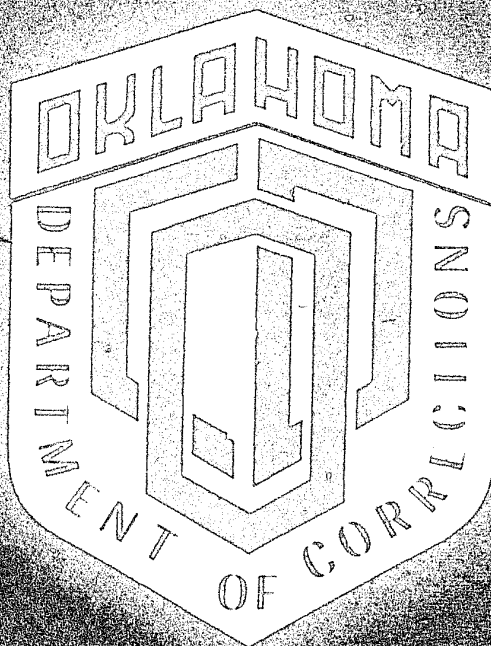


LEXINGTON REGIONAL
TREATMENT CENTER

DF-20-126

RESEARCH REPORT #7



30711

OKLAHOMA DEPARTMENT OF CORRECTIONS



(OK)
LEXINGTON REGIONAL
TREATMENT CENTER

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RESEARCH REPORT #7

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PREPARED BY

PLANNING AND RESEARCH DIVISION
OKLAHOMA DEPARTMENT OF CORRECTIONS

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INTRODUCTION

The Lexington Regional Treatment Center was initiated in November of 1971 under Oklahoma Crime Commission subgrant ~~70dfl26~~ as Oklahoma's first experiment in treatment oriented confinement. This program was designed to provide a two-fold benefit to the Oklahoma Department of Corrections:

1) it would reduce the population of the two traditional institutions, and 2) it would permit some offenders an opportunity to receive treatment and training which might allow for better adaptation to the community upon their release.

Because of the nature of the Center, some difficulty was encountered in acquiring the needed staff. This factor is largely the cause for the delay in the implementation of the program. While the Center was being readied, the population was kept at a minimum. As the programs took form, residents were infiltrated into them, thereby increasing the population.

The original subgrant period terminated December 31, 1972, at which time all programs were functioning. Since the programs were not fully operational for the entire grant period, a technical evaluation would not be feasible. However, the Oklahoma Department of Corrections Planning and Research Division felt that these programs should not go unevaluated; therefore, a procedure was instigated which included site visits and random

use of questionnaires in order that the facility's effectiveness could be as adequately appraised as possible at this time.

GOALS

The goals and aims of this project as stated in the sub-grant application are as follows:

1. To establish a correctional treatment facility for 200 inmates as a viable alternative to traditional incarceration.
2. To maintain a treatment-oriented facility through the use of a qualified professional staff contrary to customary punitive practices.
3. To provide a Staff Training Academy for the Oklahoma Department of Corrections in order that staff skills in new and improved correctional methods may be promoted, thereby increasing the professional manpower in the correctional system.
4. To emphasize an interdisciplinary approach to corrections by providing field placement for students in the behavioral sciences (e.g., counseling, psychology, social work, sociology, human relations, education).
5. To implement graduated release and pre-parole planning programs involving the inmate, the parole officer, and the institutional staff in order that greater parole success rates may be obtained.

EVALUATION CRITERIA

A correctional facility's effectiveness can best be measured by its standing as a treatment center. A truly rehabilitative program should equip the offender with the faculties necessary to enable him to make a successful adjustment to society. In the criminal justice system success is determined by an ex-offender's ability to remain unincarcerated.

No recidivism rate has been established for the Regional Treatment Center at Lexington because of the short time the Center has been operational. This type of research is a necessary part of any evaluation and will be done in time. Preparations are now being made to implement a longitudinal study through which the recidivism rate as well as the effectiveness of individual programs can be determined.

