish. Programs such as probation, community service programs, restitution programs and residential community based centers are examples of alternatives which punish offenders and at reduced costs and in many instances are more effective from a rehabilitative point of view.

I am pleased that Virginia has begun to move in this direction, and an example is the Community Diversion Incentive Program which was funded by the 1980 Legislature and is now in the process of being implemented.

These are highly charged and emotional issues, and often our thinking is influenced by the dynamics of personal situations. Unfortunately, other thinking is influenced by self-serving interests which are generally developed without the public interest being of primary consideration. However, more often than not, we don't know which way to turn.

As you participate in these programs and those in your communities, the public debate in regard to issues such as alternatives to incarceration will be very real. However, I am of the opinion that the public should have the benefit of the thinking of corrections professionals such as those represented at this conference. What better mixture or partnership could one hope to achieve than a healthy balance between the public needs and well thought out professional and responsible approaches to the issues we face and will face in the 80's.

I challenge you that we must take bold new steps which represent a radical change from the costly archaic approaches of the past. In some respects, we are learning to crawl; and much remains to be done and the journey will be long and filled with potential hazards.

However, to accept the status quo would be tantamount to failure itself. I submit that the Virginia Correctional Association has matured and is prepared to take the lead in addressing the issues of today and the 80's. This Association, along with its parent, the American Correctional Association, presents a formidable partnership for seeking out alternatives

and influencing the public policy toward a direction of protecting society and helping the lawbreaker become a productive citizen. The alternatives are there -- are we brave enough to venture out and change ideas into reality?

Speaker:

Frank B. Bishop, III
Regional Administrator
Division of Institutional Services
Virginia Department of Corrections
302 Turner Road
Richmond, VA 23225

SUMMARY

KEYNOTE ADDRESS OPENING SESSION

NORMAN CARLSON

According to Keynote Speaker, Norman Carlson, President of the American Correctional Association, national trends in the field of Corrections appear to be discouraging. The number of federal and state prisoners in 1979 reached a record high for the fifth consecutive year. As of December 31, the total federal and state prisoners was over 314,000, up 2.3 percent from 1978. While the rate of growth in the local correctional institutions remained unchanged from 1978, it appeared that the number of states using local facilities to ease overcrowding has increased. While nationwide there appears to be an increase in population and caseloads, resources are decreasing, and for the first time in history the criminal justice system is expected to do more with less.

Contributing to this problem are the facts that legislatures are imposing longer sentences and that the public's attitude toward criminals is hardening. Mr. Carlson stressed, that consequently, the development of constructive alternatives to incarceration are difficult to implement and the future impact of current practices are too often ignored. According to Mr. Carlson, the current use of probation and parole has also reached record highs and he sees no real relief from the continuous rise in population until 1990.

The task of Corrections, therefore, is not to be reactive to changes, but proactive. As much as possible, the future must be anticipated and Corrections must work with what resources are available. Several positive developments towards improving the Corrections System have occurred. The American Correctional Association has developed realistic standards and procedures for accreditation. In addition, Mr. Carlson noted the involvement of the courts as a step in the right direction towards improving the Correctional System. He stressed the influence that the courts, especially Federal Courts, have in forcing legislatures to provide for needed reform of correctional facilities and programs.

In conclusion, Mr. Carlson commented that more training programs, seminars and conferences would help to improve correctional practices and promote the professional image of Corrections. He urged that the public needed to be kept informed for correctional objectives to be attained and that those in Corrections needed to maintain a workable optimism concerning the future.

Speaker:

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

Recorder:

Michele Haley, Student
Administration of Justice
and Public Safety
Virginia Commonwealth
University
Richmond, VA 23284

SUMMARY

BANQUET KEYNOTE ADDRESS

"LOOKING AHEAD TO THE 1980's"

OLIVER J. KELLER

The mood of the public in the area of Corrections has remained unchanged. The mood is still "tough" with great emphasis being placed on vengeance, punishment and a pound of flesh. As a consequence, an even greater burden will be placed on an over-used system. Almost every day, newspapers across the country carry stories of rioting and violence within the prisons. Inmates are now venting their anger and frustration against each other as well as the system. Such was the situation in the rioting in the New Mexico prison.

If all the political prisoners were deleted from the prison populations of South Africa and the U.S.S.R., the United States would have the highest incarceration rate in the world. It is easy to see why overcrowding is a major cause of rioting among inmates. The 1980's will place an even greater demand on these bulging institutions. One solution to this problem is to build new prisons, but the cost of such an endeavor is almost prohibitive. Estimates range from \$50,000 to \$70,000 per cell construction costs plus a minimum of \$12,000 per year per inmate housed in such a facility. An alternative to building new prisons would be to pay a first class probation officer a salary of \$24,000 (or two times the cost to house an inmate per year) to divert some of these offenders away from the prisons and the courts. Sentences should be more in line with the crime committed and prior criminal records should be considered. The officer's caseload should be no more than sixteen and parole should be favored over mandatory sentences. Unless the problems affecting the prisons today can be corrected or, at the very least, greatly improved, the courts will be forced to intervene more and more.

Another problem affecting prisons today is racial discrimination. Blacks account for ten percent of the total population in the United States, but 544 blacks per 100,000 are sentenced to prison in contrast to half that figure for whites.

Greater emphasis should be placed on more public and private programs to either divert the offender away from the system or help in his rehabilitation. Ironically, these very programs are usually the first thing that legislators discontinue. An example of this is LEAA which was generally considered a good program, but as these programs are cut, new programs must be substituted to fill the gap. Also, emphasis should be placed on standards and accreditation. These are standards developed by people who work in the field -- our peers. Accreditation is certainly a standard of professionalism within the field.

Treatment is especially important. It is no longer enough to tell prisoners that they are bad and sick. They should be helped to change. Self-awareness groups should be stressed. These groups help the individual to see what changes should be made. Treatment in the form of drugs should be carefully regulated. Past history indicates that drugs were often administered indiscriminately to inmates and they were often experimental drugs that were extremely dangerous.

In summary, the 1980's will focus on Corrections with new emphasis being placed on diversion programs, tackling old problems with new alternatives and bringing a higher degree of professionalism to the field of Corrections through standards and accreditation.

Speaker:

Oliver J. Keller, Regional
Commissioner
United State Parole Commission
Southeast Office
715 McDonough Boulevard, S.E.
Atlanta, GA 30315

Recorder:

Sue W. Taylor, Student
Virginia Commonwealth Uni-
versity
Richmond, VA 23284

GENERAL SESSIONS

GENERAL SESSION TITLE: Contemporary Issues Affecting Employees

OBJECTIVE: To discuss Employee Relations Management - A New Decade; Virginia Employee Relations in Action

COORDINATORS: Judy H. Gammon, Virginia Correctional Center for Women; Virginia Department of Corrections

Jim Johnson, Institutional Services - Southeast Region, Virginia Department of Corrections

SPEAKERS: Carolyn Marsh, Director, Office of Employee Relations Counselors, Richmond, Virginia

Kenneth Yancey, Director, State Personnel, Richmond, Virginia

RECORDER: C. L. Steele, Student, Virginia Commonwealth University

SUMMARY

"CONTEMPORARY ISSUES AFFECTING EMPLOYEES"

This general session dealt with those issues affecting State employees in the 1980's.

The first speaker was Kenneth Yancey, Director of State Personnel and Training. He emphasized that his department, with the support of the Governor and the General Assembly, has developed a comprehensive personnel management plan to meet the challenges of the new decade. This new plan focuses on managing employee-employer relationships and promoting meaningful two-way communication. To be able to carry out the plan, the Department of Personnel and Training was reorganized and several new programs were added. For example, they developed a new Employee Evaluation Form, which may take a little longer to fill out, but is more meaningful and effective in the long run. Also, the Department has modified the grievance procedure to emphasize problem solving. It encourages employees to discuss problems with their immediate supervisor. Furthermore, the Office of Employee Relations Counselors was established to assist employees with the use of this procedure.

Mr. Yancey emphasized three major issues for Virginia in the 1980's. They are rising inflation, federal regulations, and collective bargaining. He felt that how well his Department managed these problems would have an enormous economic impact. Furthermore, he felt that better training in all areas, especially management, is a must to deal with these problems successfully.

The second speaker was Carolyn Marsh, Director, Office of Employee Relations Counselors. Her speech focused on the new policies relating to standards of conduct and the grievance procedure.

The new policy on standards of conduct sets forth rules in a clear and concise manner, and they are applied uniformly to all State agencies. Moreover, if there is an infraction of the rules a written notice form will be issued informing the person of exactly what they did, the penalty for it, and what will be done if it happens again.

The grievance procedure was also modified to include three new ideas. The first is that everything but work assignments and salaries is grievable. The second is an impartial panel to decide final outcomes. Third is the Office of Employee Relations Counselors, which aids employees in grievance procedures.

There are actually two groups of steps to the grievance procedure. They are: (1) management steps, and (2) panel hearing steps. Since the Office of Employee Relations Counselors was established, ninety percent of the employees do not need to use the panel hearing steps, because their problem was worked out in the management step by discussing it with an immediate supervisor. Mrs. Marsh feels that the office contacts will double during this decade; however, the actual number of formal grievances will increase slightly.

GENERAL SESSION TITLE: Partnerships In Corrections

OBJECTIVE: To highlight the conference theme, this session will emphasize the importance of the Courts and Private Enterprise as partners with the Criminal Justice System. The Community Diversion Incentive Plan will be highlighted.

COORDINATOR: Anne F. Downes, Superintendent, Virginia Correctional Center for Women, Virginia Department of Corrections

SPEAKERS: The Community Diversion Incentive Plan. Terrell D. Hutto, Director, Virginia Department of Corrections
The Judiciary Partner In Corrections. Judge Kenneth E. Trabue, 23rd Judicial Circuit Court, Roanoke, Virginia
Benefits of the Community Diversion Incentive Plan. Donald Mahonna, National Alliance of Businessmen, Roanoke, Virginia

RECORDER: Denise R. Reynolds, Student, Virginia Commonwealth University.

SUMMARY

"THE COMMUNITY DIVERSION INCENTIVE PLAN"

Prevailing conditions require that all possible resources, including businesses, state agencies, citizens and courts be formally utilized for successful treatment of offenders. Upon recognition of the need for formal utilization of resources, the Community Diversion Incentive Plan (CDIP) was developed. This plan allows localities to develop, establish, and maintain community based sentencing alternatives for their circuit courts. Prior to the development of the CDIP resources were not successfully tapped.

Many problems arose from the informal use of community resources. There was much competition for resources, resources were scarce, and there was much fragmentation. As a result of these problems and the ineffective use of community resources, correctional facilities became overcrowded and the Community Diversion Incentive Plan was developed to reduce this overcrowding.

Formally establishing a link between the State Department of Corrections and private enterprises, the CDIP increases the community role in the treatment of offenders by developing a Community Corrections Resource Board (CCRB) consisting of local representatives. This CCRB serves many functions including the evaluation of potential candidates and the making of recommendations to the judges.

The community benefits in many ways by participating in the CDIP. The CDIP provides increased revenues for a locality, it increases the community tax base, allows the community a greater voice in its criminal justice system and provides restitution to victims of crime.

Speaker:

Terrell D. Hutto, Director
Virginia Department of
Corrections
4615 West Broad Street
Richmond, VA 23230

Recorder:

Denise R. Reynolds, Student
Virginia Commonwealth
University
Richmond, VA 23284

SUMMARY

"THE JUDICIARY PARTNER IN CORRECTIONS"

As the enforcement branch of the government, the judiciary plays an important role in the Correctional System. It is the role of the judiciary to combine with private enterprise as "partners" with the Criminal Justice System. As the enforcer of the law, the judiciary is in control of determining eligibility for the Community Diversion Incentive Plan (CDIP). In determining the sentencing of offenders many aspects of an individual case are considered by the judge which in turn effect eligibility for diversion. The judge considers the protection of society from further crime, the punishment of the offender, the need to remove the criminal from society and the length of sentencing appropriate. Once the individual has been sentenced, it is determined where he will be placed. Ideally, at this time the judge will know all possible alternatives to placement in jail that apply to the offender, including CDIP. In actuality, CDIP is a post sentencing diversion placement which requires the original sentence to be suspended.

This practice of the judge changing his decision has raised considerable concern because it confuses the offender as to who is in power -- the judge, who changes his decision, or the review board who seemingly secure him his placement. It is feared that a judge's authority and power will be minimized by this practice.

Although the judiciary is responsible for enforcing laws, it is regulated by the legislation enacted by the General Assembly. Thus, many practices are subject to review. Therefore, as a "partner" the judiciary is not completely independent in its decision making process, but it does exercise it's right to incarcerate and rehabilitate offenders in whatever manner is available by law.

Speaker:

Judge Kenneth E. Trabue
23rd Judicial Circuit Ct.
Roanoke, VA

Recorder:

Denise R. Reynolds, Student
Virginia Commonwealth
University
Richmond, VA 23284

GENERAL SESSION TITLE: Legislative Issues and Trends in Corrections

OBJECTIVE: To present current legislative issues and trends in corrections on the State and local levels.

COORDINATOR: Travis Snellings, Manager, Budgeting Services Unit, Virginia Department of Corrections

SPEAKERS: Honorable Joan S. Jones, Delegate, Lynchburg, Virginia
Honorable Samuel Glasscock, Delegate, Suffolk, Virginia
Honorable Daniel W. Bird, Senator, 28th District, Wytheville, Virginia

MODERATOR: Travis Snellings, Manager, Budgeting Services Unit, Virginia Department of Corrections

RECORDERS: J. Allen Hinshaw, Researcher, Research and Reporting Unit, Virginia Department of Corrections
Helen S. Hinshaw, Reporting Supervisor, Research and Reporting Unit, Virginia Department of Corrections
Robert A. Watts, Jr., Researcher, Research and Reporting Unit, Virginia Department of Corrections

SUMMARY

"LEGISLATIVE ISSUES AND TRENDS IN CORRECTIONS"

Joan Sheppherd Jones is a member of the Virginia House of Delegates, serving the 11th House District since 1974. She received her Masters in Education from Lynchburg College in Virginia.

