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*Volunteers with the Adult Felon*

*Teaching Module Booklet*

*Resource  
for*

*Prison and Criminal Justice Volunteerism*

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KEITH J. LEENHOUTS, Director  
Municipal - District Court Judge, 1959-1969

ACQUISITIONS

TO: Professors of Juvenile and Criminal Justice.  
Professors of Sociology, Psychology, etc.,  
teaching juvenile and criminal justice courses.  
Professors, Trainers and others conducting training  
for juvenile and criminal justice volunteer programs.

FROM: The Curriculum Development Committee: Dr. Vernon Fox,  
Professor G. LaMarr Howard, Dr. Gordon Misner, Mrs.  
Marcia Penn, Dr. Ernest L.V. Shelley, Judge Keith J.  
Leenhouts, Project Coordinator and Ms. Vera I. Snyder,  
Associate Project Coordinator

During the past decade there has been a proliferation of information about volunteering. For those professionals interested, we are pleased to provide you with curriculum materials to assist you in teaching and developing classes or courses in juvenile and criminal justice volunteerism and juvenile and criminal justice general curriculum.

We have given much time and thought to this project since we are convinced volunteerism is one of the best, if not the best, development in juvenile and criminal justice programs during the last two decades. Volunteers, working under careful and intelligent supervision, reduce recidivism by greatly increasing effective rehabilitative services.

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We do suggest broad flexibility in the use of these teaching module booklets. The Teachers Outline, suggested Questions and Answers, Learning Exercises, Bibliographies and Content Pages are to be used by you in any and every way they will be most helpful. Please feel free to be creative, imaginative and utilize the materials in a manner which will best suit you. The same is true of the resource packets, modules numbered eleven and twelve.

We feel volunteerism has a very legitimate and important place in juvenile and criminal justice curriculum. We hope you agree and find these resources helpful.

Please let us know if we can be of any further assistance. We wish you the best in your classes and courses on this most vital, crucial and critical subject.

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National Council on Crime & Delinquency

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## VOLUNTEERS WITH THE ADULT FELON

One of twelve teaching module booklets to assist Professors to teach classes and/or courses on juvenile and criminal justice volunteerism.

Written and Compiled by:

Dr. Vernon Fox, Florida State University--Founder of Southern Corrections Conference  
Professor G. LaMarr Howard, Georgia State University--Former Director of Volunteers, Fulton County Juvenile Court (Georgia)  
Dr. Gordon Misner, University of Illinois at Chicago Circle--Former President of Academy of Criminal Justice Sciences  
Mrs. Marcia Penn, PM Associates--Former Director of the Governor's Office on Volunteerism (Virginia)  
Dr. Ernest L.V. Shelley, Olivet College, Michigan--Former Director of Treatment, Michigan Department of Corrections  
Judge Keith J. Leenhouts, Project Coordinator--Royal Oak Municipal Judge, 1959-1969, Director of VIP Division\* of the National Council on Crime and Delinquency  
Ms. Vera I. Snyder, Associate Project Coordinator, Administrative Associate of VIP Division of the National Council on Crime and Delinquency

Complete List of Teaching Module Booklets Available:

- 1) History of Volunteers in Juvenile and Criminal Justice
- 2) Value Base of Juvenile and Criminal Justice Volunteerism
- 3) Volunteer Resource Development
- 4) Management and Administration of Volunteer Programs in Juvenile and Criminal Justice
- 5) Dynamics of Individual and Group Counseling by Volunteers
- 6) Many Uses of Volunteers in Juvenile and Criminal Justice
- 7) Volunteers in Juvenile Diversion, Probation, Detention, Institutions and Alternatives
- 8) Volunteers and Adult Misdemeanant Courts
- 9) VOLUNTEERS WITH THE ADULT FELON
- 10) Issues, Trends and Directions for Juvenile and Criminal Justice Volunteerism in the 1980's
- 11) Corrections Volunteer Information Portfolio (Resource Booklet)
- 12) National Education-Training Program (Resource Booklet for Juvenile and Criminal Justice Volunteerism)

Additional copies of student material (blue pages) may be photocopied or ordered from VIP-NCCD, 200 Washington Square Plaza, Royal Oak, Michigan 48067. Copies ordered from VIP-NCCD will be printed and bound similar to this booklet (at cost). Additional copies of the complete teaching module booklets are available at cost.

\*Volunteers in Prevention, Prosecution, Probation, Prison, Parole

## OUTLINE VOLUNTEERS WITH THE ADULT FELON

### SECTION I

#### I INTRODUCTION:

- a) Historical Development of Volunteers for the Adult Felon

#### II NEED FOR VOLUNTEERS:

- a) Need for more personnel documented in the reports of the President's Commission on Law Enforcement and Administration of Justice. In 1965 the ratio of workers in the field to adult felons was 1 to 6.3.
- b) Increased prison populations, as well as probation and parole for the adult felon exceeded the increase of personnel so that the ratio in 1976 was 1 to 7.5.
- c) Volunteers appear to be the only viable way to attract the needed personnel to work with the adult felon, both male and female.

#### III EARLY DEVELOPMENT:

- a) Religious Groups
- b) Lay Visitors
- c) Correctional Service Agencies and Prisoners' Aid Societies
- d) Legal Assistance Projects
- e) Ex-Offender Groups
  - 1) The Seventh Step Foundation
  - 2) The Fortune Society
  - 3) Other Ex-Offender Groups

#### IV RELATIONSHIPS BETWEEN VOLUNTEERS AND OFFENDERS:

- a) Develop the capacity to withstand provocative behavior. Give the offender a "new look" at authority.
- b) Listen to the offender. Don't lecture him.
- c) Give the offender a meaningful relationship with an adult he can trust.
- d) Accept the offender as he is without being judgmental. Everybody needs to have his self-concept and self-esteem supported. Rejection aggravates the problem.
- e) Don't give advice, because it is not his or hers. If it goes wrong, the relationship will be impaired.

#### V CONCLUSIONS:

- a) Adult felons are the most difficult group to attract volunteers for, but they need them most and frequently cannot accept volunteers.

OUTLINE  
VOLUNTEERS WITH THE ADULT FELON

SECTION II -- RECENT DEVELOPMENTS

I FROM 1975-1980, REMARKABLE GROWTH IN VOLUNTEER PROGRAMS WORKING WITH ADULT FELONS:

a) Churches are becoming involved

II PROGRAMS OF THE 1970's:

- a) Volunteer Lay Group Counseling -- Dr. E.L.V. Shelley
- b) Job Therapy (M-2 and W-2) -- Richard Simmons
- c) Offender Aid and Restoration (OAR) -- Jay Worrall
- d) Yokefellows -- Mickey McConnell
- e) Christian Prison Workers -- Duane Pederson
- f) P.S. Ministries -- Larry Benton
- g) Prison Fellowship -- Charles Colson
- h) Alston-Wilkes Society -- H. Parker Evatt
- i) American Rehabilitation Ministry -- Joe Garmon
- j) Lorton Prison Program -- John Stagers
- k) CONTACT -- Gary Hill
- l) New Life Ministries -- Gordon Reisinger
- m) Literacy Volunteers of America -- Joe Gray
- n) Friends Outside -- Joseph Osmann
- o) Fortune Society
- p) Georgia
- q) Hawaii
- r) O.A.R. of New York City
- s) Safer Foundation
- t) Women in Crisis
- u) New Jersey
- v) American Bar Association
- w) California and Los Angeles
- x) Connecticut Prison Association
- y) Florida and Idaho
- z) Pennsylvania, Virginia and Wisconsin

VOLUNTEERS WITH THE ADULT FELON

SECTION I

QUESTIONS AND ANSWERS

ESSAY:

- 1) Discuss the importance of volunteers in correctional agencies in general.
- 2) Why has volunteer assistance for adult felons developed more slowly than has volunteer work in other areas?
- 3) Concerning the relationship between volunteers and offenders (particularly adult felons), list and discuss some basic principles volunteers should follow to increase their effectiveness.
- 4) Discuss advantages and disadvantages of using ex-offenders as volunteers in correctional programs.
- 5) Discuss the role of religious groups in volunteer assistance and the possible results of their assistance.
- 6) Discuss the general pattern of correctional service agencies in regard to their composition and programs of volunteer assistance.