Although such an evaluation may reveal favorable effects upon the inmate at his time of release, the effects of the community upon him as a releasee should also be considered. Relapses to crime can be attributed to community factors as often as to the ineffectiveness of institutionalization. The need for community accommodation and acceptance is thusly disclosed; therefore, a necessity is indicated for increased cooperation between the correctional system and the community.

In order to execute the most effective evaluation possible at this time, the Planning and Research Division of the Oklahoma

Department of Corrections has undertaken a process which includes random distribution of questionnaires to the residents, staff and custodial personnel coupled with site visits. This report contains the findings of those efforts. Further, the Planning Division of the Oklahoma Department of Corrections has launched a pilot longitudinal study at Lexington Center. The findings from that study will enable the Oklahoma Department of Corrections to obtain a statistical base which will be utilized in subsequent research. Therefore, it is certain that future evaluations will be of a more concrete nature.

FINDINGS

In general it is felt that the goals set forth in the subgrant application have been obtained. While the delay in implementing this program has resulted in diminished achievement, it is expected that present efforts will yield more effective results.

The specific goals stated in the application have been met in the following ways:

1. A correctional treatment facility was established at Central State Hospital Annex in order to provide a viable alternative to the punitive system. At the conclusion of the subgrant period, 267 residents occupied the Regional Treatment Center. This reassignment of inmates from the two institutions reduced the overcrowded conditions and provided treatment opportunities.
2. A qualified professional staff maintains the various treatment programs provided at the Regional Treatment Center at Lexington. A doctoral psychologist directs the counseling program and is assisted by three competent counselors. Academic and vocational-technical education programs are also conducted by qualified professionals.
3. The Oklahoma Department of Corrections Staff Training Academy is based at the Center. The first training session was presented in December, 1972. It is anticipated that such training

sessions will enhance staff skills in new and improved correctional methods and thusly increase the professional manpower in the Oklahoma correctional system.

4. The Lexington facility emphasizes an interdisciplinary approach to corrections by providing field placement for students in the behavioral sciences. With the assistance of student interns, the counseling staff was able to provide improved services for a greater number of clients. The effectiveness of the institution will be augmented and opportunities for obtaining qualified personnel will be provided with the continuation of student placement.
5. The goal of implementing graduated release and pre-parole planning programs has proven to be unrealistic due to the large caseloads already assigned to Probation and Parole Officers, which is further complicated by their lack of proximity to the Lexington Regional Treatment Center. It is further felt that this goal will not be attainable in the future without state cooperation by considerably increasing the probation and parole staff. This is not to say the goal is not a good one; rather, it is not feasible for the Oklahoma Department of Corrections to implement such a program under the present circumstances.

THERAPEUTIC EFFORTS

The Lexington Center was developed as a treatment-oriented facility with the primary aim of enabling an offender to be better reintegrated, resocialized and rehabilitated prior to his release. The adoption of a comprehensive curriculum has provided for the diverse needs of the inmates. Through furthering the academic education or vocational skills of some inmates, it is possible for them to return to society with marketable skills which, in themselves, may be corrective. For other inmates the problem is more profound, thereby requiring more intense assistance through counseling efforts. It is hoped that through these endeavors the inmate will gain insight which will enable him to egress from his antisocial ways. Although the success of these programs cannot be statistically measured at this time, the Oklahoma Department of Corrections anticipates the manifestation of these rehabilitative aims in the releases.

Academic Education

An academic education program was implemented in October of 1972 with a resident capacity of 120. The majority of education is directed through an individualized programmed-instruction method. Students are placed in one of three sections based on their score on the California Achievement Test. The section divisions are from kindergarten through

sixth, sixth through twelfth, and post secondary. At this point the greatest concentration has been placed at the first two levels. Attainable goals are designed for each participant with an ultimate objective of GED achievement. During the grant period 17 students successfully completed the GED program.