Delegate Jones indicated that the legislature was appalled by the dramatic increases in the cost of incarceration. The legislature is looking for ways to spend more wisely. She felt it was going to be impossible to build enough new facilities to house the increasing offender population. Delegate Jones indicated the significant and critical step is to utilize alternatives to incarceration. She indicated that some diversion was already happening and that more was being mandated by the legislature.

At this point in time good cooperation has been forthcoming from youth service agencies. Some movement in the direction of diversion was happening prior to any legislative mandate. She indicated that sometime in the future it may be possible to identify high risk youth prior to the onset of criminal activity.

As far as adult offenders are concerned the legislature has passed the Community Diversion Incentive Act which offers communities \$4,000 per diversion. Considering that incarceration costs between \$8,000 and \$12,000 dollars per year per person, there should be considerable savings.

There is legislative concern for what is happening inside the State system as well as for diversion. The Director of the Department of Corrections reported that 700 offenders are currently involved in prison industries. The legislature will cooperate in the effort to increase that participation significantly over the next ten years.

According to Delegate Jones, the same report indicated that a third of the offenders who are incarcerated do not recidivate, that around 15 percent are incorrigible and that 45 percent are somewhere in the middle. The trend the legislature hopes to foster is to divert a greater proportion of the 45 percent through individualized programs.

Speaker:

Joan Sheppherd Jones, Delegate
11th House District
Virginia House of Delegates
1928 Thomson Drive
Lynchburg, VA 24501

Recorder:

J. Allen Hinshaw, Researcher
Research and Reporting Unit
Virginia Department of Corrections
P.O. Box 26963
Richmond, VA 23261

SUMMARY

"LEGISLATIVE ISSUES AND TRENDS IN CORRECTIONS"

J. Samuel Glasscock is a member of the Virginia House of Delegates, serving the 43rd House District since 1970. He received his Bachelor of Law Degree from the University of Virginia Law School.

Delegate Glasscock summarized his own speech by saying he saw three major legislative issues and trends regarding Corrections developing: (1) the development of a logical and consistent legislative policy towards Corrections; (2) the trend toward providing more information about what is going on in Corrections; (3) the trend towards a more productive partnership between Corrections and the General Assembly.

Specifically, Delegate Glasscock cited the following as examples of legislative issues and/or trends in Corrections:

1. Incarceration rates are increasing. The United States is third in the world, only behind South Africa and Russia in incarceration rate. Virginia, he claimed, is eleventh among the fifty states in incarceration per 100,000 population.
2. Courts are increasingly coming in and telling states how to run prison systems.
3. Construction and incarceration costs are increasing.
4. The public appears to have an enormous misconception of and fear of crime today. Citing a recent study published in the newspaper, he commented that four out of every ten individuals feared that they would be victims of major crimes and that over one-half have guns for protection. Two-thirds support the death penalty and over one-half want habitual criminals sterilized. In response to the public fear of crime, the General Assembly has doubled its budgeted appropriations for Corrections in the last four years. According to Glasscock, Corrections is increasingly receiving "bad press," and must do a better public relations job. He spoke of Corrections' primary goal as protection of the public. Delegate Glasscock felt the need

to keep the public better informed regarding Corrections and that the public may be better served through the use of: a) moderate sentencing; b) alternatives to incarceration; c) restitution programs.

5. Improvement is needed in the relationship and cooperation between jails and the Department of Corrections.
6. Volunteer services need to be used more.
7. Sentencing guidelines need to be developed to provide judges with greater information and allow for comparisons of sentencing practices.
8. Parole eligibility rules need to be reviewed.

The pervading theme in Delegate Glasscock's speech was that in the last ten years in the General Assembly there was a lack of logical and consistent policy of what was happening with Corrections. Correctional issues go to five different standing committees and that had caused a great deal of confusion. This problem to get a logical and consistent policy regarding Corrections has recently been addressed. A Joint Legislative Commission has been established to deal with both Houses and all standing committees to organize all information and data and work in partnership with Corrections. A two-year study which includes visiting the institutions was begun this summer. The Commission expects to provide better information to the public and to the General Assembly about what is going on in Corrections.

In conclusion, Delegate Glasscock referenced that the Department of Corrections had several "marvelous" studies, especially Corrections Options for the Eighties and The Continuing and Specific Objectives With Action Plan Timetable 1980-1987 which need to be followed.

Speaker:

J. Samuel Glasscock, Delegate
43rd House District
Virginia House of Delegates
Suffolk, Virginia

Recorder:

Helen S. Hinshaw
Reporting Supervisor
Research and Reporting Unit
Virginia Department of
Corrections

SUMMARY

"LEGISLATIVE ISSUES AND TRENDS IN CORRECTIONS"

Senator Daniel W. Bird of the 38th District was the third member of the Virginia Legislature to speak. Senator Bird has been a member of the Virginia Senate since 1976, and has a B.S. from Virginia Polytechnic Institute and State University, and the L.L.D. from Washington and Lee University. He is an attorney as well as an officer in the U.S. Army Reserve.

Senator Bird remarked that the question of effective punishment has been and remains the reality of Corrections for centuries. While many types of interventions have been tried to reduce recidivism and reduce the crime rate, no one idea is the only solution.

As long as a criminal views himself as at odds with society, rehabilitation within institutions will not work. Therefore, according to Senator Bird, the criminal self-image must be changed. According to data presented in his speech, in U.S. prisons there are 5,000 inmates for every corrections psychologist employed.

Senator Bird concluded his remarks by making two points:

1. It is the primary responsibility of each community to deal with its own criminals.
2. Therapy with offenders is frequently best achieved within the local environment.

Speaker:

Daniel W. Bird, Senator
38th Senate District
Virginia House of Representatives

Recorder:

Robert A. Watts, Researcher
Research and Reporting Unit
Virginia Department of
Corrections

GENERAL SESSION TITLE: Corrections Standards and Accreditation

OBJECTIVE: To discuss the realities of accreditation -- the problems, frustrations, and benefits associated with the accreditation process.

COORDINATOR: Julian Pugh, Chief, Central Records and Transportation Section, Virginia Department of Corrections

SPEAKERS: Joann B. Morton, Ph.D., Assistant to the Director, South Carolina Department of Corrections

Samuel Sublett, Jr., Accreditation Manager, Illinois Department of Corrections

William E. Weddington, Assistant Director, Division of Program Development and Evaluation, Virginia Department of Corrections

RECORDER: Robert A. Watts, Jr., Researcher, Research and Reporting Unit, Virginia Department of Corrections

SUMMARY

"CORRECTIONS STANDARDS AND ACCREDITATION"

Mr. Sublett indicated that the accreditation process is the primary activity designed to implement basic correctional practice in conformity with an accepted set of national standards.

Commitment to the process by the agency seeking accreditation is an absolute requirement. Considerable involvement by staff and staff time beyond the normal daily activity is necessary.

Commitment by the agency in terms of fiscal resources is also required. While the accreditation process itself involves minimal cost, considerable expenditure of funds could be required if major deficiencies are found.

Improved managerial efficiency is often a by-product of the accreditation process, as is increased staff participation in policy development and the development of procedures.

Finally, enhanced respect for Corrections agencies and for the process itself often is engendered as persons committed to the process become involved.

Dr. Morton presented two approaches to accreditation. The first is the approach that views accreditation as a potentially painful experience to be gotten over as quickly as possible. This view often leads to an adversarial relationship between the agency seeking accreditation and the Commission on Accreditation for Corrections. The second approach views the process as a tool to be used to comprehensively upgrade correctional operations.

Dr. Morton indicated that while accreditation will by no means solve all the problems facing Corrections, the South Carolina Department of Corrections views it as a useful tool.

South Carolina has proceeded on three fronts in order to upgrade policies to accreditation standards:

1. Review of all agency policies and practices to determine initial degree of compliance.

2. Developing measurable goals and objectives understandable to funding officials, which establish performance standards in relation to achieving compliance.
3. Inclusion of standards and accreditation information in the in-service training program.

Dr. Morton concluded by saying that of the types of people in the world--actors and reactors--she hoped that Corrections officials would as actors concentrate on solving problems, and not just react to those problems.

Mr. William E. Weddington indicated that standards should be impacted upon by the agencies seeking accreditation, and that those agencies should be impacted by the standards. Standards should impact all aspects of agency operations, including, but not limited to:

1. Agency authority
2. Agency policies
3. Agency services
4. Agency operational philosophy
5. Agency goals and objectives.

Mr. Weddington said that standards must reflect budgetary realities, as well as the present and anticipated consent to seek accreditation from appropriate levels of the Executive, Legislative, and Judicial branches of government. Standards development in Virginia began in the 1960's, and by 1982 all operating programs will function under standards adopted by the Virginia Board of Corrections.

It is clear that standards are becoming a more accepted part of the agency's working process. They have provided a means of measuring progress in terms of meeting agency goals and objectives, and of measuring program quality. The future impact of standards can be predicted as having the same influence on Corrections as they have had in the fields of Medicine and Law.

WORKSHOPS

WORKSHOP TITLE: Hostage Situations - Part I and II

OBJECTIVE: The two hostage workshops will cover what a person may expect if taken hostage in an institution; what events normally occur from the administration's side in a hostage situation; what a woman might expect if taken hostage; and some of the recommended actions a person should take if held hostage.

SPEAKER: R. Douglas Rhoads, Special Agent, Federal Bureau of Investigation, United States Department of Justice

COORDINATOR: George P. Dodson, Culpeper Correctional Unit, Virginia Department of Corrections

RECORDER: Lawrence E. Matney, Student of Administration of Justice and Public Safety, Virginia Commonwealth University

SUMMARY

"HOSTAGE SITUATIONS, PARTS I AND II"

Through a great deal of planning and research, the Federal Bureau of Investigation has come up with the most reliable route in providing for the safety of an individual taken hostage in an institution or elsewhere. Special Agent Douglas Rhoads listed many necessary steps in fulfilling this important task.

Mr. Rhoads explained the four basic hostage situations. The first situation was the traditional hostage situation - for example, a person being kidnapped and held for ransom. The second one was a terrorist hostage situation as in Iran today, or that which occurred in the 1972 Olympics. The third hostage situation mentioned was the domestic hostage situation. Finally, there is the prison or escape hostage situation which occurred at Attica.

There are two basic contrasting techniques in handling hostage situations. First, a team must have the tactical ability; second, they must be able to rely on negotiations to free the hostage. The primary objective of these techniques is to 'save lives.' The lives of hostages, bystanders, and officers are the most important.

Special Agent Rhoads recommended six general considerations for all hostage situations:

1. Delay your impulse to act.
2. Seal the surrounding area.
 - a. evacuate people
 - b. keep other people out
3. Isolate the specific area.
4. Begin to define your problem--identify subject and get information on hostages.
5. Establish contact with your subject -- What are his demands?
6. Have a tactical plan and get it formulated.

There are also six specific considerations:

1. Jurisdiction - who is the ultimate decision maker?
2. Command responsibility.
3. Operational planning.
4. Tactical assault plan.
5. Command post.
6. Special services i.e., SWAT team, detectives, and medical services.

The general and specific considerations are all important, but the investigators must have some background in psychology. They need to know what type of personality they are dealing with. Is the subject a neurotic, one who has a hard time coping with stress, or a psychotic, one who has a mental illness and who also is the hardest to work with, or is he a psychopath, one who does things because he wants to, feeling no guilt? These are important issues for the successful release of hostages.

Some other suggested guidelines of what to do in a hostage situation are:

1. Never negotiate a weapon
2. Evaluate his dedication
3. Stall for time
4. Never offer suggestions
5. Keep subject in a decision making status
6. Evaluate his escape potential

The results of these carefully planned steps have been proven effective in providing safety for those in a hostage situation.

WORKSHOP TITLE: The University as a Corrections Partner

OBJECTIVE: To provide an opportunity for a dialogue between correctional professionals and educators on the role, curricula, and relevance of the university in the field of Corrections.

COORDINATOR: Jay W. Malcan, Instructor, Department of Administration of Justice and Public Safety, Virginia Commonwealth University

SPEAKERS: Richard N. Ulrich, Training Division, Office of Criminal Justice Education and Training, Law Enforcement Assistance Administration

James D. Stinchcomb, Virginia Criminal Justice Educators Association and Chairman, Department of Administration of Justice and Public Safety, Virginia Commonwealth University

Sam Hill, Executive Director, Offender Aid and Restoration, Richmond, Virginia

Carlton B. Bolte, Assistant Director, Community and Prevention Services, Virginia Department of Corrections

RECORDERS: Michele Haley, Student, Administration of Justice and Public Safety, Virginia Commonwealth University

SUMMARY

"THE UNIVERSITY AS A CORRECTIONS PARTNER"

According to Richard N. Ulrich, from the Training Division of the Office of Criminal Justice Education and Training, a nationwide capacity development program supported since 1976 by LEAA, now finds itself attempting to overcome financial difficulties while maintaining its mission to improve training and agency practices in regard to planning and management capabilities. The program delivers materials "effectively and uniformly across the nation to criminal justice agency staff and managers."

By establishing five training centers at certain universities, it has delivered training programs to several thousand criminal justice workers. Accompanying these sites are matching resource centers which exist to assist in evaluation and to provide necessary feedback to the training centers. By also developing five other interrelated training programs the entire program has been shown to have "improved the capability of individuals, resulting in changes in organizational policies and procedures," and it has made progress in system operations.

Even when federal funding is cut off, one optimistic view is that a stronger bond between the university and local agencies will develop. Once this dialogue is strengthened, weaker programs should be filtered out and viable programs should be more effectively maintained. Increased pressure for quality standards and training programs should also occur, giving the criminal justice system additional competence with which to meet the future.

James D. Stinchcomb, representing the Virginia Criminal Justice Educators Association, said that despite the fact that the study of criminal justice has built a sound and marketable base in education, certain components of the system of criminal justice such as Corrections, have not received the attention necessary to reach their full potential.

When compared with law enforcement, Corrections is seen as deficient in keeping up the pace in the academic environment. Not only would an introspective analysis on the extent of the role education should play in Corrections prove beneficial but correctional academics should actively pursue colleges and universities in an attempt to make workable agreements which would "foster some credit attainment from their more substantive courses."

At present far more community colleges have curricula in law enforcement than in Corrections, but if correctional leaders were to have made the demands that police chiefs and training directors have been making over the years, the results might be quite different.