MULTIPLE-CHOICE:

- 1) "...There was no record of volunteers being allowed inside prisons until 1894." \*True -- False  
At this time the Ladies Visitors Association was formed and a small number of women were permitted to visit prisons for women.
- 2) Many potential volunteers have been rejected because of:
  - a) Unsuitable personality characteristics
  - b) Overly authoritative demeanor
  - c) Immaturity
  - \*d) All of the above
  - e) None of the above
- 3) Which of the following is/are ex-offenders organized to assist newly released prisoners in their reintegration into the community? (May be more than one correct answer.)
  - a) Prisoners' Hope Brigade
  - b) Seventh Step Society
  - c) Fortune Society
  - \*d) All of the above
  - e) None of the above

\*Indicates correct answer

- 4) After volunteers have been selected, training is most important. About 50% of the training should be devoted to:
- a) Criminal justice--in order to better understand the offender's institutional experiences and current problems
  - b) Counseling--because of the nature of volunteer assistance
  - \*c) General education--including psychology, social problems, communications, report writing, public speaking
  - d) All of the above
  - e) None of the above
- 5) Jailhouse lawyers have been most accepted since the 1969 decision in:
- \*a) Johnson v. Avery
  - b) Gideon v. Wainwright
  - c) Escobedo v. Illinois
  - d) Mapp v. Ohio
  - e) None of the above
- 6) Seventh Step Society emphasizes:
- a) Pre-release, post-release and public information programs
  - b) Employment
  - c) A juvenile program
  - d) None of the above
  - \*e) All of the above

VOLUNTEERS WITH THE ADULT FELON

QUESTIONS AND ANSWERS

SECTION II

- 1) Volunteer programs have grown rapidly in prison programs since 1975.
- \*True
  - False
- 2) Two volunteer programs in prisons which pioneered the way in the 1950's and 1960's were the Volunteer Lay Group Counseling program and Job Therapy. Describe these programs.
- \*See pages one and two of Section II
- 3) What five things did Job Therapy (Man-to-Man) seek to do?
- \*One-to-one volunteer
  - \* Employment
  - \* Assist with housing
  - \* Support corrections
  - \* Public education
- 4) Offender Aid and Restoration is mostly a jail program.
- \*True
  - False
- 5) What is a show and tell program?
- \*Show your faith and earn the right to tell about it
- 6) Who offers a National Director to assist ex-offenders?
- \*CONTACT and Gary Hill
- 7) Describe the Friends Outside program.
- \*Works with the people significant to the prisoner who are on the outside (wife, parents, etc).
- 8) Describe any three of the following programs:
- Women in Crisis
  - New Jersey Program
  - Connecticut Prison Association
  - Idaho Volunteers in Correction
  - Wisconsin Correctional Service
- \*See last pages of Section II

\*Indicates correct answer

LISTENING SKILLS

OBJECTIVE: To expose students to the frustration of not being heard.

To demonstrate the need to be an effective listener

PROCEDURE (A) Ask students to form pairs

Distribute copies of the role descriptions to each pair and give them 2-3 minutes to study their roles.

Have each pair start at the same time and allow them to interact for approximately 10 minutes before you stop the activity.

Spend the next 10-15 minutes discussing participants' responses to the frustration of not being heard. What were their feelings? How did they react? How did they feel about each other? How could the situation have been improved?

(B) Explain to students that you will be testing their ability to listen and carry out instructions.

Ask each student to take out paper and pencil.

Give instructions (Do not repeat)

- a) Draw a line across the top of the paper parallel to the top and about 4 inches from the top
- b) Draw a second line across the top of the page parallel to the first line and about 1/2 inch above the first line.
- c) Draw a third line the length of the page parallel to the left side of the page and about 1 inch from the left side.
- d) Draw a fourth line parallel to the third line and about 1/2 inch to the right of the third line.
- e) In the upper left hand space, write the word, "Happy."
- f) In the upper right hand space, write the word, "Birthday."
- g) In the small square, print a small "m" upside down.
- h) Fold the paper 3 times and sign your name.

Have the students exchange papers.

Ask all who think they have correct papers to raise their hands.

Usually, only 15-20% of the papers will be correct.

Discuss what this means when attempting to communicate with others.

XXXXXX

LEARNING EXERCISES (continued)

VOLUNTEER WITH ADULT FELON

Introductory Meeting

VOLUNTEER

You have not received any training in advance (you couldn't make the training session, but will attend the next one.) You have a real need to feel that you are helping someone. You have been told not to lecture and not to be shocked by provocative behavior. You are unsure of how to handle this introductory meeting and decide to tell the inmate about yourself and your family. You want the inmate to understand that you come from a religious, high moral value family.

INMATE

You have been told that you may get "good time" if you accept a volunteer. You wonder why this person wants to spend time with you. You do not trust the situation or the volunteer.

Each of you feels that you should control the conversation.



LEARNING EXERCISES

LABEL JARS NOT PEOPLE

OBJECTIVE: To become aware that all people tend to label others.  
To understand the need to be sensitive to the fact that labels can be limiting and also untrue.

PROCEDURE: Discuss labeling---Why do we label others?  
Ask students to take out a sheet of paper and jot down answers that come to mind immediately. Stress that this is NOT a test.

- 1) When I see someone with no legs, I feel \_\_\_\_\_
- 2) When I hear someone speak with a foreign accent, I think \_\_\_\_\_
- 3) When I see a woman wearing a very short skirt, I wonder whether \_\_\_\_\_
- 4) When I see a man cry, I feel \_\_\_\_\_
- 5) When someone tells me he/she is going to a "shrink," I think \_\_\_\_\_
- 6) If someone tells me their spouse just died, I \_\_\_\_\_
- 7) If a man tells me he didn't go beyond third grade, I wonder \_\_\_\_\_
- 8) If someone tells me they receive food stamps, I look to see if they \_\_\_\_\_

Review questions and answers. Let students discuss their feelings.

One more question---what do you think of when I say, "Volunteer?"

How do you think business men/housewives/judges would answer?

If students immediately respond, "They would answer differently," have the students also labelled other groups as more conservative, etc.?

Discuss the question of whether we can overcome labelling.

LEARNING EXERCISES

Reproduced from the booklet, "PEOPLE APPROACH SYSTEMS OF VOLUNTEER INVOLVEMENT: NOAH AND MINIMAX" by Ivan H. Scheier, Ph.D. -- Available from VOLUNTEER--The National Center for Citizen Involvement, P.O. Box 4179, Boulder, Colorado 80306

THE MINIMAX GAME IN A PRISON SETTING: (By Edward J. Clark, Director of Volunteer Services, Kansas Board of Probation and Parole--Report prepared April, 1974).

A group of volunteers working in a "Lay Discussion Group" at the Kansas Reception and Diagnostic Center (a penal institution) is proving to be quite a valuable experience for volunteers and inmates alike. This particular group consists of four male inmates of the Kansas Reception and Diagnostic Center and two volunteers (one male, one female). It was agreed to "play" the MINIMAX Game at our meeting, April 8, 1974. Probably you can imagine how apprehensive I became going from a great idea to: will they (the inmates) laugh me out of the "joint." Not only did we "play" the game, but everyone became deeply involved.

I am attaching our network sheet, hoping it may be of some value to you. While some of the skills and needs may appear trivial, this feeling did not permeate the meeting. Probably the best results came after the "game" was over, which I shall explain.

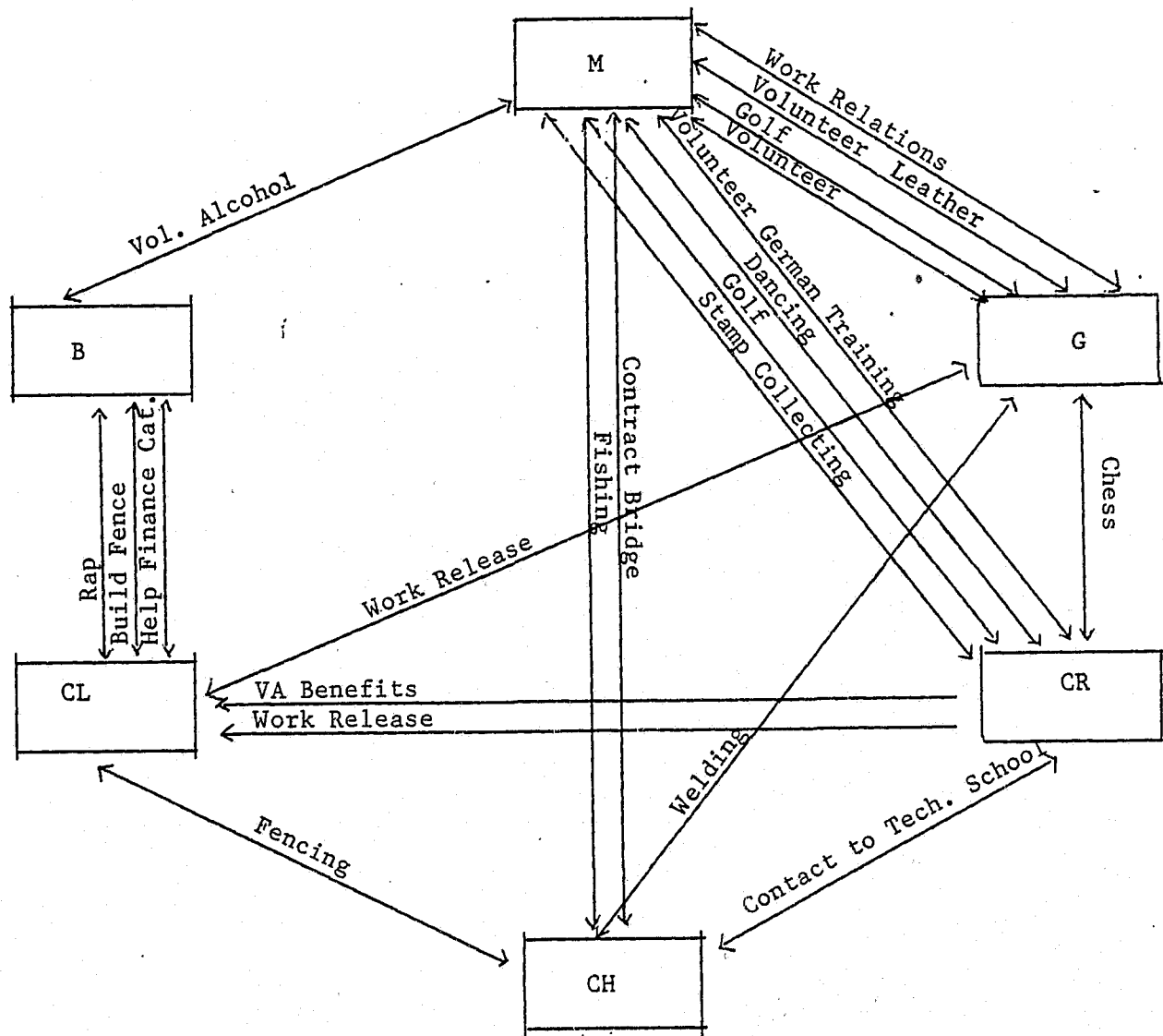
- Results:
- 1) Clients discovered that many of their skills were needed, not only by volunteers or "squares," but by peers.
  - 2) Note the additions in the corners. These needs continued to come out after the "game" was over. In the upper right hand corner is the notation "P.K. is B.'s P.O." The translation being that inmate B asked, if possible, that P be his parole officer. Since then, B has seen the Board and was granted parole. The supervising parole officer has indeed assigned B's case to Parole Officer P.K.