When one considers the difficulties encountered in obtaining teachers for this program coupled with an inadequate facility and the lack of equipment, the educational program at the Center should be rated as very good. With experience, this program can be administered in a more felicitous manner.

Vocational Training Program

The initial goal of implementation of a vocational training program was attained through the assistance of the Oklahoma Department of Vocational Technical Education. Training programs in auto mechanics, welding and air conditioning were initiated in May of 1972 with the total program's resident capacity of 60. Vocational training has been favorably received by the residents who have participated in the program. This is an indication of the relevance of this program to the offender's rehabilitation. In conjunction with this program, job placement is sought for residents upon their release.

Counseling Program

The sometimes intangible nature of therapeutic counseling presents a difficult area for evaluation. Prior to the introduction and implementation of the inmate classification system, counseling efforts centered upon Crisis Intervention Therapy

given on an "as needed" basis. The classification method is effective and utilizes a team approach with the team being composed of a psychologist, Chief Counselor, four counselors and an Assistant Supervisor. With the assistance of this professional staff, the inmate is allowed to determine realistic goals toward which he should proceed for his personal benefit.

In addition to the previously mentioned California Achievement Test, psychological tests are administered. Used in conjunction with the inmate's criminal and social history, these test results provide a profile of each inmate which acts as a base from which to counsel. Inmate group discussions, Transactional Analysis sessions and individual counseling comprise the counseling services offered. All counseling instruments are ultimately pointed toward the inmate's achieving a better knowledge of himself and his problems in order that he may perceive himself in a more understanding manner.

The therapeutic counseling program at Lexington had become operational near the end of the grant period. Although probably not functioning at its fullest potential, the counseling program rests on a firm foundation. Once fully effective, the program will definitely complement other therapeutic programs designed to aid in the rehabilitation of the offender.

STAFF-INMATE RELATIONS

Previous research has clearly demonstrated that the attitude of the staff is a major factor in influencing the behavior of inmates. Glaser, in his study of federal prisons, found that the guards were the most liked and the most disliked category in the staff. The next best liked category of the staff was that of the work supervisors. Interestingly enough, the best liked categories were non-professionals or not highly trained professionals. The qualities of the revered person were that he was "fair," "predictable," "friendly," and "considerate."¹ In a series of impact studies the inmates again admitted that the best influence came from the guards and the work supervisors.² Considering the importance of staff attitude in behavior change of inmates, a randomly selected number of custodial staff members at the Center was given a questionnaire. The questionnaire had 12 items in all, six on the staff-inmate relationship, and six items on what the staff thought of the inmates' ability to improve themselves.

In order to obtain frank opinions, the custodial staff members were asked to remain anonymous; none of them were

¹Daniel Glaser. The Effectiveness of Imprisonment and Parole Systems. Bobbs-Merrill Co., Inc., Indianapolis. 1964.

²Walter C. Reckless. "The Impact of Correctional Programmes on Inmates." British Journal of Delinquency. September, 1955. 138.

obliged to write their names on the questionnaire. The questionnaire copies were distributed by a person who was not a member of the institutional staff. To compare the attitudes of the Lexington custodial staff with those of similar staff members at the two traditional facilities, Oklahoma State Penitentiary (OSP) and Oklahoma State Reformatory (OSR), the same questionnaire was also administered in a similar manner to the custodial staff there. The results, as shown in the bar diagram (Figures I and II) and Appendix IV clearly reveal attitudes of the Correctional Officers at the Lexington Regional Treatment Center to be more conducive to rehabilitation of offenders.

A questionnaire randomly distributed to the residents of the Lexington facility reflects a similar feeling of improved programs and social climate at the Center. The inmates indicated an awareness of the improved staff-inmate relationships which exist and expressed appreciation for the increased freedom which the Center affords them. However, it is interesting to note that a minority of the sampling criticized the facility because they felt it afforded too little freedom. That disapprobation was typically the complaint of younger residents. This in keeping with most institutional impact studies which reveal that younger residents show relatively less satisfaction. This could be attributed in part to their insufficient knowledge of other facilities and a lack of social maturation.