Corrections in education has many challenges before it: it must attract more students; it must let its demands be heard in order to receive more federal funding and commercial assistance; it must confront the problems associated with the role of the correctional officer and his subsequent frustrations, and it must increase the educational level of treatment personnel.

Universities can do much towards reaching the goals of correctional education through relevant curricula, research, internships and active training programs. Virginia Commonwealth University's Department of Administration of Justice and Public Safety has already made efforts to implement pursuits in this area and this has contributed to the realization of a few correctional goals. But correctional personnel must apply more pressure on universities and colleges if such achievements are to continue and to increase.

Sam Hill from Offender Aid and Restoration in Richmond, Virginia, indicated that the idea which deals with the university as a partner in Corrections involves recognizing the fact that the university is an untapped resource for agencies which are in search of qualified personnel. In order for agencies to take advantage of this resource though, particularly through the use of internships, the following conditions must be met.

The school and the agency must have a good working relationship and the smooth flow of communication is important. Further, when a student is placed for a particular internship, the learning objectives need to be specifically outlined for the intern and the goals and responsibilities in question need to be agreed upon.

There is a wide range of potential placements for interns and also a variety of potential gains for the agency. To realize the possible achievements, the agency must be receptive to the intern program, and the school must be willing to work with both the agency and the student to assure that the right student is placed in the right job.

Students can prove to be successful interviewers, relief staff, researchers, etc., but to benefit the agency at all, they must first be given the opportunity.

Carlton B. Bolte, Assistant Director for Community and Prevention Services of the Virginia Department of Corrections, pointed out that in the fields of probation and parole it used to be hard to find qualified personnel. Today the job market is crowded and competitive. Students entering this area of the system need to have a genuine helping attitude and should patiently work with the agencies once a job is found.

In view of the competitive market, it is beneficial for students to get their foot in the door through useful programs such as internships. Internships provide good exposure and although taking interns can slow an agency down, in the long run students can become assets.

High hopes for advancement among the young are common but long hours and low pay should be expected. It usually takes some time before even the most dedicated workers fulfill their expectations at the top.

WORKSHOP TITLE: Counseling, Treatment, and Prevention Programs of the 80's

OBJECTIVE: To explore available treatment, counseling and prevention programs within the Department of Corrections.

SPEAKERS: Larry Clifton, Treatment Program Supervisor, Southampton Correctional Center, Virginia Department of Corrections

Tim Hodges, Coordinator, House of Thought, Sex Offender Program, Virginia Department of Corrections

George Mahaffey, Counselor, James River Correctional Center, Community Involvement Group, Virginia Department of Corrections

COORDINATOR: Edward E. Wright, Jr., Treatment Program Supervisor, Penitentiary, President, Virginia Correctional Counseling Association, Virginia Department of Corrections

RECORDER: Ilene Pollack, Counselor, Harrisonburg Correctional Unit #8, Virginia Department of Corrections

SUMMARY

"COUNSELING, TREATMENT, AND PREVENTION PROGRAMS OF THE 80's"

Treatment of the sex offender has become a primary concern for those people responsible for treatment in correctional facilities. There are two programs, one ongoing, the other being developed, designed to deal with the problems associated with the sex offender.

In November 1979 the staff at Southampton Correctional Center, along with the staff of the Forensic Unit at Central State Hospital, began to develop a program for the treatment of the sex offender. This program has begun to offer individualized counseling for those inmates who have expressed a wish to participate in treatment.

The other program, at the House of Thought Therapeutic Community located in the North Housing Unit, State Farm, Virginia, places emphasis on the inmate's therapeutic return to society. Emphasis is placed on providing the offender with extensive human sexuality training, training and experience in inter-personal relationships with males and females, training to master his fantasies and treatment to change destructive behaviors.

The final component of the workshop involved the C.I.G. or Community Involvement Group at James River Correctional Center, State Farm, Virginia.

C.I.G. originated seven year ago as an inmate operated organization. There are four levels of involvement by the C.I.G.:

- (1) Inmate: To effect change in the inmates at the institution through a Responsible Behavior Plan;
- (2) Juvenile: Open group sessions designed to given juveniles "peer" counseling on an ongoing basis;
- (3) Adult: Works in the community with outside groups on community activities;
- (4) Satellite: Helps other facilities within the Department of Corrections to develop programs modeled after the C.I.G.

WORKSHOP TITLE: Organizational Development - Does the Virginia Criminal Justice System Need It?

OBJECTIVE: To describe the components of organizational development and demonstrate how criminal justice agencies can use cost/benefit analysis and program budgeting for planning and performance evaluation.

SPEAKERS: Cost Benefit Analysis and Application within Corrections. Jesse Harrup, Accountant, Budgeting Services Unit, Virginia Department of Corrections

Organizational Development. Richard Zody, Ph.D., Division Director, Program Review and Evaluation, Virginia Department of Planning and Budget

COORDINATOR: JoAnn Gray, Systems Analyst, Electronic Data Processing, Virginia Department of Corrections

MODERATOR: Travis Snellings, Manager, Budgeting Services Unit, Virginia Department of Corrections

RECORDERS: Helen S. Hinshaw, Reporting Supervisor, Research and Reporting Unit, Virginia Department of Corrections

Robert A. Watts, Jr., Researcher, Research and Reporting Unit, Virginia Department of Corrections

SUMMARY

"ORGANIZATIONAL DEVELOPMENT - DOES THE VIRGINIA CRIMINAL JUSTICE SYSTEM NEED IT?"

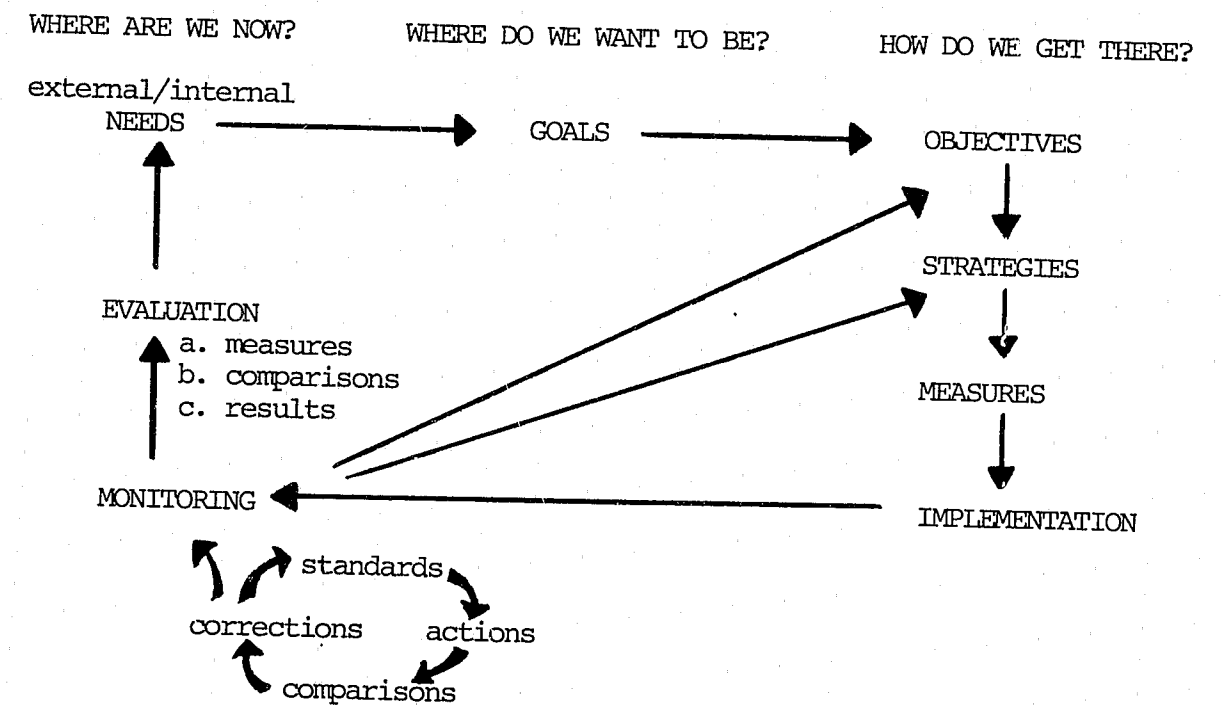
Jesse L. Harrup, Accountant with the Department of Corrections' Division of Finance, spoke on the topic of cost/benefit analysis and its applications to programs within the Department. He defined cost/benefit analysis as a technique by which the best alternative among all the known programmatic alternatives can be selected during the planning process. The cost/benefit approach to program planning involves the conversion of descriptions of program objectives, or outputs, into quantitative criteria which enable the decision-maker to determine whether the perceived need can be satisfied by a particular program.

Mr. Harrup cited three examples of the use of cost/benefit analysis in the field of Corrections. These examples indicated that the use of this technique by decision-makers can at times reduce the cost of providing services to offenders while maintaining a high degree of community protection. For example, a study by the Michigan School of Social Work showed that costs to the taxpayers of Michigan for prison, parole, and welfare services were reduced by \$425,000 over a three year period by increasing the number of offenders sentenced to probation rather than to prison.

Dr. Richard Zody, Division Director of Program Review and Evaluation, Department of Planning and Budget, spoke on the topic of "Organizational Development and Its Relationship to Planning and Budget." He referenced three major changes in the State's organizational development, namely: 1) the development of a cabinet system, 2) program budgeting and 3) decentralization of personnel. Dr. Zody indicated the trend appeared to be for organizations to have to do more with less money. He indicated that this often demanded a new management style and system. There are three basic questions that must be addressed in developing such a new system: 1) Where are we now? 2) Where do we want to be? 3) How do we get there?

The following diagram illustrates the process that organizations must follow to meet their needs, goals and objectives. The main emphasis in this organizational development process is to bring the "organization's" and the "people's" goals and objectives together as much as possible.

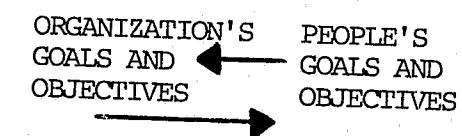
ORGANIZATIONAL DEVELOPMENT PROCESS



Note: Six Measures of Evaluation were described:
 1. Workload 4. Efficiency
 2. Input 5. Effectiveness
 3. Output 6. Cost benefit measures

Two Types of Comparisons were discussed:
 1. Actual
 2. Planned

Three Types of Results were discussed:
 1. Results achieved
 2. Resource Utilization
 3. Scheduled Results



WORKSHOP TITLE: Training and Technical Assistance Programs
for Agencies

OBJECTIVE: To provide a forum for representatives of various agencies with expertise in correctional training and/or technical assistance. Discussion will cover the types of services available, agency eligibility, and the application procedure.

SPEAKERS: Osa Coffey, Technical Assistance Manager,
American Correctional Association

Judy Friedman, Attorney/Corrections Specialist
National Institute of Corrections

Don Pointer, Corrections Specialist, National
Criminal Justice Reference Service

Joe Hagenlocker, Academy for Staff Development,
Virginia Department of Corrections

COORDINATOR: Jay W. Malcan, Instructor, Department of
Administration of Justice and Public Safety,
Virginia Commonwealth University

RECORDER: C. L. Steele, Student, Virginia Commonwealth
University

SUMMARY

"TRAINING AND TECHNICAL ASSISTANCE PROGRAMS FOR AGENCIES"

This workshop examined various agencies that provide training and technical assistance programs and reference services to its members and the field of Corrections at large.

The first speaker was Dr. Osa Coffey, Technical Assistance Manager for the American Correctional Association. She discussed the recent need for awareness of the services available because of the dwindling resources of the federal government. Basically, there are two main divisions of services: 1) Technical Assistance Programs and 2) Education and Training Programs.

The education and training programs provide training workshops usually without cost. These workshops can last two to three days, and address such topics as stress management. They can also develop a workshop to meet your particular need, as they did for Virginia on the topic of Accreditation. Aside from all these services, the American Correctional Association also circulates two publications. One is a newsletter entitled "On the Line" and the other is a magazine entitled "Corrections Today."

The second speaker was Judy Friedman, Attorney/Corrections Specialist, from the National Institute of Corrections (NIC). She stated that the goal of her agency was to strengthen and improve Corrections on the state and local level. NIC accomplishes this goal by offering free direct services and grant programs in five major areas: 1) training, 2) technical assistance, 3) research and evaluation, 4) policy and standards formulation, and 5) clearinghouse.

Training is directed at managers and trainers for the most part. Their current schedule of programs offers seminars for managers, seminars on fire safety in institutions, seminars for new parole board members, seminars on the female offender and much more. The technical assistance programs are very informal in that you can come to them with a specific problem and they will try to work out a viable solution. The three other areas are mostly dealt with by the grant programs. Grants are easy to apply for and practically any individual or agency relating to Corrections is eligible.

The third speaker was Don Pointer, Corrections Specialist from the National Criminal Justice Reference Service (NCJRS). This agency was established in 1972 as a centralized information resource for criminal justice practitioners and researchers, as well as the general public. They provide an array of free services.

First is a reference service in which experienced professionals respond to individual reference questions by conducting computer searches of the NCJRS data base. Second, is the Selected Notification of Information (SNI). This program allows you to subscribe to a monthly announcement of the most significant additions to the NCJRS collections. Third, they provide a Selected Bibliography Series, which keeps you up to date with the latest literature on subjects of special interest. Fourth, the NCJRS has a Document Loan Program. This program loans the particular literature you need to a library close to you. Fifth, they offer a Microfilm Program. Through this service you can obtain microfiche copies of documents that are out-of-print or one-of-a-kind. The SNI identifies which documents are available in microfiche. Sixth, they have a new service called a Share Package Program. Through this service you can have access to a file to help you develop your own newsletter or brochure. Lastly, NCJRS provides a reading room where you can make use of a variety of specialized reference tools. The location of the reading room has recently been moved to Rockville, Maryland. For further information write: NCJRS, Box 6000, Rockville, Maryland 20850.

The last speaker was Joe Hagenlocker from the Academy for Staff Development, Virginia Department of Corrections. This facility provides services to employees of the Department of Corrections. The programs are divided into regions, with each region having its own coordinator. The services include a full-time graduate program, a part-time study program and a conventional education program.