The very important point, in my opinion, is that MINIMAX works and very well. The second point is that it cannot work unless attempted. Thirdly, this involves clients, in our case minorities, because they are convicts.

Please keep up the good work, continue to demonstrate and encourage MINIMAX. This is involvement brought about in a most interesting and surprising fashion.

We plan a second experience soon with a group of clients, which will all be married couples.

P.K. is B.'s P.O.



Linda McKinney is Volunteer Services Coordinator in the Weld County, Colorado Department of Social Services. She will also be the first student to receive a Master's Degree in General Volunteer Administration from Goddard College, as a University Without Walls fieldwork-experience degree. The Center is serving as her fieldwork supervisor for this degree work. Mc. McKinney speaks here of applying MINIMAX, people-approach concepts in a predominantly rural setting emphasizing client involvement.

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About a year and a half ago we started within our social services agency the struggle to define a viable volunteer services program to best meet the diverse needs of the agency and its clients. We naturally turned to an examination of some of the helping models within the criminal justice field --- you've so often been in the vanguard of volunteerism. We have been impressed by the commonality of needs and problems of any agency involved in the human services: indeed we often serve mutual clients. But in synthesizing and adapting the experiences of other programs, certain distinctions and implications for our agency's efforts became apparent.

So many of the program models had been developed for an easily defined clientele, i.e. the offender, the CHINS\* In recent years our county agency has been going through a process of examining our social services delivery system to provide services only at the specific request of the client. Consequently, we're not sure yet who our "client" is, and our caseloads are in a state of flux. The caseloads do, however, include the broadest spectrum of problem areas and age groups. We still haven't quite stopped trying to be all things to all people!

Many of the programs we explored seemed to be fairly formal and quite structured. There seemingly has been an attempt to equate the much needed "better management techniques" with a more rigid program structure. There has evolved a rather ritualized process of screening, training, evaluation, etc., before the volunteer is sanctioned as qualified to participate. On the other hand, we are a large, semi-rural, informal county, and this traditional concept of program management frankly turns our prospective volunteers "off."

And finally, to put it mildly, our agency had a rather "negative" image within the community. There was little hope of attracting the traditional middle-class volunteer, so often the backbone of other volunteer programs. We originally turned to using clients as volunteers because they were the only ones willing to volunteer with us!

What has developed with time is a very flexible, individualized and personalized program which seems to be comfortable to both volunteers and the agency and its clients. Thus MINIMAX to us has captured an attitude, a philosophy that fits our community. It means assisting the community to identify and solve its social services' needs on an individual basis through its own natural helping resources. It recognizes first and foremost that every member of the community (including our clients) has strengths and skills to share with others.

There have been lots of implications for us in attempting to define a working program model. Perhaps I can share with you some observations to date.

The program seems to attract highly-motivated, self-directed volunteers. Because of the low profile of the program as an agency service, they are turned on by

\*Children In Need Of Services



their assignment, not the "opportunity" to work with the agency. To date we have had apparently little volunteer boredom and thus little volunteer attrition.

There is little program formality, few-written "absolutes," or bulky bureaucracy. (That can create its own brand of havoc come statistics time! It can also make program evaluation a tough process.)

We use written program area descriptions rather than written job descriptions which can lock you into standardized roles. MINIMAX requires that you focus on the volunteer's strengths and skills he's willing to share and what the "client" wants and needs --- not conformity to a preconceived agency written standard. This approach allows for highly creative volunteer assignments. (Our procedure, after learning something of the volunteer's skill-will, is to do very individualized verbal contracts which define individual roles and expectations.)

MINIMAX eliminates the stratification problems evident in some programs. The lines of distinction between "providers" of services and "receivers" of services are blurred: all are equal participants. (This is beginning to have an interesting effect on some staff --- in several cases I have noticed a reassessment of their clients' strengths.)

By encouraging clients to volunteer we recognize the value of volunteering to the individual as not only satisfying, but in some cases potentially therapeutic. Volunteering can be part of the case plan of the caseworker in working with the client.

What does all this mean in terms of actual program examples? One of my favorites, still in pilot status, is a mutual cooperative effort with the anti-shoplifting program of the Youth Services Bureau. As a diversion project, we are using adolescent first-offense shoplifters to provide home and yard maintenance help to disabled or senior citizens living in their own homes. We've already had several "mutual adoptions" take place, and both the kids and the seniors identify the socialization as the most important service.

It would be inappropriate, I suppose, to describe any of this as "new." Certainly people in low income or rural areas would say "we've been helping each other in this way for years." But what is new is an agency effort to facilitate more of a good thing! I'm sure we haven't begun to really identify the full ramifications of it all --- certainly we've got plenty of "bugs" to work out. But the nice part is we seem to have hit on an approach which feels "comfortable" to all involved. And what a pleasure for a coordinator (me!) to focus on the needs of clients and volunteers

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VOLUNTEERS WITH THE ADULT FELON

SECTION I --HISTORICAL DEVELOPMENT

Volunteer work has been an integral part of religious and philanthropic efforts throughout the centuries. The story of the Good Samaritan (Luke 10, 30-37) indicates the idea of voluntarily helping others existed in ancient times if not in prehistoric times. Similar events, however, have been reported in several sources on primitive peoples. The Roman Catholic Church has the longest history of interest in prisoners. John XXIII spent his first Christmas as Pope in the Roman prison where he told the prisoners: (1)

"It should be emphasized the law of life is in the exercise of justice and naturally in respect for the prescriptions of justice.

It sometimes happens that the soul becomes confused, that one loses the sense of what is just or even the vision of reality, of what is forbidden. This is what produces unhappiness. It must be judged to be found in those bad conditions which produce bitterness, discouragement, and trouble in life.

It should most certainly not be forgotten that everything can be elevated and transformed when one is touched by the grace of the Lord.

Jesus always had before him the vision of death, the vision of sacrifice, the vision of suffering. But He also reminded His followers that there would also come the resurrection."

The first organized volunteer groups involved prison visiting in England pioneered by John Howard (1773), Elizabeth Fry (1813) and the lesser-known Sarah Martin (d. 1843). After the death of Elizabeth Fry in 1845, a lay visitor's group for women was organized. However, there was no record of volunteers being allowed inside the prisons until 1894 when the Ladies Visitors Association was formed and a small number of women were permitted to visit female prisoners. In the United States, such visiting was informal in a few prisons. On occasion, a "little old lady", sometimes considered to be "eccentric" and generally representing a religious denomination or group, would be permitted to visit older, long-term inmates who had not had visits or correspondence for a period of years. Some organized religious groups, such as the Salvation Army, of course, were permitted great latitude. In an informal way, then, volunteers began in England in the late 18th century and early 19th century, while they were not permitted in prisons in the United States until women's groups were permitted to visit prisons for women in 1894. The Salvation Army instituted men's shelters in 1891 and began visiting prisons in the 1890's. (2) Even so, correctional administrators and practitioners still tended to view volunteers as "sentimental meddlers" until the mid-20th century after World War II.