The literature suggests that the declared goal of an institution does much to influence the attitude of both the staff and

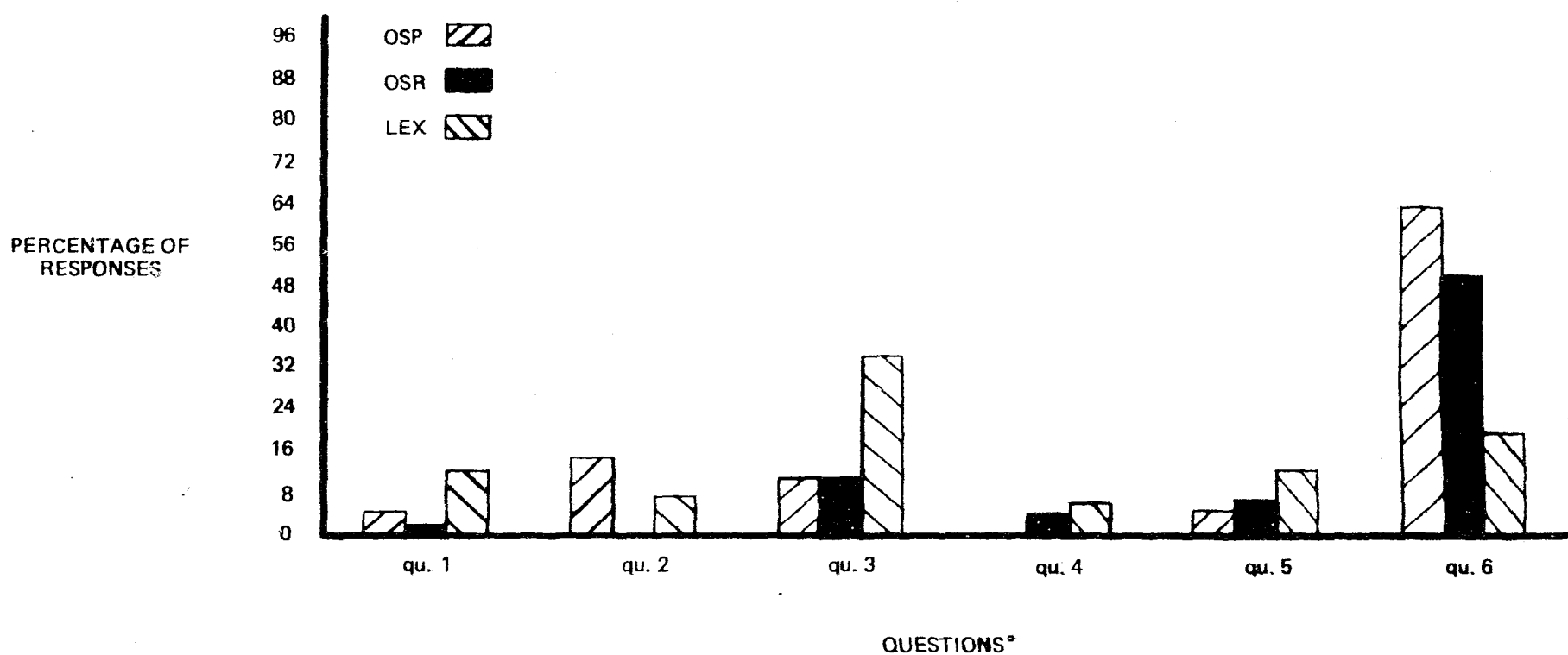


Fig. I. A comparison of responses at the 75 percent level to questions pertaining to staff-inmate relations as indicated by staff members at Oklahoma State Penitentiary, Oklahoma State Reformatory and Regional Treatment Center, Lexington.