The full-time graduate program offers a limited number of employees the chance to continue their education on a full-time basis, while on leave from their job. The part-time study program offers tuition aid to those employees who want to further their education on a part-time basis, while still working for the department. The conventional education program provides training and workshops for employees, with a focus on career development. The present trend at the Academy is to use university ad hoc presentations in various skill areas such as correctional skills, counseling skills, and management skills. To apply for these services, a letter of request should be sent to your regional supervisor.

WORKSHOP TITLE: Women's Forum

OBJECTIVE: Organizational meeting to discuss the formation of the Virginia Task Force on Women in Corrections.

SPEAKER: T. Don Hutto, Director
Virginia Department of Corrections

COORDINATOR: Dee Malcan, Chair
Virginia Task Force on Women in Corrections
Manager, State and Local Youth Facilities,
East Central Region, Virginia Department of
Corrections

RECORDERS: Volunteers from among the workshop participants

SUMMARY

"WOMEN'S FORUM"

The main purpose of the meeting was to ascertain the level of interest in forming a Virginia Task Force on Women in Corrections and to organizationally form Interim Committees to begin developmental work. Approximately 70 participants attended.

The ACA National Task Force was organizationally explained by Olivia Garland. The Chair for 1982-82 is Pearl West, Director of the California Department of Youth Authority. Communication will be from the various State Chairs to Ms. Garland (as Regional Coordinator) to the National Task Force.

Mr. Hutto stated that it is necessary for women to be aggressive in seeking positions that will give them the experience they will need to qualify for still higher positions. He urged women in Corrections to be more mobile than they have traditionally been, so that they can go where the jobs are. He asked that the Task Force explore ways to develop a career ladder that will enable women who began their careers in clerical or other traditionally female roles to gain the experience to qualify for more responsible positions.

Questions to the speakers involved issues of equal opportunity for management training, salary issues and positions that become designated as appropriate for females (a female "role.")

Discussion also evolved around the responsibility of women in Corrections in the area of motivation, career development and assertiveness.

Two committees were formed: a Research Committee to develop a survey instrument that will capture data pertinent to the current status of women in Corrections, and an Interim Committee to select Task Force members and assist in the development of Goals and Objectives.

WORKSHOP TITLE: Civil Liabilities for Correctional Administrators

OBJECTIVE: To examine areas where correctional administrators and state and local facilities may be vulnerable to civil liability. Recent court orders will be considered.

SPEAKERS: Guy Horsley, Jr., Assistant Attorney General, Virginia Department of Corrections
Joseph F. Lewis, Manager, East Central Region (IV) Community and Prevention Services Virginia Department of Corrections

Mr. Wayne Huggins, Sheriff
Fairfax County, VA

COORDINATOR/
RECORDER: Tony Bottley, Manager, Northern Region (III) Division of Community and Prevention Services, Virginia Department of Corrections

SUMMARY

"CIVIL LIABILITIES FOR CORRECTIONAL ADMINISTRATORS"

It has become increasingly clear that correctional administrators of state and local correctional facilities may be vulnerable to civil liability based on their performance of duty in the handling of inmates and the operation of the correctional facility. A recent court decision awarded an inmate \$518,000 as the result of the quality of medical care given him while incarcerated. Awards have been handed down as the result of a finding that a jail administrator failed to provide necessary protection for an inmate who was sexually assaulted. There also have been awards based on the care and treatment accorded an inmate, who subsequently died while incarcerated, and on the manner in which a visitor was searched.

These incidents and others point up the changing role in the courts in the field of Corrections. The concern of the courts is based primarily on the constitutional rights of a citizen and the fact that an inmate, although incarcerated, still has the protection of the U.S. Constitution. The primary concerns have been in regard to the first, fourth, sixth, eighth and fourteenth amendments and dealing with freedom of speech, search and seizure, right to an attorney, cruel and unusual punishment and equal treatment under the law, respectively. The task of the court is difficult in that it must apply abstractions to specific cases and to balance the citizen's individual rights with the rights of government and/or society. For example the individual's right of freedom of speech versus an individual falsely shouting fire in a crowded theater or to falsely testify. These examples are fairly easy to decide, but it becomes more difficult when the court attempts to weigh the individual's rights versus the interest of the correctional facility.

Prior to 1960, the court traditionally had a "hands off" policy based on several assumptions such as that the accused had constitutional rights during trial, but few, if any, after conviction; that the corrections administrators were "experts" and not required to justify their administration of the facility; and that whatever was given to an inmate was a privilege granted and not a right. During the sixties, a number of striking incidents took place throughout the United States which resulted in the courts taking on a review of Corrections practices and a greater recognition of individual rights.

During the seventies there was a pronounced departure from the traditional "hands off" policy. In Virginia we had the landmark case of Landman v. Royster involving due process and inmate rights. More recently, we find the U.S. Supreme Court ruling in the Bell v. Wolfish case, that although not a decision which dramatically changes the present circumstances, it does indicate that the Supreme Court is increasingly taking a dim view of unwarranted intervention by the federal courts in prison affairs. However, this trend should not be considered as a return to the traditional "hands off" policy. The decisions also provide some insight as to the role of Corrections. It appears that correctional administrators are expected to prove their position when challenged that an individual's constitutional right has been violated. If violated, the administrator must prove the action was justified, the basic premise being that every effort must be made to satisfy the government/corrections legitimate concerns and at the same time minimize the loss of an individual's constitutional rights.

It is not intended to leave the impression that Corrections is being singled out by the courts. There are many other areas being influenced by recent court cases and legislation. These include juvenile justice, mental health, public welfare, student rights, and others. For example, the U.S. Congress recently enacted legislation, House and Senate Bill 10, the "Rights of Institutionalized Persons" which will provide the U.S. Department of Justice authority and a role which previously had been left to the state.

The speakers addressed various aspects of the trends and involvement of the courts. Mr. Guy Horsley discussed a variety of recent cases and the legal issues involved. Mr. Joseph F. Lewis discussed the role of the state regional manager as a resource person to local jails and the role of the state in the certification process. Sheriff M. Wayne Huggins discussed his personal experience in suits filed against the Fairfax County Sheriff's Department. Mr. Tony Bottley served as moderator during the question and answer period.

1. There is a legal consequence to virtually every aspect of the operation of a correctional facility.
2. There is a need for written policy and procedures; accurate records; and above all proper documentation.
3. Correctional law is dynamic and constantly changing. It is impossible to keep completely up to date with the law, but every effort should be made to try to keep up with understanding the main thrust of the law.

WORKSHOP TITLE: Community Action Programs

OBJECTIVE: To present various community programs dealing with re-entry of ex-offenders

SPEAKERS: Ed Ridgeway, Director of Career Life Planning for Ex-Offenders, Northern Virginia Community College, Virginia

Henry Altice, Director of Halfway House, Mental Health/Drug Related Program, Roanoke, Virginia

Lin Atkins, Acting Director of Virginia Community Action Re-Entry Systems, Inc. (Virginia CARES) and Director of Offender Program at Total Action Against Poverty (TAP), Roanoke, Virginia

COORDINATOR/
RECORDER: Rosana Anderson, Job Readiness Trainer/
Counselor, Virginia CARES, Roanoke,
Virginia

SUMMARY

"COMMUNITY ACTION PROGRAMS"

Mr. Ed Ridgeway, Director of Career Life Planning, cited that according to the Department of Labor's definition of an ex-offender, between 30 and 40 percent of the entire work force of 90 million people are ex-offenders. The three specific objectives of Career Life Planning are to reduce recidivism rates, assist ex-offenders in becoming independent, and assist them in securing jobs.

Career Life Planning is funded by a Department of Labor grant. All clients received CETA stipends and are paid \$2.45 per hour. The clients are responsible for attending for 3 months, 5 hours per day, 25 hours per week with the ultimate objective of going into direct employment. Career Life Planning is a pre-training situation and provides transition services. The program specifically caters to ex-offenders 18 years or older. Their youngest client has been 18 and their oldest 62. Career Life Planning is contracted to serve 100 clients per year; roughly 7 groups each going 3 months. Each cycle has 15 ex-offenders. This program has been in existence for one and a half years. It began with a staff of 3 and now has 6. Besides the position of Director, there are a Recruiter, an Instructor, a Pre-development Instructor, and a Personal Development Counselor.

Mr. Henry Altice spoke about the mental health and drug related program at Halfway House in Roanoke. The main objective of this program is to help the ex-offender during the transition period establish themselves in the community and stay out of trouble. The clients they help come from all walks of life, i.e., the penitentiary, drug programs, youth centers, and courts. The attendance of 80% of their clients has been ordered by judges or stipulated as part of their parole conditions.

The program lasts for 9 months. The Halfway House has a support therapy group at Camp 25 (Botetourt Unit.) The therapy group attempts to help individuals find out why they do the things they do and help them overcome the "transition shock" and make a smooth entry into society.

Ms. Lin Atkins, Acting Director of Virginia CARES and Director of TAP, was the third speaker. According to Ms. Atkins, there is a great need for employment opportunities for people re-entering society. Most clients are unskilled, uneducated, never held a job, and never had a healthy relationship with family or peers. When they get out of prison, they need help. They need re-entry programs. In TAP the job was to create a new re-entry program that would compete with the streets and hopefully, win.

The first program TAP developed with help from parole and probation offices and with funding from CETA was in 1977. It was called Stop-Gap and meant to give newly released parolees a chance for employment and to help clients cope with family, peers and life. In the program, 12 clients are enrolled for three months, paid minimum wages, taught to write resumes, how to fill out job applications, taught interview skills, grooming techniques, budget management, decision-making and any other kind of training that will help them cope with life. Clients train for 2 hours per day and then divide into 3 Job Research Teams which go out into the community to talk to employers to inform them about ex-offenders and to look for work. At the end of the third month, clients are placed in unsubsidized jobs or training programs. Stop-Gap, in its fourth year of funding, has a placement rate of 87 percent and a recidivism rate of 7 percent.

TAP also has an Inmate Job Readiness Program. It is CETA funded and operates in 4 areas of the State - Richmond, Fairfax, Roanoke and Norfolk. Staff members go into 20 institutions to hold workshops and to try to help with housing, food, clothing and employment, and prepare inmates who are ready to be paroled.

TAP also has a program called WINGS. It was established in 1978 and operates in Goochland, Bland and Staunton. CBS Television Network taped the group at Staunton for airing in October on "No Holes Barred." In addition TAP has a prison program which provides transportation for families who cannot afford to travel to institutions to visit their family.

There are 28 Community Action Agencies (CAA's) in Virginia. The State Association meets bi-monthly and has culminated in an Advisory Board with 20 CAA's providing support. This Advisory Board wrote a planning grant to the Community Services Administrator to look at needs of families of inmates. A state-wide project to adjust the needs documented by this Advisory Board was initiated and thus Virginia CARES, Inc., was born. There will be an administrative staff in Roanoke who will provide coordination for transitional services available from CAA's. Virginia CARES will also look at reform issues such as the automatic restoration of civil rights and the creation of new roles in society for the ex-offender population.

WORKSHOP TITLE: Overcrowding in Corrections: Is there a Solution?

OBJECTIVE: To survey the problem of overcrowding from both the viewpoint of the Department of Corrections and the local jails. Solutions to be discussed include expanding and building new facilities and changing the attitudes of the public towards the "proper" way to deal with offenders.

SPEAKERS: Michael E. Norris, Sheriff, City of Alexandria, Virginia
Lawrence Simpson, Sheriff, Lynchburg City Jail, Virginia
Robert G. Spann, Manager, Institutional Services, Virginia Department of Corrections

COORDINATOR: Joseph B. Hinchey, Jr., Manager, Classification and Records, Virginia Department of Corrections.

RECORDERS: J. Allen Hinshaw, Researcher, Research and Reporting Unit, Virginia Department of Corrections

SUMMARY

"OVERCROWDING IN CORRECTIONS: IS THERE A SOLUTION?"

There was general recognition among all the speakers that overcrowding was a serious problem in Virginia. Sheriff Norris focused on the things the local jurisdictions could do to help alleviate the problem. He felt the problem was complex and would not respond to "easy" solutions. He felt it was too easy for localities to simply blame the Department of Corrections for local overcrowding problems and pointed out that in the last session of the General Assembly there were 8 to 10 bills considered which would have increased offenders sentences and not a single one which would decrease lengths of stay. He presented the argument that building more facilities to house offenders was probably the cheapest solution to the problem when you consider the average life of present facilities has been over 100 years.

Sheriff Norris advocated better use of local facilities as a partial solution to the problem. A study in Alexandria indicated that an examination of pre-trial confinement was in order. He indicated that among 5,000 arrests, representing 2,500 people coming through the local jails, only 70 were ultimately sent to the Department of Corrections. It costs \$31 per day to hold an offender who cannot post bond and most misdemeanants are released after five days. Sheriff Norris felt the need to examine the bond system and advocated increasing the authority of local people to review offenders for work release.

Robert G. Spann spoke about overcrowding from the point of view of the Department of Corrections. Mr. Spann indicated that Virginia is among the top 10 states with respect to length of sentences and that when adjusted for inflation the Department had fewer real dollar resources with which to handle more offenders. The Department has added confinement space. New institutions are being built and two trailer parks have been opened. The passage of Mandatory Parole six months prior to final discharge temporarily gave the Department 600 beds. They were quickly filled and within three months the jails were full again. More institutions are not the answer. Options For The Eighties advocated greater use of community Corrections. The General Assembly passed the Community Diversion Incentive Act. Given budget restraints, overcrowding may be a way of life. We all need to better utilize our resources and educate the public on recognizance, expand work release units, develop all community diversion options, and strictly enforce minimum standards for jails.

Sheriff Simpson indicated that overcrowding was a reality and that he did not think the State was assuming its share of the burden. He said that his is an old jail rated at 42 offenders and he houses an average of 88.5 per day. While he could see some overcrowding in the State system, Sheriff Simpson indicated that the State system did not house twice the number of offenders for which it was rated and he wanted the State offenders removed from his jail. He said that the Department of Corrections accepted so few offenders that he sometimes felt there was a conspiracy. Sheriff Simpson indicated that a recent Division of Justice and Crime Prevention study said that 20% of jail populations were felons who were the ultimate responsibility of the State. He said that he did not like seeing the communities forced to build jails because the State cannot or will not take its offenders. He indicated that community diversion really meant that local communities had to spend money instead of the State. The State says it is willing to spend \$25,000 to help localities build a jail. Recent construction costs are over \$40,000 per cell. Aid from the State must be increased. Sheriff Simpson indicated that he had told the organizers of the workshop that he intended to pick on the State. He felt he had accomplished his goal.