(1) Quoted by Paul F. Leibold; "Catholic Doctrine and Philosophy of Correction", American Correctional Association Centennial Congress of Correctional Proceedings - 1970, College Park, Maryland: American Correctional Association, 1971, P. 67

(2) Sallie Chesham: Born to Battle--The Salvation Army in America, Chicago: Rand McNally & Company, 1965, P. 84.

THE NEED FOR VOLUNTEERS

The President's Commission on Law Enforcement and Administration of Justice reported in 1967 that in 1965 there were 33,579 custodial personnel and group supervisors employed in institutions, while at least 43,100 were needed; 1,021 case managers were employed in these institutions, while 2,000 were needed; 5,081 case managers were employed in community-based corrections, while 15,600 were needed; 2,199 specialists were employed, while 7,500 were needed; and that there was little hope of obtaining them. (3) Simultaneously, volunteers were seen as a manpower source for corrections. While some participation in corrections had been achieved by citizens, particularly, the Pennsylvania Prison Society, the use of volunteers had not kept pace with the field. The use of volunteers would seem as not only a way of relieving a manpower shortage situation, but of providing information to the public as to what corrections was doing. Yet, this report emphasized volunteers for juveniles and misdemeanants. Adult felons were included generally, but the focus was still on juveniles and misdemeanants. It was pointed out that the Lower East Side Neighborhood Association in New York City had enlisted a number of community organizations to work with the prevention and control of delinquency, including a Council of Puerto Rican groups with 26 affiliates, an association of church groups from 39 Pentecostal congregations, a council of Negro ministers, and a Negro action group. (4)

A correctional manpower survey released in 1978 indicated that the situation had really deteriorated by 1975 and indicated that only one-half of state prison systems met the American Correctional Association Staffing Standards for social workers, about one-fourth for psychiatrists, and only about ten percent for psychologists. (5) While the size of the staffs had increased, the increased population of institutions and caseloads in probation and parole had increased greatly. By October, 1976, the situation had further deteriorated with 62,582 full-time employees in men's institutions, 3,364 full-time employees in women's institutions, and 20,069 probation and parole personnel employed for both adults and juveniles. (6) In 1965 the ratio of inmates to employees was 6.3 to one, while it was 7.5 in 1976. It is apparent the imbalance between the ratio of employees to correctional clients in the criminal justice system is deteriorating. While the totals are deteriorating, the imbalance in the supervision of the adult felon is increasing to a greater extent. While legislatures and the Congress will appropriate funds for juveniles and local counties and communities will appropriate funds for juveniles and local counties and communities will appropriate funds for misdemeanants or offenders they retain in the community, there is a reluctance to appropriate funds for adult felons. Something has to be done to counteract this problem if the criminal justice system for the adult felon is to continue with any effectiveness. It is obvious that it is not to be expected from governmental legislative bodies for a long time. With the trends in prison and parole populations toward receiving longer sentences and remaining under supervision longer in today's system, (7) the problem is going to be even worse in the future.

- (3) Task Force Report: Corrections, Washington, D.C.; The President's Commission on Law Enforcement and Administration of Justice, pp.96-97
- (4) Ibid., p. 104 -- 1967
- (5) The National Manpower Survey of the Criminal Justice System, Volume 1, Summary Report, Washington, D.C.,: National Institute of Law Enforcement and Criminal Justice, LEAA, August, 1978, p.2
- (6) Details of Corrections Employment and Payrolls of State Governments, October, 1976, Expenditure and Employment Data for the Criminal Justice System--1976, Washington, D.C.: LEAA, U.S. Department of Justice, April, 1978, pp. 296-298.
- (7) "Longer Term Trends", Section XI, in James L. Galvin (Project Director) et al.: Parole in the United States: 1978, San Francisco; Research Center West, NCCD, July 1979, p. 16.

Volunteers appear to be the only hope for attempting to stay even with the problem of supervising the adult felon in the criminal justice system. There were 210,895 inmates in institutions for felons in 1965 as compared with 263,291 in institutions for felons in 1976. (8) This means that the personnel constituted 15.9% of all persons in institutions in 1965, as compared with 13.3% in 1976. Volunteers can function in many areas and can provide many services. One publication listed 192 separate jobs that have been assigned to volunteers. (9) These functions range all the way from establishing a one-to-one meaningful relationship with the correctional client or offender to doing office work without any contact with the offenders. Volunteers must be carefully selected for their ability to get along with people and be effective with them. Potential volunteers have been rejected mostly because of (a) unsuitable personality characteristic, (b) overly authoritative demeanor, (c) immaturity, (d) lack of transportation, (e) inability to make a dependable and durable commitment of time to the program, and (f) lack of daily or weekly availability. (10) On the other hand, many experts in the field of volunteerism think it is an advantage to the total program because: (a) they help maintain a friendly climate, (b) they learn from experience and become better citizens, (c) they help propagate public understanding of the work of the agency for which they have volunteered, (d) they furnish greatly needed personnel, (e) they make it possible for the agency to expand its services without increasing its budget. (11) After volunteers have been selected, training is most important. In general, about 50% of the training period should be devoted to general education, such as psychology, social problems, communications, report writing, and public speaking. (12)

EARLY DEVELOPMENT

The adult felon has been the last to receive volunteer assistance, even though he or she was the first, historically, to be exposed to volunteer programs. The lay visitor in the early 19th century England was first. The early Quakers, organized as the Philadelphia Society for Alleviating the Miseries of the Public Prisons, now the Pennsylvania Prison Society, organized the Walnut Street Jail and initiated the Pennsylvania System. Prisons for women were visited in the United States in the 1890's and the Salvation Army visited prisons for men at the same time but this type of visiting was never really accepted by correctional administrators and practitioners and was held to a small scale. The adult felon tended to resist "meddling" by volunteers as did correctional personnel. The adult felon tended to "manipulate" the volunteer when he or she visited, since it gave him or her an opportunity to portray the "good side" to the authorities. As a result of these problems, volunteers tended to work better with juveniles in the criminal justice system or with religious work, volunteering in hospitals in matters of health, volunteering to tutor young people having difficulty in school, volunteering to collect in the neighborhood or elsewhere for civic projects,

- (8) See the Statistical Abstracts of the United States, 1978, p. 198; the Task Force on Corrections, 1967; and Expenditures of the States in Criminal Justice, 1976-1977
- (9) Ivan H. Scheier & Judith A. Berry; Serving Youths as Volunteers, Boulder, Colorado: The National Information Center on Volunteers in Court, 1972, pp. 15-17
- (10) Supervisor Appraiser of Volunteers, Minneapolis: Minnesota Department of Corrections Volunteer Services Unit. 1976
- (11) R.W. Tyler: "The Role of the Volunteer", Sacramento: California Youth Authority in Conjunction with Stanford University, Vol.18, No.4, 1964, pp.15-23
- (12) Theresa Yancey: "Cook County Juvenile Court Augments Service" Source Published by the Illinois Information Center for Volunteers in Courts (Vol, 1, No. 4, 1974, p.3



for recreational programs, and other social welfare endeavors. Consequently, the volunteer movement was slower to be accepted for the adult felon than for other components of the criminal justice system.

The early groups to have been most successful in working with the adult felon have been several religious groups, including some programs in the Roman Catholic Church, the Salvation Army, Volunteers of America, the Home Mission Board of the Southern Baptist Convention, Jewish Charities, and many other religious groups. Next have been the Correctional Service Agencies which have been private organizations concerned with individuals in the criminal justice system, such as the Pennsylvania Prison Society and the John Howard Societies. In recent years, ex-offender groups have organized to assist newly released prisoners to reintegrate into the community. Two outstanding organizations are the 7th Step Society which began on the west coast and is now in the majority of the states to varying degrees and the Fortune Society in New York City, organized in 1967. More recently, groups offering legal assistance have been welcomed by prison inmates, particularly, and many legal volunteers now visit the prisons.

RELIGIOUS GROUPS

Religious organizations have considered the obligation to be charitable to one's fellow man as a fundamental tenet. As well-stated by MacLeod, "Jesus was not crucified in a cathedral between two candles but on a cross between two thieves." (13) Many religious groups have been volunteers in the criminal justice system. The approach is purely religious, not psychological, custodial, psychiatric or sociological--but religious. It rests on the view that godlessness is the basic cause of crime and that religion is the basis cure. Members believe that the material and legal services they provide are as significant as the spiritual contributions, since the stomach must be full and the body sheltered before spiritual or other counseling can be effective.

During the Middle Ages, monasteries were opened for vagabonds and other travelers, although English law limited their stay in one monastery to two nights. Charitable efforts have traditionally been part of most religious groups. Joseph Tuckerman, a Unitarian clergyman, pioneered in social work with the poor in Boston during the middle 19th century. (14) Another minister, Stephen Humphreys Gurteen, originated the Charity Organization Society, which gave rise to community welfare council and family agencies. The YMCA movement was an expression of 19th century Evangelical Protestantism. Many other examples of religious contributions in many areas have occurred.