*Text of questions

1. How many inmates can you fully trust?
2. How many inmates, on the average, would come and take you in confidence to talk about their troubles?
3. How many prisoners would wholeheartedly cooperate with you if you start doing something worthwhile?
4. If you are unsafe at any time, how many inmates would come to your aid?
5. If you are falsely accused of something, how many of the inmates would like to come forward to support your innocence?
6. How many of the inmates take advantage of you if you are friendly to them?

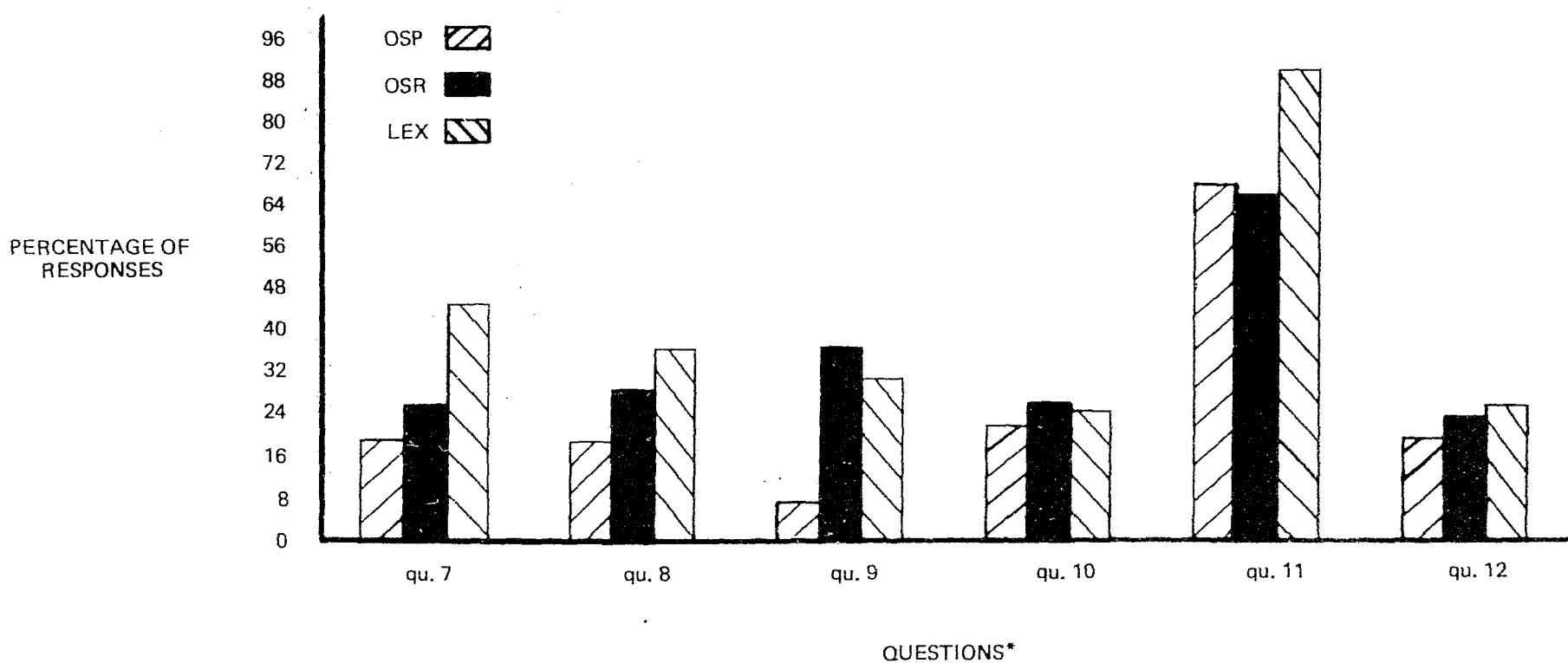


Fig. II. A comparison of responses at the 75 percent level to questions pertaining to the desire of inmates for self improvement as indicated by staff members at Oklahoma State Penitentiary, Oklahoma State Reformatory and Regional Treatment Center, Lexington.