Questions after the session concerned the effectiveness of releasing more pre-trial offenders, the concept that the "biggest" danger is underbuilding and not overbuilding, the effective use of space in the Department of Corrections, and concern over shrinking resources. The discussion was lively.

WORKSHOP TITLE: Alternative Approaches to Correctional Medical Services

OBJECTIVE: To discuss several approaches to the delivery of medical services to correctional clients.

SPEAKERS:

Raymond B. Kessler, Health Services Administrator, Virginia Department of Corrections

Jerry Schriver, Executive Vice President, Spectrum Emergency Care

Keith Goding, Correctional Medical Services, Spectrum Emergency Care

COORDINATORS:

JoAnn Gray, Systems Analyst, Program Development & Evaluation Virginia Department of Corrections

Theresa Miller, Systems Accountant, Division of Finance Virginia Department of Corrections

DISCUSSION:

Ron Angelone, Warden, Marion Correctional Center, Virginia Department of Corrections

RECORDER:

Opal T. Bristow, Supervising Nurse, Office of Health Services, Virginia Department of Corrections

SUMMARY

"ALTERNATIVE APPROACHES TO CORRECTIONAL MEDICAL SERVICES"

Raymond B. Kessler

Health care in Virginia can be viewed from polar perspectives: do it all yourself, or have someone else do it.

Virginia is in the middle, doing some of both. There are three levels of health care.

1. Primary - provided at the facility
2. Secondary - infirmary care for convalescent, chronic and some elective surgery (Penitentiary).
3. Tertiary - provided at an acute care hospital (MCV, Radford, etc.).

North Carolina has its own prison hospital which provides most of its medical care. Support services are received from Duke Medical Center. Alabama, as a result of Federal Court actions, contracts for all services (medical, dental, and psychological).

Virginia cares for 8,700 adults in 40 plus institutions spread over 44,000 square miles. There are some 48 R.N.'s, 120 CHNT's, 20 techs, 25 dentists, 11 psychiatrists, 40 psychologists, and 44 physicians providing care on a full time, part-time or contractual basis. This care is good but expensive.

In 1970 as a result of a House Joint Resolution, the O'Hallaron Committee studied the administrative structure of health care in Virginia and made recommendations. The Health Department in 1979, surveyed all correctional facilities and made some 500 recommendations. Complaints concerned records, (sloppy, non-existent), documentation, continuity of care, and training, but there were no complaints about the quality of care. Most of the recommendations have been addressed.

This year a directive went out from the Office of Health Services encouraging facilities to use local resources to provide health care for inmates. There is no justification for shipping inmates across the State to receive medical care in Richmond. Since inmates have the right to receive care equal to that provided in the local community, the use of local resources is appropriate and no more costly when indirect costs (transportation, officers salaries, etc.,) are considered. It is appropriate to use MCV's acute care facilities. Emergency care should be received locally.

The Office of Health Services is doing some things to reduce costs of health care:

1. Developed formulary (should be in print in about a month.)
2. Utilization review program at the Medical College of Virginia. (Uses criteria developed for screening Medicare and Medicaid patients.) This should reduce hospital days by 50%. Inmates discharged from MCV may recuperate at the Penitentiary or the James River infirmary.
3. Standards have been under review for nine months. This week they went to Mr. Landon and Mr. Hutto for review and then will go to the Board of Corrections.
4. Marion Correctional Unit presently houses 80 emotionally disturbed inmates. We are not sure of expansion capability within the year.
5. We are hiring two psychiatrists. Two infirmaries are scheduled to open: Bland - December, 1980, with 12 beds; Powhatan - between January and March, 1981, with 52 beds.

Keith Goding

One alternative is services purchased from Spectrum Emergency Care (physician staffing on a contract basis). There is both a physician shortage and a maldistribution of physicians (severe lack in rural areas, an oversupply of specialists and an undersupply of primary care physicians in urban areas).

Physician recruitment is expensive both in time and money, and there is no guarantee of success in recruitment or retention. When there is a shortage of physicians, nurses are forced to practice beyond their skills which causes them to quit and seek employment elsewhere. Transportation of inmates for emergency care is expensive, poor and inadequate, and we become involved in multi \$100,000 settlements. Spectrum Emergency Care is one viable solution to the physician staffing dilemma. Currently, they provide services for 215 hospitals and correctional facilities in 32 states, providing 1,400 physicians at any one time. The facility identifies the kind of staffing and Spectrum provides total coverage. Spectrum is responsible for replacement of employees, schedules, training, 6 to 12 million dollars professional liability, payroll, taxes and budget. They assign a regional manager who has the right to replace physicians if their clinical performance is sub-standard. They perform medical audits (monthly evaluation) have a risk management and safety program, provide continuing education for nursing personnel. They develop policies, procedures and protocols. The cost is equal to or less than actual cost per hour of traditional medical staffing. All of this is presented for approval before the contract is issued:

1. Eliminates reliance on nurses to practice beyond skills.
2. Reduces usage of emergency rooms, transportation to local hospitals and local physicians offices.
3. Enhances nurses retention.
4. Upgrades quality of care.
5. Reduces facility's vulnerability and potentially reduces malpractice insurance costs.
6. Increases confidence level of inmates.
7. Eliminates Department of Corrections' responsibility to provide physicians' fringe benefits.
8. Eliminates cost of recruiting expenses.
9. Eliminates many administrative costs.

The program is unique, effective and a viable alternative to traditional medical care.

Jerry Schriver

Within the last three years a new comprehensive health care program has emerged. Health care has increased in the past 4 to 5 years. As a result of court actions every inmate has the RIGHT to access to health care every day. As a result the health care system is overstrained and has even broken down in some cases. Inmates now have a voice and use it. The Federal courts may be the best allies we have in the eighties. There is a rethinking of our whole system as new regulations and standards have been issued. This is wholesome as health care providers are vitally interested in bringing health care in order.

Current ACA standards are sparse. Around October 1, 1980, there will be new ACA standards which are more demanding and similar to those of AMA. Presently there are a number of problems: qualified personnel are not available, there is a gradual weakening of ability to deliver health care due to lack of equipment, space confinements, anemic budget, etc.

A contract system is innovative, can be tailored for the facility and provides comprehensive total health care. There are less legal problems, and fewer administrative headaches.

The warden has control over the entire program and Spectrum works directly with the warden. Spectrum has demonstrated evidence of improvement in medical and dental care. They require good documentation and have clear-cut reporting requirements.

Spectrum does an on-site needs survey and technical analysis to identify services provided and staffing requirements. They write a proposal, which states length of contract (usually one year), timetables, description of services, functions, number and kinds of personnel, assignment of liability, and schedule of payment (usually each month). They are responsible for recruiting and credentialing of personnel (physician coverage, nurses, dentists, and dental hygienists, pharmacist, pharmacist techs, X-ray techs, medical records personnel* (very important), lab techs, on-site manager) [administrative with 3 years ambulance or hospital experience], data collections, arrangements for support services, protocols, written policy, and procedure manual, formulary**, back-up services and professional liability.

* need strong medical records

** when tightened up on pharmacy, see great savings.

They have the ability to guarantee staff. They have continuing education programs in the form of regular monthly sessions (4 hours per month) now, and will probably be increased to 10. The Spectrum program:

1. provides medical and nursing back-up consultations to provide another perspective and peer review.
2. requires that management information system be in place.

Benefits are:

You get what you want;

Performance is really required;

Systematic program that works;

Direct savings - cost effective, (effective triage reduces physician coverage);

Utilization of a drug formulary;

Preventative health programs (HMO concept), patient teaching: how to be well;

Guaranteed staffing;

Quality control, monthly audit, statistics;

Professional liability.

WORKSHOP TITLE: Minimum Standards for Jails and Lockups

OBJECTIVE: To examine the impact of the recently approved State Minimum Standards for local jurisdictions.

SPEAKERS: Michael E. Norris, Sheriff, City of Alexandria, Virginia

Charles W. Gibbs, Adult State and Local Facilities Manager, Region V, Virginia Department of Corrections

Historical Overview, Dr. Eugene Dannemiller, Clinical Psychologist, Fairfax Adult Detention Center, Virginia

COORDINATOR: Mr. Anthony Bottley, Adult State and Local Facility, Manager, Region III, Virginia Department of Corrections

RECORDERS: Jean B. Biscoe, Manager, Certification Unit, Virginia Department of Corrections

Denise R. Reynolds, Student, Virginia Commonwealth University

SUMMARY

"MINIMUM STANDARDS FOR JAILS AND LOCKUPS"

Mr. Bottley began the meeting with an overview of the session saying that correctional professionals had been offered a challenge to upgrade jails and lockups through the Standards. Professionals need to get their act together or the courts will and that would be a very expensive process for individuals, jails, and the State. It is time to furnish direction and the Standards will achieve this.

The Board of Corrections approved the new Jail Standards, effective July of 1980. There are three types of Standards to be complied with:

- Mandatory - Required by constitutional law
- Essential - Standards effecting humane, safe, and effective operation
- Important - Desired Standards which are not included in above

By 1981, there should be 100%, 60%, 50% compliance in these categories respectively and by 1987 there will be 100%, 90% and 80% respectively. The first certification using these Standards will be an unofficial one with the official certification following in a year.

Phase II of the Standards is in process now with a task force developing the policies and procedures and when Phase II is completed, certification will begin.

The Department will be responsible for the on-going inspection and the certification of the jails. Also, the process allows for a two year provisional status within which the jail can function in order to correct the deficiencies.

C. W. Gibbs - Historical Overview

Mr. Gibbs stated that one and one half years ago when he was leaving the Jail Inspection Unit he found approximately 1,300 pounds of old unwanted material containing the history of the Inspection Unit which was created in 1942, with Bill Brent as the head. After that, Jay Thompson and Joe Waters, both from State Police, headed up that Unit.

The first standards of the jails were two typed pages and contained information telling the sheriffs what they should have and what they should do. Primarily, this had to do with sanitation and supervision. Inmates were fed two times a day. Because of those first standards, 63 jails and lockups were closed.

The second group of Standards came in 1948 and expanded the rules involving food service, medical care and construction.

Mr. Gibbs stated that when he came in 1966, there were many sheriffs who would check the inmates at 9:00 at night and not check again until the next morning. At that time the Jail Section Unit began to grow and reached the number of 5 Jail Inspectors.

The third set of Standards arrived in 1964 and consisted of seven pages which in addition to the previous section involved the inmate's rights and the general guidance for operations in jails.

In 1973, the Stinnie Case required new rules and regulations. All the new Standards which were written used words such as should and may and this was in an effort to give the sheriffs some flexibility.

The new 40 page report of Jail Standards which were approved to be effective in July, 1980, is felt by Mr. Gibbs to be an excellent document but needs some modification. This is the first time that we have really had something to work with. The task force which developed the standards was made up of a variety of people, including judges, sheriffs, ex-offenders, corrections professionals, and Board members.

Mr. Gibbs has traveled in 25 states and feels that Virginia can be proud of where it is in terms of its jail operation. The sheriffs have a real problem running the jails, but the Standards will help them in doing so.

Michael E. Norris - User of the Standards

Mr. Norris began his talk by saying he has recently read articles referencing different penal systems and he was amazed that ten years ago much of the operation was inhumane. He believes that Standards are an emotional issue for sheriffs but if we are going to declare ourselves professionals we must have Standards. They should be reasonable and quantitative.

Now he believes, that with the new Standards in order to clarify them we have to write another document which involves the policies and procedures. Words such as "should" and "ought to", should not be in the Standards.

Sheriff Norris made reference to "Rights of Institutionalized Persons", HR10 - this involves federal legislation and he said there are 27 new attorneys in the civil rights division. He believes that jails should get themselves in better shape for their own protection. He referenced the Department of Justice Standards which combine all other sets of Standards.

He believes that we should throw Virginia's Standards away and use those of the Department of Justice. The reason for doing this would be that these are endorsed by Attorney General Civiletti and he thinks this will be the format that the Department of Justice will use as a guideline for the expectations of the operations of jails. The Department of Justice Standards will be used for federal funding and will provide guidelines in litigation cases. He said the federal government would look for compliance or real efforts to correct the deficiency until the jail can achieve compliance. Virginia's Standards are weakened by the ambiguous words that they contain.

Sheriff Norris stated that the State is sticking its head in doors and identifying problems, but then leaving. The sheriffs' problems are that they must find funding to correct the deficiency. He asked, where are: the Compensation Board, Department of Education, Department of Mental Health, etc., and then he stated that they aren't there. He believes standards need to be strict and that compliance is required. Funding must go hand-in-hand with the standards if anything is to be gained. He believes the localities and the State can work together.

Dr. Eugene A. Dannemiller - Medical Services in Jails

Dr. Dannemiller said it is a challenge to identify the impact of Standards on the jail. The real challenge is to have specific standards, those which do not use wording such as adequate, reasonable or appropriate. Standards need to be functionally and behaviorally specific. Writing Standards for the entire State is difficult in that there are so many different types of jails. The word "reasonable" in the Standards only means that you have to justify to a court and jury what that is.

Some impacts of the Standards are:

1. There should be a phasing in period of Standards. On-going updates are necessary.
2. There is a time element in this involving how quickly the sheriffs are able to comply. This involves the sheriff needing to free the personnel to write their policies and procedures and to have the policies work in a functional and practical manner.
3. Standards will require training in compliance and will also require documentation.

4. Standards will call for reliance on community resources.
5. Standards will require a changing attitude from the public.
6. Standards will increase liability, particularly when a jail is in a provisional status.

Dr. Dannemiller referred to the medical and mental health aspect of the Standards. He said some argue that coming into a jail is a crisis situation which involves a mental problem as well as a physical problem. The AMA in 1972 asked for a survey of medical services in jails and after reading the AMA requirement, Dr. Dannemiller does not see how the jails can meet those Standards in this decade. The AMA survey showed that less than 2% of the jails have physical examinations at intake and less than 50% have examinations only if something appears to be wrong. Fifty percent have no medical examination for inmates at all. The standards say that only licensed medical persons can give medical treatment. Reasonable access to reasonable treatment he believes is essential. This should include mental health services.