The Salvation Army began as a simple mission to reach the outcasts of London's East End in 1865 and it has continued that tradition to the present time. Among other services, the Salvation Army maintains the Prisoners' Hope Brigade to provide services, counseling, and religious worship in jails and prisons. The Volunteers of America began in January 1896, having split off from the Salvation Army, and have provided similar community services as has the Salvation Army. Other

(13) George MacLeod: Only One Way Left, Glasgow: The Iona Community, 1956, pp. 38

(14) Robert H. Brenner: From the Depths, New York: New York University Press, 1956

religious groups have provided counseling and other services for persons in trouble. Among religious groups, there appears to be a continuum of the extent of these efforts from high concern for the outcasts and the troubled among the basically fundamentalistic religious groups, who preach basic salvation, to the conservative and aloof, more ritualistic groups who tend to "freeze out" those persons who are socially undesirable. This is why many religious groups are very active in volunteer work in the criminal justice system, while others are inactive.

CORRECTIONAL SERVICE AGENCIES

Private prisoner-help agencies began in America in 1797 when the Quakers organized the Philadelphia Society for Alleviating the Miseries of the Public Prisons, now known as the Pennsylvania Prison Society. The purpose of this type of group is to provide direct and indirect assistance to both offenders and ex-offenders, as well as indirect assistance in the form of political activity to promote penal reform. The Pennsylvania Prison Society has been offering casework service to offenders and ex-offenders since 1925. The Prisoners' Aid Association of Maryland was organized in 1869, but its history dates back to 1829 when the rector of St. Paul's Episcopal church in downtown Baltimore provided food, clothing and shelter to men leaving the penitentiary. Now supported by the United Appeal, it is still located in Baltimore and provides assistance to offenders as well as being concerned with legislation and jail inspection, maintaining a half-way house, and providing professional casework services. It established TARGET (Toward a Rightful Goal and Employment Together) as a self-help organization composed of ex-offenders and non-offenders working jointly to resolve problems facing releasees. The Massachusetts Correctional Association was established in 1889 as the John Howard Industrial Home and remains one of the most active correctional associations in the country, now called the Crime and Justice Foundation of Massachusetts. The Women's Prison Association and Hopper Home, Inc., were established in 1844 as private non-profit organizations to provide rehabilitative services to female ex-offenders. The Connecticut Prison Association was established in 1875 by a group of concerned private citizens. The Phoenix Mutual Life Insurance Company of Hartford joined with the group to establish the volunteer-sponsor program. Volunteer parole aides, lawyer volunteers, and volunteer assistants to parole officers are among those who participate in this program. The John Howard Association of Illinois was begun in 1901, headquartered in Chicago. It became a state group in 1969 with professional staff. The objectives include assisting ex-offenders to reintegrate into society and furnishing technical assistance and consultation in the field of corrections. The New Jersey Association on Corrections has 450 members dedicated to the reform of penal and criminal justice systems, while its Morrow Projects Division provides direct services to hundreds of former offenders and operates two comprehensive half-way houses. It maintains "man-to-man" and "woman-to-woman" volunteer programs for ex-offenders and prisoners from Newark.

There are many other similar organizations, but this is the general pattern. Probably one of the largest of these organizations is the Alston Wilkes Society in South Carolina, which was founded in 1962. It operates in about 12 of the state's 46 counties to assist inmates released from prison to reintegrate into the community. It operates a half-way house in Columbia, South Carolina. With 6,000 paid members generating 2,000 volunteers, the Alston Wilkes Society has

become one of the most effective new groups in the country. Other societies exist in California, Delaware, District of Columbia, Georgia, Hawaii, Indiana, Minnesota, Missouri, New York, and Ohio.

EX-OFFENDER GROUPS

New Careers was first introduced in the area of welfare and income maintenance as the consequence of governmental opportunity programs and general thinking related to them. By 1967, the concept of New Careers had been expanded to the area of corrections. Dr. J. Douglas Grant of Oakland, California, a psychiatrist and president of New Careers Development Organization, achieved success by having prospective New Careers members in Oakland applying for admission to the program in 1969 to identify inmate leaders at the California State Prison at San Quentin and use them to counsel inmates in the prison and in the community. The advantage of this technique is obviously personal identification---these individuals "have been there" and have knowledge that provides common ground for communication. This type of knowledge is not available to middle-class social workers or people of different cultural, racial, or ethnic backgrounds from the prisoners. Milton Luger, then director of the New York State Division of Youth, supported this idea when he said he wants offenders as part of the rehabilitative effort because he needs them, not because he is sorry for them. (15)

Preceding New Careers, a less formalized program was started on the West Coast and in some communities as far east as Kansas City, Kansas, when the late Bill Sands (16) established the center manned by ex-prisoners to help ex-offenders to adjust to society. Referred to as the 7th Step program, it has many similarities to the 12 Steps of Alcoholics Anonymous. The 7th Step Foundation had 68 chapters, both inside and outside the prisons. It was headquartered in Cincinnati and emphasized (a) pre-release programs, (b) post-release programs, (c) employment, (d) a juvenile program and (e) a public information program.

The Fortune Society was begun in New York City in 1967 by David Rothenberg, who was at that time producing a play about prison experiences entitled Fortune and Men's Eyes. After several performances, audiences were invited to stay and discuss the play, which developed an interest that impelled Rothenberg to begin his group. (17)

Prior to the 1970's it was generally against the rules for parolees to associate with other ex-offenders, and the practice of hiring ex-offenders in correctional agencies was generally forbidden. While it had occurred in isolated incidences prior to this, the first publicized ex-inmate hired in a prison setting was from Indiana. He went to work in the data processing system and was subsequently hired.

- (15) Correctional Briefings, Number 4, Washington, D.C.: Joint Commission on Correctional Manpower and Training, 1969.
- (16) Bill Sands: My Shadow Ran Fast, Englewood Cliffs, New Jersey: Prentice-Hall, 1964.
- (17) "The Fortune Society--Championing the Ex-Offender", Corrections Magazine, Vol. 1, No. 5, Jan/June, 1975, pp. 13-20.

away by the South Carolina Department of Corrections. (18) By 1974, a position paper was adopted by the American Correctional Association in their meeting in Houston, Texas, strongly encouraging that public and private agencies concerned with rehabilitation of law violators hire ex-prisoners. (19) By that time all states had hired and were hiring ex-prisoners in their correctional systems, except Delaware, New Mexico, North Dakota, Ohio and West Virginia. (20)

In the meantime, ex-offender groups were growing in all the major cities in America to help fellow ex-prisoners on a volunteer basis. An intensive study in the Chicago area indicated there were 35 to 40 ex-prisoner groups. (21)

LEGAL ASSISTANCE VOLUNTEERS

Jailhouse lawyers have been present for a long time in prisons. Their activities were generally against the prison rules until Johnson v. Avery in 1969 supported their activities in prison in the absence of other alternatives. Most jailhouse lawyers were volunteers in their efforts to "beat the system", while others charged for their services in one way or another. Beginning in the 1970's, private lawyers and "defense projects" volunteered to assist inmates. Many of these volunteer lawyers have taken cases of considerable importance to the courts and have won, such as Tobias Simon of Miami, Florida.

Law students from nearby law schools have frequently volunteered to assist inmates. It has been the experience of most prisons that law students are not as effective as volunteer lawyers, which would be expected. Since Johnson v. Avery in 1969, the jailhouse lawyer has been the most accepted. By 1979, two states, Washington and Texas, had hired full-time lawyers to represent the inmates, thereby reducing the use of volunteers and jailhouse lawyers.

RELATIONSHIPS BETWEEN VOLUNTEERS AND OFFENDERS

In training and supervision of volunteers, five simple principles tend to increase their effectiveness: (22)

- a) Develop the capacity to withstand provocative behavior, since some tend to think they are "picked on" and may fight back by baiting and taunting authority. An unruffled and accepting reaction to hostility will provide a "new look" at authority and enhance the socialization process of people in conflict with others.

- (18) See William L. Perrin: "Data Processing as a New Prison Industry", Proceedings of the Ninety-Eighth Annual Congress of Corrections, San Francisco, August 25-29, 1968, Washington, D.C.: American Correctional Association, 1969, pp. 96-100.
- (19) "Editor's Notes--Employ Ex-Offenders, Position Paper Urges", American Journal of Corrections, Vol. 36, No. 5, Sept/Oct 1974, pp. 39-40.
- (20) Robert R. Smith, Larry F. Wood, Michael A. Milan: A Survey of Ex-Offender Employment Policy in American Correctional Agencies, Montgomery, Alabama; Experimental Manpower Laboratory for Corrections, Rehabilitation Research Foundation, 1974, pp. 3
- (21) Patrick D. McAnany, Denis Sullivan, William Kaplan, Edward Tromanhauser: Final Report: The Identification and Description of Ex-Offender Groups in the Chicago Area, Chicago, University of Illinois at Chicago Circle Center for Research in Criminal Justice, August, 1974, p. 59, (mimeograph)
- (22) Vernon Fox: Community-Based Corrections, Englewood Cliffs, New Jersey, 1977, pp. 255-256.