*Text of questions

7. Given an opportunity to learn, how many of the inmates would like to learn a useful trade?
8. If their friends are not provoking them, how many of the residents would like to learn a lesson from their past mistakes and straighten their life?
9. If employment opportunities were good, how many of the inmates would care to prove themselves as good employees?
10. If families were cooperative with them, how many of the residents would give full cooperation and affection to their families?
11. How many of these inmates would want their children to stay free of the life of crime?
12. How many of the prisoners can be good husbands and good fathers?

inmates. This fact is evidenced in the evaluation of the Regional Treatment Center at Lexington. In a questionnaire given to the primary staff members, all but one respondent listed the institutional goal as training, rehabilitation and reintegration. It was apparent from the staff's replications that their clarity of goal had facilitated the Center's advancement.

In the interest of objectivity, we must recognize the small minorities both among the staff and resident population who were dissatisfied. This fact is an indication that a lack of understanding continues to exist.

COMMUNITY INVOLVEMENT

It is felt that the resocialization process can be furthered through community involvement. The Lexington Center has exerted efforts to elicit this support and has been successful.

The first Fellowship of Christian Athletes chapter to be initiated within a prison was begun at the Lexington Center. Financial support for the Fellowship is provided by local businessmen while directive assistance is supplied through the University of Oklahoma Athletic Department. The benefits gained here are measurable not only by resident-community involvement but also by community interest.

The Junior Chamber of Commerce of a nearby community has also shown an interest in prison reform. Their concern prompted the establishment of the Inter-action Jaycees, a chapter comprised of Regional Treatment Center residents.

Additional activities provide further interaction with the community. Religious and civic organizations conduct programs such as softball games, art shows, and lectures at the Lexington facility. Tours are made available to concerned citizens who visit the Center. Certain residents have been assisted in their readjustment by members of Volunteers in Corrections, who supply a "friend on the outside."

Through these endeavors an increasing number of citizens have exhibited an awareness of the necessity for community

involvement within a prison setting. If the system is to achieve its ultimate goal of rehabilitation, resocialization, and reintegration, the scope of such activities must expand.

RECOMMENDATIONS

Although the Regional Treatment Center at Lexington is found to be progressing favorably, it is felt that consideration of the following recommendations might enhance future advancement. These recommendations are not intended to imply deficiencies in the administration; rather, these suggestions are designed to expedite more appropriate progress at the Center.

1. Since the custodial staff is in constant contact with and is able to exert powerful influence on the resident population, appropriate training for this personnel is a necessity. Additionally, inmates have exhibited feelings of hostility toward a minority of the security staff. It is, therefore, suggested that improved training be made available to these staff members. Perhaps this aim can be attained by utilizing resources available at the Oklahoma Department of Corrections Staff Training Academy. It is further recommended that constant efforts be exerted to make this sector of the treatment staff aware of the Center's goal of rehabilitation rather than punishment in order to promote an improved total program.
2. Although the existing counseling program, when fully operational, will provide adequate services for certain residents, the questionnaire revealed that most inmates do not feel that the program is particularly beneficial. Studies have indicated that peer pressure is most important in obtaining desired behavioral and attitudinal changes. It is, therefore, recommended that the counseling staff be expanded to accommodate a larger portion of the

resident population in group counseling sessions as well as to provide an enlarged individual counseling program.

3. While the inmate participates in his goal determination during the initial classification period, further staff contacts to evaluate his progress are not scheduled. Consequently, it is advised that extended staff-inmate communication be encouraged. Possibly this goal could be realized through the service of specific counselor aids as sponsors for individual inmates.