A critical issue to Dr. Dannemiller is to have daily sick call. It is ineffective if a medical person is not available. The requests of doctors in a jail must be given preference over those of the sheriff. One of the problems at Attica was a complaint of medical services. There were unqualified medical persons in jails.

Drugs should be administered properly, logged in and accounted for.

He discussed whether prisoners have a right to refuse treatment. Dr. Dannemiller feels that they do but the inmate must be competent and give "informed consent". He must be told the nature of the illness, the treatment, prognosis, risk in treatment and alternate treatment.

WORKSHOP TITLE: Equal Employment Opportunity - Sexual Harassment

OBJECTIVE: To discuss the scope of sexual harassment as defined in current guidelines and court cases; to provide recommended solutions for both the employee and management.

SPEAKERS: Mya Hasegawa, Manager, State Office of Equal Employment Opportunity
Toni Holloman, Employee Relations Coordinator, State Corporation Commission

COORDINATORS: Judy H. Gammon, Virginia Correctional Center for Women, Virginia Department of Corrections
Jim Johnson, Institutional Services - Southeast Region, Virginia Department of Corrections

MODERATOR: Edward Schultz, Employee Relations Manager, Office of the Director, Virginia Department of Corrections.

RECORDER: Libbie Pryor, Secretary, Virginia Correctional Center for Women, Virginia Department of Corrections

SUMMARY

"EQUAL EMPLOYMENT OPPORTUNITY - SEXUAL HARASSMENT"

Mya Hasegawa opened the session with a little background information on sexual harassment. The District Courts are beginning to hear cases on sexual harassment in Virginia. Title 7 of the Civil Rights Act of 1964, which was amended in 1972, prohibits discrimination.

Ms. Hasegawa noted the case of Diane Williams, who worked for the Justice Department. Ms. Williams was told by her Supervisor that in order to keep her job, she would have to submit to sexual advances. She appealed this and when her employer heard this, she was fired from her job. Ms. Williams took this to court and won her case; she was given all back pay.

This question was raised, "How does sex discrimination affect you?" It is not just a problem for women. This is behavior directed by one individual to another (male or female); physical or verbal harassment that occurs solely because of a person's sex. There have been no cases in the 4th Circuit Court yet.

It was noted that an employer has the duty to create an atmosphere free of discrimination. It was also noted that you cannot win a court case unless you have been discharged from your job because of harassment according to the Colorado Court.

Ms. Hasegawa also noted two court cases: (1) District of Columbia - a woman lost a case because she could not prove that there was a link between her obtaining a job and the actions of those making obscene phone calls to her, keeping her from her job. (2) A case in Chicago where at the Western Electric Company, a woman was placed in a job with three males who tried to get rid of her by making obscene phone calls and making comments about her sex life. She complained to the management but no action was taken. The Court ruled that once the management knew about this, they had the obligation to make sure that it stopped. It was also noted by Ms. Hasegawa that a woman has to show pain, suffering, humiliation and shame.

Toni Holloway, Employee Relations Coordinator at the State Corporation Commission notes some figures on harassment:

70% women experience some form of sexual harassment in their work life.

50% women and 30% men had personally experienced sexual harassment.

62% of these harassments had to do with promotions.

Ms. Holloway presented the question "What do you do if you feel you are being sexually harassed?"

- (1) Document specific instances where you felt sexual harassment was done.
- (2) Tell the specific people involved to stop the harassment.
- (3) Report the specific instances to the management.

Ms. Holloway noted that it is only harassment when someone complains.

A discussion followed with comments being made from the audience. Ms. Holloway stated that it is the responsibility of management to stop sexual harassment. The accused should be called in and told what the policy of the company is. Documentation is needed along with witnesses. She noted that most people accused of sexual harassment do not harass just one person, but it is usually a pattern with many people involved. When you feel you are being sexually harassed, tell the person that you do not like it. When you say it, mean it! If it does not stop, go to the management and complain about it.

Ms. Hasegawa noted that people do not like to talk about sexual harassment. People are embarrassed by it. She also noted that you have to take personal responsibility and speak out about it. A lot of times, it is originating from the management. (No one has figured out how to deal with it. Most incidents occur in private (a one of a kind thing).

Ms. Holloway stated that Title 7, the law of retaliation, does protect you. Ms. Hasegawa stated that this is a Group III offense in the Department of Corrections rules.

The question was posed, "Are there people in Personnel to go to for counseling?" There should be an open door communication understanding. Programs are being developed to provide counseling. Ms. Hasegawa stated that anyone is free to call and talk to her about harassment problems or for information on what to do about harassment problems. Ms. Hasegawa noted that if you should see sexual harassment happening and you feel uncomfortable about the situation, say something to the person being harassed. If you are a manager and someone brings this problem to your attention, take it seriously and do something about it. In court cases, the ones that lose are ones where management took no action when confronted with the situation of sexual harassment.

WORKSHOP TITLE: Trends in Research

OBJECTIVE: To discuss the research three investigators are conducting within the Virginia Department of Corrections. Each of the research studies has received federal funding and address important issues in parole, juvenile justice, and adult Corrections.

SPEAKERS: Thomas Pavlak, Ph.D, Public Administration Program, University of Pittsburgh

Joseph Marolla, Ph.D, Department of Psychology, Virginia Commonwealth University

Joyce Hiebart, Ph.D, Department of Psychology, University of Virginia

COORDINATOR: Thomas R. Foster, Manager, Research and Reporting Unit, Virginia Department of Corrections

DISCUSSANT: W. Robert Burkhart, Director, Office of Research Operations, National Institute of Justice, LEAA

RECORDER: Robert A. Watts, Jr., Researcher, Research and Reporting Unit, Virginia Department of Corrections

SUMMARY

"TRENDS IN RESEARCH"

Thomas Pavlak, Chairman of the Department of Administration in the School of Graduate Studies at the University of Pittsburgh gave some of the preliminary findings of his LEAA-funded study, "Due Process in Parole Revocation Hearings". The study is comparative in nature, and involves the parole revocation process in four states: New Jersey, Virginia, Missouri, and California.

Preliminary findings included the fact that most parole violators in states that have formal revocation hearing procedures (in compliance with the U.S. Supreme Court Morrissey decision) feel that the procedure is less than fair, while parole violators in states that have less than formal revocation hearing procedures more often felt that the hearing was fair. Data analysis to this date has indicated that the formalized procedures have resulted in less personalized hearings, and in fact the revocation hearing itself often appears to be a "rubber stamp" of the preliminary hearing required by the Morrissey decision. The study should be completed by the end of 1980.

Joyce Hiebart, Associate Professor of Psychology at the University of Virginia, spoke on her LEAA funded research project that involved the determination of factors that influence the decisions of juvenile court judges. She remarked that as a social psychologist, her interest in the juvenile justice system was focused not on causality of juvenile crime, but on societal factors that impact the system. Using a sophisticated statistical method called multiple regression analysis, she is attempting to identify specific factors, i.e. family history, race, sex, and previous court contacts, that determine why a judge may rule differently in identical cases. She believes that her study may enhance the predictability of judges' decisions.

Joseph Marolla, Associate Professor of Psychology at Virginia Commonwealth University, spoke on a current project (the project is in the preliminary stages of data collection) regarding the behavior of rapists incarcerated in Virginia prisons. Through interviews with men convicted of rape, Marolla hopes to test a theory regarding the causality of rape, i.e. that the act of rape in itself causes tremendous feelings of power for the rapist. Preliminary findings have indicated that the rapists have great difficulty in role playing sessions when they are expected to take the role of their victims.

Indeed, they seem to act out feelings that they wished that the victims had, instead of being able to put themselves in the victim's place, and express the powerlessness and terror of the victims.

Robert Burkhardt, Director of the Office of Research Programs, National Institute of Justice, summarized the workshop. He indicated that all three of the projects discussed in the workshop were in the mainstream of correctional research. Ultimately, however, the future of federal funding for correctional research is in question, because he indicated that the demise of LEAA and its associated agencies would greatly depreciate the amount of federal money available for correctional research.

WORKSHOP TITLE: Crime as Recreation

OBJECTIVE: To give an overview of the need for life-leisure skills by this State's incarcerated, and to identify some of the methods through which these needs can be met.

COORDINATOR: Diana Hoover, Virginia Correctional Recreation Association, Virginia Department of Corrections

SPEAKER/RECORDER: Diana Hoover, Recreation Supervisor
Virginia Correctional Center for Women
Virginia Department of Corrections

SUMMARY

"CRIME AS RECREATION"

It is easy to see that by the definition of recreation, (any activity that occurs in leisure and is both self-chosen and voluntary) that any activity may be considered recreation. Recreation does not have to occur on a ballfield, or in a day room; it does not have to be organized or planned, neither does recreation have to be of a constructive nature. Prisoners, just like anyone else, will seek and find self-chosen, voluntary activities in their leisure. They will have recreation! It is the responsibility of every prison employee to guide inmates in their leisure activities choices.

Recreation may be divided into qualitative categories, according to J.B. Nash. These categories begin with the lowest level of recreation - criminal activities, go through self-destructive activities, entertaining activities, participatory activities, respectively, and end with creative activities, the highest form of recreation. The task then, becomes to raise the quality of leisure skills of the State's incarcerated.

It is everyone's responsibility to provide a means for directing the recreational choices that are made. Institutions must provide a recreation program that is of high quality and that is diverse enough to meet the interests of those personalities with whom it is charged. There are four steps in planning a high caliber program. First, a needs assessment may be done very simply by administering a simple Interest Inventory. Secondly, a close look at resources is necessary. Thirdly, prioritize needs by utilizing the criteria of urgency and feasibility. This step, if done with creativity and care, can mean the difference between a fair program and a good program. The fourth step involves the setting of goals and the development of an action plan.

Inmates have many hours of leisure and a variety of activities from which to choose. Make it easy on yourself by aiding in the selection of recreational choices so they are of a high quality.

WORKSHOP TITLE: Partnership Between Education and Corrections Staff

OBJECTIVE: To explore the effectiveness of a partnership relationship between education and corrections in the community and institutional settings.

SPEAKERS: Re-integration of the Offender. Richard Hunter, Ph.D., Superintendent, Richmond City Public Schools
Concerns Regarding Juvenile Court Involvement in the Educational Process. Johanna Fitzpatrick, Judge, Fairfax County Juvenile Court
Being Accepted Back Into the Community as a Citizen. "John Doe", Ex-Offender and Volunteer Teacher, Rehabilitative School Authority

COORDINATOR: Kitty Liles, Superintendent, Bon Air Learning Center
Virginia Department of Corrections

RECORDER: Kenneth L. Osborne, Treatment Program Supervisor, Powhatan Reception and Classification Center
State Farm, Virginia 23160

SUMMARY

"PARTNERSHIP BETWEEN EDUCATION AND CORRECTIONS STAFF"

Judge Johanna Fitzpatrick

Judge Johanna Fitzpatrick of Fairfax, Virginia shared many of her concerns regarding juvenile court involvement in the education process. Mirrored in these concerns was a sense of frustration in her inability to act as aggressively as she would like in disposing of status offender cases. Judge Fitzpatrick invited members of the audience to persuade their legislators to allow judges broader power, discretion, and enforcement in the handling of these cases. The Judge gave as an example a situation in which she could only threaten or admonish a truant child into more regular school attendance, but had no power to effect a consequence if the child refused. She strongly felt that a day or two of confinement would have a positive effect and mentioned the "Scared Straight" approach as a viable corrective option.

Fairfax County apparently is exploring many innovative alternatives to the traditional school setting. The juvenile courts and School Board have established a committee to work on problems of mutual concern. Several projects have evolved from this committee. The Judge seemed particularly pleased with the "School Probation Officer Program" wherein an officer is assigned to monitor and assist the school as well as the court in dealing with juvenile delinquency cases. Another diversionary project with much promise is the Saegar School Program. This court-sponsored school has been established to offer non-traditional school for truants who become involved in juvenile delinquency. Their goal is to have these students re-enter the regular school after a year in this program. A closely related diversionary program is the Enterprise School which is set up to offer help to the juvenile delinquents with "learning disabilities."

In closing, the Judge remarked that most of the delinquency problems in their school systems were drug or alcohol abuse related. She emphasized that court involvement -- confrontation was used only when everything else had failed. To send a kid to the Beaumont Learning Center or to Bon Air Diagnostic Center did not seem to be her idea of a fruitful day in court.

Dr. Richard Hunter

Dr. Hunter began his address with the assertion that "prevention" is much more important to the school system and society than "correction". To him, remedial work in the educational system is very much like treading water. Dr. Hunter shared with the audience a number of the programs which he would identify in the "prevention emphasis" category.

According to Dr. Hunter, the Richmond System is increasing its emphasis on ensuring that students learn to read and write well before they leave the system. Certain skill levels must be met before students are allowed to advance. Discipline within the schools is being addressed in terms of strengthening the concept. Consequences are plainly stated and progressively more demanding. A very important factor in preventing student contact with the criminal justice system is involving the students in an awareness of the system programs sponsored by the local bar association. Virginia State Penitentiary inmates are being asked for input in student counseling programs related to delinquent behavior.

In the job skills-assets area, students are being encouraged to remain in school and/or pursue marketable skills through programs like the Richmond Technical Center. To quote Dr. Hunter, "It takes more than a strong back to get a good job now." Closely associated with any emphasis on education is the strengthening of spiritual values among the students and staff, according to Dr. Hunter. One project that apparently has gotten off to a very promising start is a new military school in the city. Dr. Hunter says that the regimen of a military orientation, coupled with a solid curriculum is meeting the needs of many students very well thus far. Finally, Dr. Hunter is hopeful that a central city diagnostic center can be established. This center would provide diagnostic tests and analysis of problems at a central location, rather than having to rely on the current disjointed, often repetitious, testing system.

"John Doe," Ex-Inmate

Mr. "John Doe", a recent parolee from the Virginia Department of Corrections, shared concerns on this subject from the perspective of an ex-inmate. His life situation is atypical of an ex-inmate, as he possesses a post graduate degree in engineering from a major university.