- b) Listen to the offender. Nothing can be learned about another person while one is talking. Further, lecturing and moralizing can destroy the constructive "new look" at authority that is supportive.
- c) Give the offender a meaningful relation with an adult or authority figure he can trust.
- d) Accept the offender as he is without being judgmental. Nobody tried religiously to be bad. Everybody needs to be loved, respected, and his self-concept or self-esteem supported. Rejection aggravates the problem.
- e) Don't give advice, because people asking for advice are "shopping" and compare opinions of various people. It is more effective to respond to questions and problems with further questions to help the offender recognize other alternatives and evaluate their potential consequences. If he takes advice that is not "his" and it goes wrong, the relationship will have been destroyed.

CONCLUSIONS

Adult felons are probably the most difficult group for whom to attract volunteer workers to function on a one-to-one basis. Yet, the ratio of workers of any kind to the number of offenders in this area is so disproportionate that adequate correction, socialization and reintegration into society of the adult felon is difficult to impossible, depending upon the social setting and other factors in the environment to which he is trying to return. Legislatures will not provide needed funds. Volunteers who will work with adult felons on a one-to-one basis appear to be the only way to make progress in the resolution of this problem.

Historically, private correctional agencies, such as prisoner's aid societies have been a primary source of realistic help. Religious groups are successful with some adult felons and alienate others because they tend to focus on religious principles and ritual. Unfortunately, many adult prisoners have told this writer in interviews, private conversations, and counseling sessions, "If there is a God, He sure as hell wasn't on my side!" The best success in recent years has been with ex-offender groups and ex-offenders hired as counselors. This group appears to have the greatest potential for successful volunteer work with the adult offender because of the common grounds for communication, understanding, and trusting somebody who "has been there" and understands. Some successful volunteer work has been done with adult felons by a wide variety of people, including correctional officers, sometimes on their time off and sometimes in the institutions. Theoretically, everybody can be reached by somebody. Coordinators of volunteer programs sometimes have a difficult time finding that person.

RECENT DEVELOPMENTS IN VOLUNTEERISM - 1975-1980

In the past five years, 1975-1980, there has been a remarkable growth in the number of volunteer programs working with adult felons. This has been particularly true in prison programs. While most of these programs are Christian, this is not always the case.

For some people who have been following the volunteer movement over the past two decades, 1960-1980, this is very encouraging. One veteran observer recently said, "When we were asked to conduct workshops and seminars in various states in the 1960's and in the early 1970's, there seemed to be little interest in volunteering with adult felons and particularly in the difficult task of working in prisons and jails."

"The leaders of the seminars and workshops who were involved with juveniles and misdemeanants had crowded seminar rooms. Those who were talking about adult felons, prisons and jails always had a very small audience. Now, and particularly over the last five years since 1975, the situation seems to have almost reversed itself and there is an even greater interest in prisons and jails than in juvenile and misdemeanor probation programs. It is amazing how this has grown and changed."

"Equally interesting is the renewed interest of the Church. In the 1960's I reached the point where I would rather talk to service clubs and civic organizations rather than a Church. This seems to have changed drastically and radically. Churches are becoming involved as never before. I do not know how to evaluate why this is happening but it certainly is happening.

"These two things seem to have come together and many new programs utilizing churches and church people have grown up since 1975. If these two developments continue and expand throughout the decade of the 1980's, there will be significant changes in the way we deal with prisoners and adult felons."

This statement seems to be substantiated by the number of programs which have either begun in the last few years or have grown considerably since then.

One of the first volunteer programs in prisons in the past two decades was in Michigan under the inspiration and leadership of Dr. Ernest L.V. Shelley. Dr. Shelley began utilizing volunteers in group programs in prisons in the 1950's and saw his efforts expand considerably during the 1960's and 1970's.

Dr. Shelley utilized solid, concerned and caring citizens of nearby communities to visit prisoners. He utilized these lay people in group settings. One or more volunteers from the community met with a small group of prisoners and enjoyed remarkable success. Dr. Shelley is fond of quoting a number of the prisoners who repeatedly said, "the best thing that happens in this prison is when those guys (lay volunteers) come in to visit us." (See Booklet on Groups).

Perhaps the first large volunteer program to make massive use of citizen volunteers is the Job Therapy program in Seattle, Washington. This program was pioneered, founded and directed for the first five years by Reverend Richard Simmons. Dick Simmons began by visiting a prisoner on a one-to-one basis. As

a result of his experience, several thousand one-to-one volunteers were matched with prisoners in Seattle. This program also became known as M-2 and later added a Woman-To-Woman or W-2 program. It also heavily accentuates employment and utilizes volunteers in addition to the one-to-one prison volunteers to find jobs for released prisoners while they are on parole and later after release from parole.

This program really concentrated in five areas. First, the one-to-one volunteer relationship. They believe every prisoner needs a one-to-one friend who will stay with him or her in prison, while on parole and in the years thereafter. Second, it puts heavy emphasis on developing aptitudes and attitudes to increase the "employability" of prisoners and parolees. It also stresses employment assistance. Third, it assists the parolee to find housing and utilizes other agencies such as the Salvation Army in this area of need. Fourth, it supports the professional correctional program in every way it can. Fifth, it has made a strenuous effort in public education so the returning parolee will be accepted by the community.

This program began in Seattle and spread throughout the United States and into Canada. There are about seventeen states which have M-2 programs and two Provinces of Canada. Perhaps the largest and most successful of these programs over the past five years, 1975-1980, has been the California M-2 program. Research has indicated a great reduction in recidivism both in the adult M-2 program and in the juvenile matches (which begin in the juvenile criminal institution). Over 15,000 volunteers have been involved nationwide.

In 1970 Jay Worrall, a retired Army Officer who had spent much of his time administering military prisons, began a program called OFFENDER AID AND RESTORATION (OAR). It also places heavy emphasis on the one-to-one volunteer, vocational attitude and aptitude growth and employment assistance. OAR began in Virginia and now, in 1980, has over twenty offices throughout the United States. OAR works primarily in jails although it also assists juveniles and felons in prison. The main emphasis is on misdemeanants and felons who are in city and county jails.

OAR began in 1971 shortly after an inmate strike in the Richmond, Virginia, Penitentiary. This strike precipitated an examination of the conditions under which the prison and jail inmates lived. The two primary objectives of OAR are (1) the provision of a one-to-one citizen volunteer relationship with jail inmates and (2) provision of services for ex-inmates and their families. While most jail inmates are misdemeanants, felons also go through the jail process and are exposed to the services of OAR. The "average" OAR volunteer was a white, married female in her 30's with at least a college education. The typical offender was a married, white male in his early 20's with less than a high school diploma. Eight areas were identified in this study as crucial for continued success of OAR, (1) screening of clients, (2) screening and "supervising" or coordinating volunteers, (3) utilization of volunteers expertise, (4) use of community for support, (5) revision of project objectives with changing circumstances, (6) plan for continued volunteer staffing, (7) improvement of data keeping, and (8) maximizing the effectiveness of volunteer/offender relationships. OAR is a secular program.

(6) R.M. Rich; Evaluation of the Offender Aid and Restoration Program in Northern Virginia, Rockville, Maryland: MCJRS Microfiche Program, 1977, 10 pp.

The YOKEFELLOW PRISON MINISTRY operates somewhat differently. It uses two or three Christian volunteers who relate to a small group of prisoners, usually between eight and twelve. While some Christian programs are heavily evangelical and begin by telling about their faith, YOKEFELLOWS believes in showing their faith and then, when it is appropriate, sharing their Christian faith.

There are programs which are "tell and show." However, YOKEFELLOWS believes in "show and tell." They say little about their Christian faith until the prisoners ask why they keep coming back week after week. Then they share their faith, their philosophy and their reasons for reaching out to prisoners. The current director of this program is Mickey McConnell who is located at WARREN WILSON COLLEGE, Swannanoa, North Carolina. Several thousand volunteers are involved in over twenty states.

Another effort involving Christians is called CHRISTIAN PRISON WORKERS. This is primarily a program of Christians writing to prisoners and sustaining them through their letters and written communications. A very large number of Christians are involved in this volunteer program which is located in Hollywood, California. Duane Pederson is the Executive Director.

Another interesting program is called "P.S. MINISTRIES" which was founded by Larry and Beverly Benton. Mrs. Benton was the victim of a crime and she and her husband, out of this experience, began a program of ministry to prisoners within the structure of CAMPUS CRUSADE FOR CHRIST. This program utilizes young people who volunteer their time to CAMPUS CRUSADE FOR CHRIST in a prison program rather than in a number of other outreach programs of CAMPUS CRUSADE FOR CHRIST. These young people are trained and then become para-chaplains and serve for a number of years as an assistant to the over-worked and under-staffed Chaplain's office.

Of course, one of the most famous prison programs in recent years has been the PRISON FELLOWSHIP PROGRAM initiated and directed by Chuck Colson of Watergate fame. This program is expanding rapidly not only in the United States but is growing overseas as well.