4. Increased cooperation and coordination could facilitate improved execution of the Regional Treatment Center's goals. Through productive inter-departmental meetings the entire staff could establish a congruous purpose and direction.

SUMMARY

Although this evaluation cannot be statistically supported, it is felt that all indications reveal progress toward the ultimate goal of establishing a rehabilitative community. With the incorporation of the recommendations and the flexibility of the program, the Regional Treatment Center at Lexington can be expected to proceed favorably.

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Glaser, Daniel. The Effectiveness of Imprisonment and Parole Systems. Indianapolis: Bobbs-Merrill Co., Inc. 1964.

Reckless, Walter C. "The Impact of Correctional Programmes on Inmates." British Journal of Delinquency. (September) 1955. p. 138.

APPENDICES

APPENDIX I

LEXINGTON REGIONAL TREATMENT CENTER
EVALUATION QUESTIONNAIRE

(RESIDENT)

This questionnaire is not a test. Your answers will not be seen by anyone in this institution. Please be frank.

1. How do you like this institution compared to other institutions you have lived in? Give reasons.

(a) Better than any other institution.

(b) Same as the other institutions.

(c) Worse than the other institutions.

2. Has this institution helped you?

(a) Yes

(b) No

(c) Cannot say

3. If yes, how?

If no, why?

4. What program is the most helpful to you?

How?

5. What program is the most helpful to the entire resident population?

6. While in this Center, in what area would you like to be helped?

7. How do the inmates relate to each other at the Lexington Center?
- (a) Better than they do in other institutions
 - (b) About the same as in other institutions.
 - (c) Worse than in other institutions.
8. How does the staff relate to the inmate population at this institution?
- (a) Better than in other institutions.
 - (b) About the same as in other institutions.
 - (c) Worse than in other institutions.
9. How do the staff members relate to each other at the Lexington Center?
- (a) Better than in other institutions.
 - (b) About the same as in other institutions.
 - (c) Worse than in other institutions.
10. What do you feel this institution could do for the resident that would reduce his chance of getting into trouble again?

CHARACTERISTICS

1. Present offense: _____
2. Number of previous convictions: _____
3. Age at 1st conviction: _____
- 2nd conviction: _____
- 3rd conviction: _____
- 4th conviction: _____
4. Present age: _____

5. Marital status: _____
6. Race: _____
7. Number of incarcerations in Oklahoma _____ Out of Oklahoma _____
8. Length of stay at Lexington: _____

APPENDIX II

CUSTODIAL STAFF ATTITUDE
SCALE QUESTIONNAIRE

1. How many inmates can you fully trust?
 - (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
2. How many inmates, on the average, would come and take you in confidence to talk about their troubles?
 - (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
3. How many prisoners would wholeheartedly cooperate with you if you start doing something worthwhile?
 - (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
4. If you are unsafe at any time, how many inmates would come to your aid?
 - (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
5. If you are falsely accused of something, how many of the inmates would like to come forward to support your innocence?
 - (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
6. How many of the inmates take advantage of you if you are friendly to them?

- (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
7. Given an opportunity to learn, how many of the inmates would like to learn a useful trade?
- (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
8. If their friends are not provoking them, how many of the residents would like to learn a lesson from their past mistakes and straighten their life?
- (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
9. If employment opportunities were good, how many of the inmates would care to prove themselves as good employees?
- (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
10. If families were cooperative with them, how many of the residents would give full cooperation and affection to their families?
- (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
11. How many of these inmates would want their children to stay free of the life of crime?
- (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none

12. How many of the prisoners can be good husbands and good fathers?
- (a) 75 percent
 - (b) 50 percent
 - (c) 25 percent
 - (d) none
13. Your age: _____
14. Your education: _____
15. Service length: _____
16. Rank: _____
17. Have you taken this questionnaire previously? _____

APPENDIX III

LEXINGTON REGIONAL TREATMENT CENTER
EVALUATION QUESTIONNAIRE
(STAFF)

All helping professionals want to find out about the effectiveness of their work. Your personal evaluations can be very helpful to us in this study. Your responses are confidential. You may indicate your position if you so desire.