Mr. Doe opened his presentation with the idea that any one key facet of routine coping skills missing in a person's life can result in the commission of anti-social activities. One of these shortcomings that he stressed was that of someone having little or no education. He feels that people who are incarcerated have rarely tasted success, at any level. To compensate for this, Mr. Doe felt that it was most important to start at a low level, establish realistic goals, build in incentives, and offer concrete rewards for the progress that is made. According to Doe, the correctional officer needs to have incentives to get involved in helping inmates improve themselves. "The officer needs to be a participant, not just an uninterested and sometimes hostile observer." The officer may resent seeing a man convicted of a felony have more opportunities at self-improvement academically than he as a law abiding wage earner has.

A most important factor in the success of this educational effort is the institutional administration. Doe says that the administration needs to get involved in shaping programs, supporting completion of programs, and ensuring timely coordination of staff and inmate endeavors. He felt it very important that inmates who completed a vocational trade be given the work assignment in which the learned skills were used and kept fresh as the inmate progressed to community re-entry.

Doe closed his remarks with the importance of viable, useful educational-vocational programs for prison. These programs in conjunction with a solid family support system and community acceptance, would in his opinion do much to enhance the successful community re-entry of these people.

WORKSHOP TITLE: The Criminal Personality

OBJECTIVE: To present the findings of the Criminal Personality Research Program at the FBI Training Academy. Special emphasis is placed on abnormal criminal personalities of notorious criminals around the country, the types of crimes they have committed, and their psychological profiles based on interviews, case records, and crime scene information.

SPEAKERS: John Douglas, Psychological Profiles Program, Behavioral Science Unit, FBI Training Academy

Bob Ressler, Personality Interview and Research Program, Behavioral Science Unit, FBI Training Academy

COORDINATOR: Thomas R. Foster, Manager
Research and Reporting Unit
Virginia Department of Corrections

RECORDER: Walter G. Schocklin, Research Analyst
Research and Reporting Unit
Virginia Department of Corrections

SUMMARY

"THE CRIMINAL PERSONALITY"

The application of psychological profiles as an investigative technique in criminal case analysis is the product of a pilot project initiated by the FBI in 1978. The initial project, aimed at formulating criminal offender profiles through investigative interviews with incarcerated felons, led to the development of an ongoing systematic study - The Criminal Personality Interview Program. This program was designed to identify the salient characteristics, motivations, attitudes, and behaviors of offenders involved in specific types of crimes.

The criminal personality presentation dealt with the FBI'S ongoing efforts in investigative inquiry and offender assessment. Special agents Douglas and Ressler discussed their work in profiling and interviewing such notorious criminals as Charles Manson and company, David Berkowitz, Edmund E. Kemper, John Wayne Gacy, and others.

Basically their work consists of collecting data concerning the physical characteristics of the offender, background development, offense data, victim data, and crime scene data. After the data are analyzed a criminal profile begins to emerge. In cases where the agents are called upon to profile an unknown assailant or murderer, crime scene data and victim data are analyzed to produce a "suspect" profile which can be astonishingly accurate.

The Criminal Personality Research Program is designed to contribute to advances in the study of sexual homicide by establishing a national data bank from which reliable information can be retrieved. Sexual homicide was selected as the initial area of primary focus and concentration because it is a lethal type crime that attracts a great deal of public attention. Knowledge gleaned from this research will have important implications for crime prevention by identifying important biopsychosocial factors of an offender.

The Criminal Personality Interview Program, which addresses sexual assault, is unique in that it represents the combined approaches of law enforcement/criminal justice and behavioral science/mental health professionals, as well as active participation and direct contribution from convicted felons, to combat this major type of serious crime.

WORKSHOP TITLE: Wilderness Stress

OBJECTIVE: To cover the growth and development of the wilderness concepts in Virginia through a description of the Norfolk Wilderness Challenge School and the Virginia Council for Outdoor Adventure Education.

SPEAKER: Peter S. Viele, Director
Wilderness Challenge Program
Norfolk, Virginia

COORDINATOR: Ann Drew, Manager
Regional Girls Group Home
Virginia Beach, Virginia

RECORDER: Thomas R. Foster, Manager
Research and Reporting Unit
Virginia Department of Corrections

CONTINUED

1 OF 2

SUMMARY

"WILDERNESS STRESS"

The Wilderness Challenge Program was founded in 1973 as an alternative counseling mode within the framework of Juvenile Court Services. The program is an adaptive model of the United States Outward Bound Schools. The program was staffed by volunteer outdoor counselors and funded by the Lewis "Kit" Hurst Memorial Fund, Friends of the Norfolk Juvenile Court and a variety of civic and charitable organizations. The program is presently funded by a grant from the Division of Justice and Crime Prevention (LEAA).

The Program is a learning experience consisting of orientation, wilderness challenge course and followup. The program is open to students between the ages of fourteen (14) and eighteen (18) who may be referred by any phase of the Court Service Unit, parents, police or the public school system, through counselors in private or public family and youth service agencies.

In the orientation phase staff from agencies participating in the program meet with the Wilderness Challenge School staff to discuss the components of the program. Following this session, agency recruiters attend a two to four day short wilderness course conducted by the School. The purposes of this courses are to exchange program goals and methodology, create a shared experience between agency staff and their clients; to develop a commitment to and a better understanding of the Wilderness Challenge School and to provide a personal experience for each counselor. Upon returning from their short course, the counselors present the program to perspective students. The counselors choose candidates best suited for the program and negotiate the terms of their followup contracts.

The standard course is a challenging twenty day experience in the wilderness of the Blue Ridge Mountains and Jefferson National Forest. Students are organized into crews of ten with two instructors and given extensive instructions in safety and first aid, whitewater canoeing, backpacking, rock climbing, map and compass skills and environmental awareness. These skills and others are applied in progressively more challenging situations during the course. Courses also involve expeditions, a service project and a solo of two days where students are alone to reflect on the experience as a

demonstration of self-reliance. The course ends with a marathon run over wilderness terrain. The course is designated to test the participant's endurance, both mental and physical, with the intent of helping the participant reach his full potential, increase his self-esteem, compassion and sense of responsibility.

The aim of the follow-up is to provide a forum for the application and reinforcement of the positive values associated with the wilderness experience. The referring counselor helps prepare and facilitate the implementation of the follow-up contract which normally includes job or job training, counseling, educational assistance, and if needed, a new living situation. The Wilderness Challenge Program participates in the follow-up by publishing a quarterly newsletter, conducting fall, winter and spring short wilderness courses, conducting reunions for parents and alumni, provides scholarship aid of full Outward Bound Courses and monitors the follow-up contract. The follow-up is designed to furnish the participant with a new opportunity in education, job and living situation to apply the direction and energy from the course.

Follow-up research by program staff indicates that the effects of the program are both positive and long-lasting. Research documents a positive change in self-concept, and significant improvement in social function indicators such as recidivism, drug abuse and systems dependency.

WORKSHOP TITLE: Community Diversion Incentive Plan

OBJECTIVE: To discuss the origins and goals of the Community Diversion Incentive Plan and the perceived benefits for both the clients and the Criminal Justice System

SPEAKERS:

Mr. Carlton Bolte, Assistant Director
Division of Community & Prevention Services
Virginia Department of Corrections

Ms. Bobbie L. Huskey, Manager
Classification & Community Placement Programs
Division of Community & Prevention Services
Virginia Department of Corrections

Ms. Judy McKinney, CDI Specialist
Southwestern Regional Office
Division of Community & Prevention Services
Virginia Department of Corrections

Mr. Rennie Bridgman, Jr., Chief
Probation and Parole Officer
Probation and Parole District 7, Petersburg
Virginia Department of Corrections

Mr. Eugene C. Morgan, Regional Administrator
Western Region
Division of Community & Prevention Services
Virginia Department of Corrections

COORDINATOR: Ms. Jean Gilbert, Probation and Parole Officer
Probation and Parole District 9 -
Charlottesville, Virginia

SPONSOR: Virginia Probation and Parole Association

RECORDER: Charles R. White, Chief
Probation and Parole District 1
429 South Belvidere Street
Richmond, VA 23220

SUMMARY

"COMMUNITY DIVERSION INCENTIVE PLAN"

Carlton B. Bolte

In 1954, Probation and Parole was a fairly new concept in Virginia and was not readily accepted by the Judiciary. Some would not use Presentence Reports unless forced to do so, did not consider probation to be a viable alternative, and felt that probation and parole officers were a necessary evil in the courtroom. Today, probation is accepted and many judges feel that probation and parole officers act as their right arm in the criminal case. The Community Diversion Incentive Act is the method in which we will branch out and expand services across the State. As with most new things, we can expect some opposition and criticism. When it costs \$50,000 to build a cell and \$9,000 to incarcerate a person for a year, the time to develop alternatives is here. Also, the public has a misconception of Corrections in Virginia, based on their feelings that people who break the law are not punished. These misconceptions are present in spite of the fact that Virginia is thirteenth in the nation for commitment and tenth for the longest sentences imposed. The Community Diversion Incentive Act should make the public more aware of and involved in our Corrections System.

Five years ago, the Crime Commission and Legislature began looking for alternatives to incarceration. They visited several states, studied several programs, and in 1980, passed the Community Diversion Incentive Act. The program is geared to non-violent felon offenders and provides funds to localities to handle these offenders in the community. The actual program can assume the structure as needed by the locality, with the specific aim to make use of existing services. The main thrust of the program is to develop needed services, not duplicate those services presently available. The actual funds given to chosen localities amount to \$400 per person per evaluation and an additional \$3,600 per person for each division. An additional \$30,000 is granted to the locality for start-up funds for the first year of operation.

It should be pointed out that only one million dollars was appropriated by the legislature for the 80-82 period. It is anticipated that a maximum of five programs will be possible on this appropriation. Not all localities have enough people going through their judicial system to warrant this program, and in instances such as this, the regional concept is acceptable.

The referral to the program is made at the time of sentencing, and while some feel that it should be done earlier, the emphasis is placed here to make sure true diversions are made. All efforts will be made to divert to this program those who would otherwise have gone to prison. While encountering initial opposition, the program is expected to flourish, becoming a viable alternative to incarceration.

Bobbie Huskey

When the Virginia Legislature passed the Community Diversion Incentive Act this year, they joined a nationwide movement to reallocate resources usually reserved for correctional institutions. This reallocation will channel funds back to the localities for use in community Corrections efforts. Other states having such legislation are: Oregon, 1973; Minnesota, 1977; and Kansas, 1978. Virginia's one million dollar appropriation this year gives us the slow entry into a rapidly growing field. Virginia has used the positive approach in that localities are rewarded for diverting felons from institutions. Other states have used the negative approach by penalizing localities who send too many people to institutions. Studies have shown that this legislation has actually reduced prison population and that the needs of the non-violent offender are being better served in the community.

All of the states have local advisory boards made up of representatives of the Criminal Justice System, local human service agencies, Probation and Parole and local citizenry. The purpose of these boards is to assist the judge in making recommendations for services in the community. It should be emphasized that the board only makes recommendations, and the final authority lies with the judge. In all states, there is a local project director who administers the overall action of the board, and works as a liaison between the board, the judge, Probation and Parole, and the local human service agencies. In Virginia, as in other states, there is both a regional and state review of the local plan. The Director of the Department of Corrections has been designated to determine which localities will receive the grants.

The official referral process must be initiated by the circuit court judge at the time of sentencing, and a post sentence process is built into the regulations. This process was developed in order to attempt to control a problem of overage that has surfaced in many other states. The objective of the diversion is to reach those individuals who would have been sent to prison, not those who would have been put on probation. In the development and evaluation of these programs, the Department of Corrections will provide necessary technical assistance.

The Virginia Legislature has recognized that the current rate of cost of incarceration is bankrupting the state. Where it costs \$50,000 to build a cell and \$9,000 to incarcerate a person for a year, the same person can be supervised on probation for \$640. If current sentencing practices remain, it is projected that by 1985 we will have 12,867 individuals in jail. The Community Diversion Incentive Act is not a criticism of sentencing practices or the judiciary. At the present time, 72% of the convicted felons are being placed on probation. The Community Diversion Incentive Act is another viable alternative for treatment of individuals, rather than institutionalization.

Rennie Bridgeman, Jr.

The organizational structure of the Community Diversion Incentive Act is very simple. The judiciary is the main component of the CDIA and maintains control over the convicted felon just as they do in probation cases.

The Community Corrections Resources Board is the administrative entity of the Community Diversion Incentive Act. The CCRB has one member appointed by the Regional Office of Community and Prevention Services of the Department of Corrections. One half of the remaining members are appointed by the judge, and the other half by the governing body of the locality. The CCRB will work through the CCRB coordinator who is an employee of the locality and works under the direction of the CCRB.

All convicted felons diverted through the Community Diversion Incentive Act will be under the direct supervision of a probation and parole officer. These cases will be in Level V intense supervision and will be handled much as we presently handle a client who is in a full-time treatment program. The probation and parole officer will maintain contact with the agency providing service and report progress back to the court with recommendations for appropriate action. The use of community resources is a common tool for the probation and parole officer, and this program, through the CCRB coordinator and his contracting of services, should be a valuable asset to both the client and the probation and parole officer.

Judy McKinney

In August, 1980, the Board of Corrections approved the Community Diversion Incentive Act regulations, and it is hoped that the first programs will be operating by January, 1981. At the present time, the number of programs has not been set, but there will be a minimum of three and a maximum of five. The letter of intent from localities must be submitted by October 16, 1980, and the completed applications must be received.

A major issue being raised is: "Where are CDI programs located?" At the present time, there are none in Virginia. It must be remembered that this is not so much a program as it is an idea and a plan. The emphasis is not on bricks and mortar, but on services, either presently existing or the developing of new ones to meet perceived needs.

The cost of CDI to a locality should be minimal. An initial grant will provide start-up funds to get the program on its feet and pay up-front money for evaluations and diversions. The locality has the option to add funds to provide better services if they feel the need, but is under no obligation to use more than that allocated.

As previously indicated, the idea is to develop and use services, not programs. Funds are provided for the contracting of services with organizations already present or willing to come in to provide contractual services.