The regional directors of PRISON FELLOWSHIP are involved in meeting the needs of prisoners spiritually and in other ways. They conduct weekend crusades and supply one-to-one volunteers to meet the needs of prisoners. Some observers feel a large amount of credit goes to Mr. Colson for the growth of prison programs and the increased interest of Christians in serving as volunteers in prisons because of the great attention he receives from the mass media. PRISON FELLOWSHIP is head quartered in Washington, D.C.

A number of Chaplains around the United States have begun to utilize volunteers very successfully. One excellent example is Chaplain Sidney Barnes of Graterford, Pennsylvania. Sidney Barnes and other Chaplains cooperate with the YOKEFELLOW PROGRAM and other programs which have been mentioned.

An excellent use of volunteers in prisons and jails is the ALSTON-WILKES SOCIETY of Columbia, South Carolina. The Executive Director, H. Parker Evatt, supervises the use of volunteers in many different ways including one-to-one volunteers and other volunteer efforts in prison and jails. This is a secular program. It has over 6,000 dues paying members.

Another example of the use of volunteers is THE AMERICAN REHABILITATION MINISTRY directed by Joe Garman in Joplin, Missouri.

The United States Jaycees have also been active in prison ministry. One of the excellent examples of their involvement is in Stone Mountain, Georgia under the direction and guidance of Warden Jack Kreps. (The Warden now works in another job for the State).

There are a number of individuals and organizations who are bringing the CRUSILLO movement to prisons. Retired Judge John Holtzman of Peoria, Illinois and Warren Smith of Walled Lake, Michigan are two examples. The CRUSILLO week-end experience has benefited thousands of Christians around the United States and it is now being used in prisons. The CRUSILLO team goes into a prison and spends an entire week-end with the prisoners. It is an experience in Christian spiritual growth. It is one of the effective Christian prison programs in the United States.

There are also a number of smaller programs which are not national in scope. One example is FAITH, HOPE AND LOVE IN CHRIST administered by Reverend Richard Brewer in Peoria, Illinois. Reverend Brewer and Judge Holtzman often work together using the CRUSILLO week-end experience and other techniques.

The work of John Staggars at the Lorton (Virginia) Prison just outside of Washington, D.C. is another excellent example of individual efforts by Christians around the United States. As a result of the inspiration of John Staggars, a very sizable volunteer program has begun at Lorton Prison and is directed by an inmate, Sidney Davis. This program now has Special Olympics competition, concerts, dances and other activities for citizens of surrounding communities. It is an example of a volunteer program which is being administered and managed by inmates.

Another outstanding example of Jaycee involvement is the continuing work of Gary Hill, who first became involved in prison work as a member of the Jaycees. His volunteer involvement in a local Jaycee program led to his full time employment in the national Jaycee program. After having completed his work with the Jaycees, Mr. Hill continued his involvement in a program called CONTACT. Among other things, CONTACT has developed an excellent National Directory of organizations assisting parolees and ex-offenders. This is available through Gary Hill and CONTACT located in Lincoln, Nebraska. CONTACT is another excellent example of the individual efforts of a concerned and involved citizen volunteer. This is a secular organization.

CONTACT also coordinates several volunteer efforts nationally and in Lincoln, Nebraska. The United States Jaycees Volunteer Program, for example, is coordinated by CONTACT. The same hiring policies, interviewing, orientation, job descriptions, and evaluations are used for volunteers as are utilized for regular employees. The only difference between volunteers and employees is that the volunteers do not get paid. Matching volunteers to the job, the staff, and the offender is essential to the success of a volunteer program and is a natural extension of the screening process.

A new program in Iowa has grown out of the concern of an ex-offender by the name of Gordon Reisinger\* Michael Reed is the first Executive Director of this program. This program is relatively new at this time. However, working in cooperation with William Horner, President of Experience Education, it has developed materials which are perhaps unequalled in the improvement of the attitudes and

\*The program is called New Life Ministeries. It is now (late 1979) merging with Prison Fellowship.

aptitudes of offenders for employment and vocational placement. These materials could well be widely used by programs utilizing volunteers in juvenile and criminal justice. They have been developed in a very exciting and highly usable manner and greatly assist prisoners and other juvenile and criminal justice clients to discover their vocational interest and to assist them to pursue their interest. This is a Christian program located in Red Oak, Iowa.

Another excellent example of a secular organization involved in criminal justice volunteerism is LITERACY VOLUNTEERS OF AMERICA. Mr. Joseph Gray is the Executive Director. He is located in Syracuse, New York. They are mobilizing large numbers of volunteers who visit jails, prisons and otherwise work with juvenile and criminal justice clients to develop their reading skills. Many people who end up in juvenile criminal institutions, jails and prisons have never learned how to read. These volunteers are performing an extremely important function by teaching delinquency-prone youth and apprehended offenders how to read.

The Executive Director of FRIENDS OUTSIDE is Joe Ossmann. His office is in Salinas, California. FRIENDS OUTSIDE, as its name implies, concentrates on working with the significant people who are on the outside after a prisoner has been placed in the institution. They seek to assist the prisoner by working with the spouse, the children and other significant people in the lives of the prisoner. One of their main goals is to hold the family together until the prisoner is released and returns to society and to his family. This program began in California and, at the time of this writing, is beginning to expand into other states. It is also a secular organization.

The FORTUNE SOCIETY in New York City has about 90 community people working as volunteers with ex-offenders and juveniles who have been in trouble with the law. It uses ex-offenders and others as volunteers. It is a secular program.

GEORGIA has over 1,500 volunteers working with approximately 7,000 felons. The biggest problem still is related to staff resistance inside the system and public ignorance outside the system. Like all remaining programs, it is also secular.

The HAWAII State Prison has 212 volunteers and 4 other community facilities for felons, including one women's residence, which has 73 volunteers.<sup>1</sup> VolinCor has a full volunteer program with periodic training and active one-to-one volunteer work.

The OFFENDER-AID AND RESTORATION OF NEW YORK CITY, INC. (OAR) was formed in May, 1975. Some adult felons are supervised, but the focus in New York City is with juveniles and younger offenders.<sup>2</sup> During 5 years of operation, OAR has trained over 1,600 volunteers to work with young serious offenders. The client population as of September 1, 1979 was almost exclusively male, 80% Black and Hispanic, and comprised mainly of serious offenders, 60% of whom were charged at intake with serious felonies.

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- (1) "Volunteers in Corrections", VolinCor News Bulletin, August, 1979, p. 1
  - (2) Michael B. Greene: Volunteerism in Criminal and Juvenile Justice Systems: The OAR Model and Its Implications for Future Planning, New York: Criminal Justice Coordinating Council, October, 1979, 149 pp.

The SAFER Foundation has several programs for volunteers in the Chicago area. The Challenge Program works with adult ex-offenders in the Chicago Metropolitan area.<sup>3</sup> The Dare Program works with persons in prison. Both Challenge and Dare are considered to be successful.

WOMEN IN CRISIS is a private, non-profit program using trained volunteers to support and assist women from the Greater Hartford area whose husbands, boy friends or sons have been sentenced to prison for the first time.<sup>4</sup> The basic concepts on which the program operates are (1) using volunteers as service providers, (2) relationship as the primary tool of volunteers and (3) advocacy as a role of the volunteer. Families are assisted in dealing with crises so they can be strengthened and become a major source of support in furthering the rehabilitation of the offender. This is a Connecticut program.

NEW JERSEY has 208 trained volunteers in the Bureau of Parole.<sup>5</sup> In addition, there are 69 additional volunteers not assigned because of lack of clients in their geographical area. Approximately 95% of the clients assigned to these volunteers are adult felons. Volunteers in Parole Program (VIPP) provides services to persons being released from the State penal and correctional institutions. It was begun as a joint project in 1972 by the New Jersey Bureau of Parole and New Jersey State Bar Association, using only attorneys as volunteers. By 1975 a staff study indicated a decrease in recidivism among 500 parolees as compared with similar control without volunteers. At present there are 325 volunteers in the program. If a crisis arises, the volunteers can call for professional advice 24 hours a day service called Parole Officer-in-Charge of P.R.O.O.F. (Parole Resources Office and Orientation Facility) at (201) 434-4653.

New Jersey has over 1,200 citizen volunteers serving 10 correctional facilities in the Department of Corrections. The services range from direct assistance of offenders and their families, through recreation activities, tutoring, legal assistance, religious services, and other miscellaneous functions. The volunteers are selected from persons enjoying good reputation who are willing to contribute consistently and generously of their time, skills, and experience. All volunteer programs and activities are coordinated and scheduled by the coordinator of volunteer services. An identification card is prepared and maintained by the institution for each volunteer and are used only for the purpose of identifying all volunteers entering and leaving the institutions. In addition, they are required to wear a name-tag or other clearly visible identification issued by the institution. Volunteers are screened and trained before going into the program. Any individual not approved for the program is provided the reason for negative action.