1. How long have you worked in corrections? _____
2. How long have you worked at Lexington? _____
3. What, according to you, are the objectives of the Lexington Regional Treatment Center?
 - (a) _____
 - (b) _____
 - (c) _____
4. How successful has this Center been in the attainment of these goals? How?

5. What programs do you feel have been most beneficial to the residents?
 - First _____
 - Second _____
 - Third _____
 - Fourth _____
 - How? _____

6. How do the staff members relate to each other at the Lexington Center?
- (a) Better than in other institutions.
 - (b) About the same as in other institutions.
 - (c) Worse than in other institutions.
7. How do the inmates relate to each other at the Lexington Center?
- (a) Better than in other institutions.
 - (b) About the same as in other institutions.
 - (c) Worse than in other institutions.
8. How does the staff relate to inmate population at this institution?
- (a) Better than in other institutions.
 - (b) About the same as in other institutions.
 - (c) Worse than in other institutions.
9. What other things do you feel should be done at the Lexington Center to make it more helpful to the residents.

APPENDIX IV

PERCENTAGES OF RESPONSES TO CUSTODIAL
STAFF ATTITUDE SCALE QUESTIONNAIRE

Questions and Responses	Oklahoma Facility		
	OSP N=27	OSR N=35	Lex. N=65
	%	%	%
How many inmates can you fully trust?			
75 percent	04	03	12
50 percent	00	00	12
25 percent	30	23	30
none	67	74	46
How many inmates, on the average, would come and take you in confidence to talk about their troubles?			
75 percent	15	00	07
50 percent	11	23	13
25 percent	48	63	69
none	26	14	10
How many prisoners would wholeheartedly cooperate with you if you start doing something worthwhile?			
75 percent	11	11	34
50 percent	33	26	31
25 percent	41	60	31
none	15	03	01
If you are unsafe at any time, how many inmates would come to your aid?			
75 percent	00	03	06
50 percent	04	06	18
25 percent	15	37	31
none	81	54	45
If you are falsely accused of something, how many of the inmates would like to come forward to support your innocence?			
75 percent	04	06	10
50 percent	00	06	15
25 percent	15	17	30
10 percent	81	71	45

Questions and Responses	Oklahoma Facility		
	OSP N=27	OSR N=35	Lex. N=65
	%	%	%
How many of the inmates take advantage of you if you are friendly to them?			
75 percent	63	49	19
50 percent	26	20	31
25 percent	04	11	13
10 percent	07	20	36
Given an opportunity to learn, how many of the inmates would like to learn a useful trade?			
75 percent	19	26	45
50 percent	37	40	39
25 percent	26	31	10
10 percent	19	03	01
If their friends are not provoking them, how many of the residents would like to learn a lesson from their past mistakes and straighten their life?			
75 percent	19	29	37
50 percent	33	43	40
25 percent	26	14	13
10 percent	22	14	04
If employment opportunities were good, how many of the inmates would care to prove themselves as good employees?			
75 percent	07	37	31
50 percent	41	37	52
25 percent	33	17	12
10 percent	19	09	00
If families were cooperative with them, how many of the residents would give full cooperation and affection to their families?			
75 percent	22	26	25
50 percent	44	43	54
25 percent	19	20	12
10 percent	15	11	04

	Oklahoma Facility		
	OSP N=27	OSR N=35	Lex. N=65
	%	%	%
How many of these inmates would want their children to stay free of the life of crime?			
75 percent	67	66	90
50 percent	26	17	04
25 percent	04	11	01
10 percent	04	06	00
How many of the prisoners can be good husbands and good fathers?			
75 percent	19	23	25
50 percent	41	17	42
25 percent	26	34	21
10 percent	15	26	04

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