Eugene C. Morgan

The equation of how society deals with those who do not or cannot conform is extremely complicated. It has been dealt with since recorded history, and we are still seeking answers that work. The segment of population that we mainly deal with is in the 18 to 30 year age range. We should see that age group reach a peak in ten or twelve years, and our prison population should peak around 1990 to 1995 with 12,000 to 13,000 inmates and then slowly begin to decline. There is a great thrust of bodies given to us that must be dealt with at this time. The building of institutions is a long-term solution, and we do not want to invest in something that will not be needed after the turn of the century. The Community Diversion Incentive Act is only one more effort being put forth to deal with that most complicated equation. Community Diversion will impact on all of the Department of Corrections.

In terms of institutions, the CDIA will only continue a trend that has been developing for many years. As you take more and more from the top of the barrel, the remains become increasingly more difficult to deal with in daily contact. The people being sent to institutions are more difficult to control, thus our institutions must harden and deal with custody. This act as it develops will contribute more to that trend.

In Community and Prevention Services, we will deal with a larger percentage of convicted sentenced felons. At the present time, 72% of all convicted felons in Virginia are being placed on probation. It is hoped that this figure will climb to 75% or perhaps 80%. A study has been completed that shows

80% of convicted felons can safely be dealt with by the local community. This act will provide the court with one more viable option in dealing with those who come before the bench. The community will receive funds to purchase whatever services are needed in order to effectively deal with an individual at the local level. The question is asked: "Will it work?" The answer must be not only will it work, but it is working now."

In the early 30's, the Legislature studied community diversion, and in the early 40's Probation and Parole came into being. Probation and Parole is community diversion in the finest sense, and it has been working for almost 40 years. In 1942, 60 people were under Probation and Parole supervision, while today there are over 15,000 under that same supervision. This Act is only one step forward in the direction that we have been moving for 40 years. It will be productive and useful to the Commonwealth, the community, the courts, and particularly and especially, to those clients who have problems.

WORKSHOP TITLE: Stress Management

OBJECTIVE: Mr. Bates will present information which will make the the participant aware of the physical responses to stress and how to formulate strategies for stress management.

SPEAKER: Stress Management
John Bates, Health and Physical Fitness
Coordinator, Blue Cross/Blue Shield of
Virginia

COORDINATOR/
RECORDER Barbara K. Newlin
Regional Training Specialist
East Central Region
Virginia Department of Corrections

SUMMARY

"STRESS MANAGEMENT"

Everyone experiences stress but many people handle it by collapsing after work with a cocktail or two thinking that they are relaxing; actually they are not. In order to control stress, several criteria must be met. 1. Identify the cause. 2. Study the options i.e., diet, relaxation/meditation techniques, exercise. 3. See a physician and set up a sensible health program. 4. Practice and maintain this program on a long term basis. Some helpful hints for handling on-the-job stress would be to breathe deeply, walk, run up and down stairs, practice isometric exercises or anything physical which will release the adrenalin build-up.

An excellent film was shown which covered the following topics: the A and B type personalities; the stressor type supervisor who unknowingly causes stress in his staff by being too authoritative, demanding and insensitive; bio-feedback techniques for controlling stress reaction levels; exercise programs; meditation. Some corporations have established meditation rooms and exercise rooms.

The overall gist of the workshop was that each individual will encounter stress, but how he manages that stress is his responsibility. If he/she does not control it, detrimental physical side effects may develop, such as hypertension, hardening of the arteries, emotional disturbances and many more. In order to maintain control of stress, a sensible diet must exist, plus a sensible exercise program whether it be running, walking, tennis or other activities. Everything Mr. Bates presented made a lot of sense and was well accepted by the audience.

**VCA ANNUAL
BUSINESS MEETING**

VIRGINIA CORRECTIONAL ASSOCIATION

ANNUAL REPORT

1979-80

Frank B. Bishop, III

During the past year, your officers and Board of Directors and many other members of the Association have worked extremely hard and diligently to achieve those objectives which were adopted at the last conference. I am very pleased to share with you some of these accomplishments as well as identify problem areas which deserve further attention.

Fiscal Report

The Treasurer will make an official report later in the program, however, I am pleased to report that the activities of your Association, through the efforts of the various regions, the revenues from a substantial increase in membership, and the Annual Conference, reflect a sizable increase in cash on hand. The management of these funds, including accountability for receipts and disbursements, is excellent, and a majority of the funds are maintained in an interest bearing account which generates additional revenues for the Association. Additional information regarding the fiscal condition of the Association will be provided in the Treasurer's Report, as set forth in the Constitution. An Annual Fiscal report at the end of the year will be provided the membership. Special recognition should be given to Mr. Tom Northen, who did a commendable job this year as Treasurer.

Membership Committee

As the members of any organization are acutely aware, one of the measures of the health of an association is the level of membership. In this respect, your Association has grown from a level of 609 members at the Conference in Hampton to the present 1,111, which represents an 82% increase.

It should be noted that our original objective was 1,200 members, on which we fell short, however I am proud to announce that your Association is the second largest in American Correctional Association membership in the nation with only Texas being ahead of us by some 200 members.

Also, it should be mentioned that the American Correctional Association has achieved 10,000 members, and the 10,000th member was a member of this Association and was honored this past evening at the banquet.

We can be proud of the stride made in the membership area, and Mr. Ernie Boldin, Chairman of the Membership Committee, will offer a formal report later in the program.

In addition to individual memberships, I am pleased and honored to formally announce the affiliation of three associations with the Virginia Correctional Association during this year. These affiliates include:

1. The Virginia Probation and Parole Association.
2. The Virginia Correctional Counseling Association.
3. The Virginia Correctional Recreation Association.

I would like to officially welcome these Associations as affiliates.

Program Committee

The Program Committee has worked many hours in an effort to provide you with a dynamic and comprehensive program for the Conference as well as an array of social activities which I am sure you will enjoy.

This Committee under the expert guidance of their Chair, Mrs. Ann Downes, has involved a substantial number of members in the development of the program and as workshop participants. Also, a special tribute should be paid to the members of the Association from the Western Region whose assistance and support have been gratifying.

During the coming year, the Association's Vice President, Mr. Alan Brittle, will Chair the Program Committee; and I urge those of you who have comments and/or recommendations concerning the program to contact him.

Publication/Public Relations Committee

During the past year, this Committee produced four editions, of the "Exchange" newsletter, a conference announcement flyer, and the conference program schedule.

The "Exchange" newsletter produced by the Committee which was chaired by Mr. Larry York, provided a mechanism for communicating news items relating to the Association.

Of particular significance is the Conference Program for which the Committee should be recommended. In particular, a special thanks should be extended to JoAnn Gray and Theresa Miller who worked many hours on the newsletter and other mail outs.

These publications are in addition to those which are sent to Virginia Correctional Association members by the American Correctional Association, such as, "On The Line" and "Corrections Today."

Constitution and Bylaws

The Constitution and Bylaws Committee under their Chair, Mr. John Willis, worked very closely with the Nominating Committee in an effort to offer certain Constitution and Bylaw Amendments which would have the effect of facilitating the election process as well as providing for the Office of President Elect which was a recommendation offered by the Organizational Committee.

I am pleased to announce the membership voted overwhelmingly in favor of these amendments, and the nominating and election process was held in accordance with these changes.

In addition, two charter changes will be offered for your consideration later today. These changes are necessitated by an Internal Revenue Service requirement regarding the Association's tax exempt status.

In conclusion, the Constitution and Bylaws Committee recommends, and your Board concurs, that the new President appoint a committee to study the Constitution and Bylaws including those amendments which have been approved and those recommended, and offer the membership those changes for consideration so that the document can be brought up-to-date and printed, with a copy for each member. This effort will avoid a piecemeal and expensive approach to printing this document.

Professional Training and Scholarship Committee

This Committee, under their Chair, Mr. Jay Malcan, has directed most of its efforts to determining from the membership what areas of training and scholarship they would like to see the Association become involved in.

The data secured from these surveys will be passed on to the new Board with a recommendation that these programs be implemented.

Standards and Accreditation Committee

I am pleased to report that this Committee, under the leadership of their Chair, Mrs. Jean B. Biscoe, has become actively involved in the review and comment process of both national and state standards in the correctional field.

Recently the revised American Correctional Association Adult Institution Standards were reviewed by the Committee. Also, the Virginia Department of Corrections has agreed to forward copies of all new standards to the Association for review and comment.

It is felt that through this Committee's work, your Association will have an opportunity to be directly involved in the standards development.

Advisory Committee

I am pleased to report that the Advisory Committee has exercised its responsibilities very successfully under their Chair, Mr. Lonnie Saunders. There were frequent meetings, and the Committee considered such issues as Constitution and Bylaw amendments, membership, conference attendance, and affiliation.

The Committee recommended that the new Board consider the following issues:

1. Membership trends and whether the Association is losing old members.
2. The Association set specific goals for all areas for 1980-81.
3. A study of conference attendance from a demographic and discipline point of view.
4. To develop a master plan to bring about maximum involvement of members in Association activities, program planning, committee work, etc.
5. To continue to explore ways of improving communications between the membership and the Board.

I would like to personally offer my compliments to this group for their work this year.

Nominating Committee

This Committee, under the expert leadership of their Chair, Mr. Robert Sutton, participated along with the Constitution and Bylaws Committee in recommending amendments to the Constitution, which were approved.

The nominating and election process, which will be reported by Mr. Sutton later in the program, was completed in a professional and creditable manner.

Also, this Committee was called upon to offer nominations for Board consideration or replacements on the Board due to resignations during this year.

The membership should be proud of the business-like manner in which this Committee conducted its work.

Legislative Committee

The Legislative Committee, under the leadership of their Chair, Mr. Raymon Cowans, has addressed various legislative issues on both the national and state levels. For example, during the 1980 session of the General Assembly, Committee members monitored legislation which could potentially impact the corrections community.

Also, the Committee recommended to the Board, a position paper regarding the continuance of the Law Enforcement Assistance Agency. The Board approved the position paper and encouraged continuation of this program at the present level.

Awards Committee

The Awards Committee, under the guidance of its Chair, Mrs. Dee Malcan, has developed criteria for special awards and considered nominees for these awards.

A number of these awards were conferred at the banquet this past evening.

The Committee recommends, and I concur, that this program be continued and that special recognition awards be conferred at each conference.

Official copies of standing committee reports are on file and available for review.

Regional Activities

It should be mentioned that all regions have satisfied the constitutional requirement for sponsoring a workshop or related activity during this year.

In this respect, Region III, the Central Region, should be commended for its work. Under the leadership of its Chairman, Mr. Thomas Towberman, the membership in this Region increased over 800 percent. Also, two field units, Rustburg and Baskerville, achieved 100 percent membership which is a first for the Virginia Correctional Association as well as the American Correctional Association.

The Central Region conducted the first Regional Conference which was held in May of this year with over 150 participants in attendance. Also, a newsletter was distributed to members on a periodic basis. All members of this Region have reason to be proud of their accomplishments this past year.

Region IV, the East Central Region, held a picnic in May and a workshop in June, both of which were well attended. Also, this Region, under the leadership of its Chairman, Mr. Ernie Boldin, experienced a large gain in membership growth. It should be noted that Mr. Boldin was not only Chairman of this Region, but the membership Chairman for the entire State, a function he performed very well. And not to be outdone by the Central Region, a halfway house for adults, 7 North 2nd Street directed by James Sisk, just achieved 100 percent membership status.

The level of activity in the three remaining regions was relatively good, however there were a number of resignations by Regional Chairs which resulted in a considerable amount of time being lost and most important a loss of organizational continuity. I am extremely optimistic that the recent election brought in new officials who will provide the leadership and stability necessary for strong regions.

In conclusion, I strongly recommend that the Board continue in its efforts to develop the Association through the regional approach. Without question, the strength and longevity of your Association is very dependent on the regional concept.

In summary, a number of other accomplishments have been achieved during the past year which related specifically to the development of the Association.

The Association was chartered as a non-profit corporation in February of this year. Also, the Board adopted a program whereby financial and technical support could be provided the regions. The new Board is encouraged to continue such a program to include a \$1 rebate on dues to each region for each member.

The Association sent as delegates, the President and First Vice President, to San Diego, California to attend the 110th Annual Congress of Corrections. It was gratifying to see the status and recognition being afforded the Association which is in keeping with the membership in this State. Both Officers actively participated in the Congress at all levels to include a challenge being offered regarding your Association becoming the largest state in terms of membership by the Congress in Miami, Florida in August, 1981.

Not only has your Association grown in membership and become the second largest State in membership in the Nation, but it is worthy of mentioning the recent American Correctional Association Election of Board of Governors and Delegate Assembly. Three Virginia Correctional Association members were elected to the Board of Governors and four elected to the Delegate Assembly, all for two year terms beginning in August, 1980. Again, this is a definite plus for your Association.

As we look to the future, there are many challenges which deserve attention by the elected officials and membership of the Virginia Correctional Association. Along with a continued aggressive effort in the membership area, I feel the size and stability of the Association warrants for the first time the necessity for addressing major issues facing the adult and juvenile justice systems and in the same token influencing public policy in appropriate and effective ways.

It should be mentioned that the American Correctional Association has provided considerable assistance and support to your Association during the past year. A special tribute should be paid to Mr. Tony Travisono, Executive Director of the American Correctional Association and Mr. Ron Jackson, Manager of Membership Services. Also, a special tribute should be paid to Mrs. Judy Tucker, without whose professional assistance your president would have experienced great difficulty in managing the thousand and one issues related to his position.

Finally on behalf of the Board, it has been a distinct honor and pleasure to serve the Association during the past year. It is hoped that we have represented you to the best of our ability and we have provided for an effective transition to the new Board. I personally feel you should be proud of the efforts of your elected representatives.

VIRGINIA CORRECTIONAL ASSOCIATION ORGANIZATION - 1981

OFFICERS

Ron Angelone	President
Anne Downes	1st Vice President
Alan Brittle	2nd Vice President
Jean Gilbert	Recording Secretary
Dee Malcan	Corresponding Secretary
Francis Hare	Treasurer
Frank B. Bishop, III	Past President

BOARD OF DIRECTORS

Otho Cassell	Region I Chair
Jean Harris	Region I Vice Chair
Fred Turner	Region II Chair
Fred Finkbeiner	Region II Vice Chair
Tony Bottley	Region III Chair
E. W. Murray	Region III Vice Chair
Bobbie Huskey	Region IV Chair
Raymon J. Cowans	Region IV Vice Chair
Robin Anderson	Region V Chair
John Roberts	Region V Vice Chair

END