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- (3) Thomas J. Cook, L. Douglas Dobson, and Eva Lantos Rezmovic; Experimental Evaluation of the Challenge Program: Final Report, Chicago: Safer Foundation, funded by LEAA, November, 1979.
  - (4) Susan Joffman Fishman and Albert D. Alissi: "Strengthening Families as Natural Support Systems for Offenders", Federal Probation, Vol. 43, No. 3, September, 1979, pp. 16-31.
  - (5) Volunteers in Parole, Trenton, New Jersey: New Jersey Bureau of Parole, 1979, p. 1.

The AMERICAN BAR ASSOCIATION established a volunteer parole aide (VPA) program in 1971 and opened a national office to coordinate the activities. In 1975, a survey report indicated there were volunteer programs in 31 states.<sup>1</sup> The VPA program made use of a total of 2,500 volunteers, mostly lawyers, and the program has been considered to be successful.<sup>2</sup>

CALIFORNIA uses volunteers to provide services as an adjunct to employee services ranging from self-help groups, such as Alcoholics Anonymous and ethnic identity groups to shows and sporting events. About 30,000 citizens enter the prisons each year to participate in activities, but it is important to know that these are individual entries and one person may be counted several times as they enter the prison several times.

The COUNTY OF LOS ANGELES PROBATION DEPARTMENT makes wide use of volunteers in all phases of probation. (Letter from Jane B. Turner, Community Resources Coordinator, County of Los Angeles Probation Department, Downey, California, dated January 15, 1980). Rather than volunteers, they call them "case aides" and assign them to work with Deputy Probation Officers throughout the Department.

The CONNECTICUT PRISON ASSOCIATION has 170 volunteer sponsors on a one-to-one basis with adult felons in 4 correctional institutions or with adult misdemeanants in three correctional centers. Approximately 200-225 volunteers are used during the course of any given year. In existence since 1960, this program received the 1979 Creative Program of the Year award from the National Association of Volunteers in Criminal Justice. It is administered by a Director of Volunteer Services and employs two full-time coordinators, including one Vista Volunteer, a paid part-time volunteer coordinator, one part-time unpaid volunteer coordinator and two students from the University of Connecticut School of Social Work, who share a part-time coordinator responsibility. An excellent manual assists in the guidance of volunteers.<sup>3</sup>

FLORIDA uses about 1,500 volunteers to work with adult felons. They work most frequently on a one-to-one basis.

The IDAHO VOLUNTEERS IN CORRECTIONS (IVIC) began in 1972 because of the heavy case load carried by probation and parole officers.<sup>4</sup> The People Helping Inmates Program consists of the M-2 (Man-To-Man) and the W-2 (Woman-To-Woman) working with offenders on a one-to-one basis. The People Helping Families Program works with the family of an offender giving them support and helping them develop self-esteem and to help the family become acquainted with the community resources available to them. There are 700 volunteers in all areas.

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- (1) T. Streff; Volunteer Programs in Corrections--A Survey Report, Washington, D.C.: American Bar Association, 1975, 50 pp.
  - (2) Volunteer Parole Aide Program--Final Report, 1971-75, Washington, D.C.: Commission on Correctional Facilities and Services, LEAA, 1975, 135 pp.
  - (3) Volunteer Sponsor Program: Training and Reference Manual, Hartford, Connecticut Prison Association, March 1, 1979, 25 pp.
  - (4) "IVIC -- Idaho Volunteers in Corrections, Inc." Contact Newsletter, December, 1979, pp. 5.



The PENNSYLVANIA PRISON SOCIETY has 18 branches throughout the Commonwealth of Pennsylvania, in which about 155 volunteers work with adult felons. About one-half of the volunteers work on a one-to-one basis. Others work with groups in the area of life skills or to monitor conditions in the institution. Most of the inmates with whom these contacts are made are males, although there is a special department to work with female offenders. The Society was specifically granted certain visiting rights by the Legislature in 1829.<sup>1</sup> The Volunteer Hand Book covers briefly and succinctly the volunteer program.

The VIRGINIA Jaycees developed a program in the Virginia Prisons to help them identify with the law-abiding citizenry.<sup>2</sup> The program includes public speaking, Christmas for under-privileged children, delinquent counseling, hobbies and crafts, and basketball. The prisoners are encouraged to join the Jaycees once they are released.

The WISCONSIN CORRECTIONAL SERVICE makes liberal use of volunteers and students to work with adult felony offenders in a variety of settings within jail, treatment programs, and out-patient mental health programs. Also university students are used to the equivalent of eight full-time employees in various ways in a practicum basis or on a work-study where the Wisconsin Correctional Service matches 20% of pay with the universities 80% of pay. The Wisconsin Correctional Service was founded in 1912 as the Society for the Friendless and is a private, United Way, non-profit agency which also makes use of grants from LEAA.<sup>3</sup>

Correctional institutions throughout the country need volunteers to help in many areas of inmate rehabilitation, especially to assist them to return to normal life when they are released.<sup>4</sup> Something as simple as writing letters to inmates to enable them to maintain contact with the community while they are in prison helps. The main object of most programs is to keep the offender from committing another crime and returning to prison. Many studies have found the best way to rehabilitate offenders is through community contact.

A community-sponsor program recruits interested persons to work on a one-to-one basis with incarcerated persons while they are in the correctional institution and, later, when they are paroled. The sponsor can locate a job and housing for the offender at the time of release and can communicate with the family. Offenders who want to settle in a new community tend to be good candidates for the volunteer program, but those with a history of several prison incarcerations, assault histories, and sex crimes have proved to be poor candidates.<sup>5</sup> It is interesting to note here that the United States Parole Board--now the Parole Commission--and their probation officers throughout the country made extensive use of private sponsors as recently as the 1960's to assist in the supervision of parolees. They were frequently ministers, businessmen, and other persons considered

- (1) Barbara Bump and Rena Nassau: Volunteer Hand Book, Philadelphia: The Pennsylvania Prison Society, Revised, March, 1979, p. ii.
- (2) W.B. Robertson; "Jaycees Go to Prison", Therapeutic Recreation Journal, Vol. 6, No. 3, Third Quarter, 1972, pp. 123-124.
- (3) Wisconsin Correctional Service--Program Descriptions & Directory, 1979, pp. 12.
- (4) R.A. Klein; Human Bridge--A View of the Role of Volunteers, a film, Hagerstown, Maryland, Harper and Row media, 1975.
- (5) M.V. Lewis, L.I. Goodstein, J.J. Kaufman, T.E. McKee, and A.D. Beamesderfer; "How to Organize a Community-Sponsor Project", Prison Journal, Vol. 56, No. 2, Autumn/Winter 1976, pp. 18-27.

to be responsible. Sponsor interest can be maintained through meetings and response-gathering mechanisms. A toll-free number and newsletter are recommended.

The attitudes and opinions of volunteers in correctional programs are important.<sup>6</sup> Volunteers are important for what they actually do with and for the offender. Additional manpower in a field where shortages constantly plague operations is important. Of equal importance, however, is the capacity to bring corrections and the community closer together. Agencies can use volunteers effectively.

From 1972 to 1974, forty volunteers participated in two pilot programs in New York City correctional institutions. The volunteers visited prisoners weekly, for one hour ten to twelve weeks, ending in their releases. The volunteers and prisoners expressed almost unqualified approval of the project, while negative comments centered on the prison bureaucracy and the conditions which made genuine cooperation among participants more difficult.<sup>7</sup>

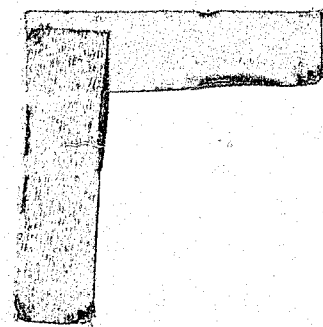
A directory that lists national, non-profit, professional and volunteer social action associations and research centers active in the fields of law enforcement and criminal justice is available.<sup>8</sup>

An excellent book about a church's involvement in a volunteer prison program is The Prison Connection. (Paul D. Schoonmaker, Judson Press, Valley Forge, Pennsylvania, 1948).

Perhaps these programs will suffice to illustrate the growing concern of Americans in the prisons and jails and their willingness to volunteer their time with prisoners. Also, it illustrates the growth of interest over the past few years in Churches and among Christians.

This is not an attempt to summarize all of the programs around the United States. There are many more although most of the larger programs which are national in scope have been mentioned.

- (6) Volunteers Look at Corrections, Washington, D.C.: Joint Commission on Correctional Manpower and Training, 1969, 29pp.
- (7) "Corrections and Community" in D.W. Denton and J. Spitz; Citizen Action in Criminal Justice, Arlington, Texas: University of Texas at Arlington Research and Service Division, 1978, 31 pp.
- (8) Directory of Law Enforcement and Criminal Justice Associations and Research Centers, Washington, D.C.: U.S. Department of Commerce, National Bureau of Standards, 1977, 51 pp.



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