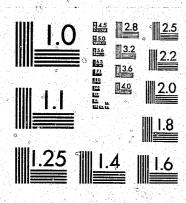
National Criminal Justice Reference Service

# ncjrs

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



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

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

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

National Institute of Justice United States Department of Justice Washington, D. C. 20531 90000

U.S. Department of Justice National Institute of Justice

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

Permission to reproduce this copyrighted material has been granted by

granted by OAR/USA

to the National Criminal Justice Reference Service (NCJRS).

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

ANNUAL REPORT 1982 Offender Aid and Restoration is a community-based movement bringing volunteers into the lives of prisoners and ex-prisoners and into the struggle for a more just criminal justice system.

Contents

- 2 Introduction
- 3 Background
- 4 Volunteers
- 7 Jobs
- 8 Alternatives
- 12 OAR Sites
- 14 The OAR Movement
- 15 Strategic Planning
- 16 Finances
- 17 Financial Statements
- 22 Board of Directors
- 23 Advisory Council
- 24 OAR/USA Staff

Visiting prisoners is, for me, by far the most rewarding of volunteer work. One can apply one's time and love in a completely direct way by offering inmates their only impartial human contact, and by giving hope through restoring self-worth and confidence in the knowledge that "somebody out there cares."

—Rosemary Williams

OAR Volunteer



"Somewhat paradoxically, standing for something rather than being preoccupied with survival (and being all things to all people) may be the most basic requirement for survival. . ."

had only if one doesn't seek it. As

one organizational analyst has

written:

Dr. E. Kim Nelson

We at OAR felt the impact of a downside economy and heard the call of the temptress disguised as "survival tactics". We have not escaped unscathed. The OAR/USA Board and staff have had to face survival questions this year. To the extent that we have resolved them it is that we have rediscovered what really matters to us.

It matters to us that offenders are not forgotten. It matters that ordinary citizens get involved in their justice system as volunteers. We know that when free citizens meet with prisoners, both get called to be more than they have been. It matters to us that there be more justice and less crime.



The society has not wholeheartedly embraced all these values. However, we are heartened by the fact that volunteers are in vogue again. Just 30 years ago our society believed that professionalism and institutionalism would solve all the social life ills and preclude the need for volunteer efforts. Amateurs were seen as a bit unsophisticated and ineffective. Vast institutions were believed to be essential to social well-being. Neither of these conventional wisdoms—professionalism or institutionalism-delivered the promised utopia.

Volunteers are never out of vogue at OAR. They are the heart of our philosophy and method. Likewise offenders. They remain the target of our work, even though the American public tries to put them out of sight and mind. OAR has discovered that at the intersection of OAR volunteers and jail prisoners there can be a kind of justice which restores both offender and offended to a new wholeness.

This report is about volunteers and offenders. It tells what we stand for.

President

Fahy G. Mullaney **Executive Director** 

You can't talk about OAR without talking about America's jails. those local institutions that house a hodgepodge of offenders, from the county nuisance to the accused killer. Originally jails were designed only as a temporary holding facility. Because people were not to be held for long periods, provisions for exercise and visitation were not thought important. Today many offenders are held in these antiquated jails for periods sometimes exceeding a year. In some communities new facilities have been built, but both old and new groan under the overload of prisoners. A lack of alternative sanctions for minor crimes, along with a backlog of state prisoners waiting for prison space push many jails beyond the limits of human standards. Sheriffs and community action groups alike, look for ways to decrease the burden.

OAR started its work in jails in 1968. It was a state prison riot in Richmond, Virginia that prompted citizens to band together in search of a solution. Their search led them away from the prison, brought them to the doorstep of their local iails, and finally to the need for citizen involvement through one-toone visitation with prisoners.

OAR chose jails as its focus because it is there that people first and most often experience incarceration. Small, compared to state prisons, jails rarely have the same services. Often, they are orphans of the community, the least desirable assignment for an officer, a place most people prefer to ignore.

OAR also chose jails because of a commitment to community justice. A criminal act is a rift in the community fabric, a violation of community standards, perpetrated by community residents. Thus the best opportunity for reform of both the system and the individual exists in the community.

from prisoner to free citizen. Since

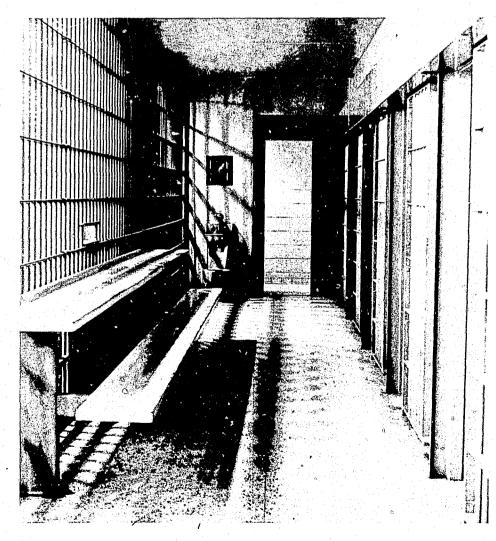
cerned citizens OAR has expanded

our beginning as a group of con-

the experience of thousands of volunteers in various communities, our original concept of one-to-one visitation has grown to include alternative punishments for crime, such as community service, and new mechanisms, like Dispute Mediation, for settling differences. OAR began with a very simple Having seen first hand the scaridea, that a volunteer from the ring effect of incarceration, we see community could make a difference jail as the last alternative, not the in the life of one offender, forming first; a sanction to be applied only a friendship to ease the transition when no other is appropriate.

> At OAR, we are working in jails to make our communities better for all citizens.

its vision and services. Based on



Solutions. That's something we all search for, especially in criminal justice. For the people in our jails those solutions seem even more difficult to find. But in over twenty communities in the United States, OAR volunteers are helping to make that task easier.

Marcy Jacobson is one of those volunteers, and for the prisoners she has helped, Marcy is definitely part of the solution. It's not hard to understand why Marcy is a successful OAR volunteer. From the moment you meet her one thing is evident, Marcy cares about people. Not in a general, philosophic sense, but on an individual level where it is often hardest.

". . .it helps to know somebody won't give up on you."

That caring translates into weekly visits with an incarcerated offender. Marcy knows it takes time to build a relationship, time to overcome the barriers between the free and imprisoned, time to come to know each other as people with all the dreams and disappointments that implies. But Marcy, along with so many other OAR volunteers, is willing to spend that time because she has seen what can happen when somebody believes in you. "So many have been told for so long that they are bad. I help them find a way for themselves, see their talents, their options. They have to want to do it, but it helps to know somebody won't give up on you."



Marcy Jacobson, OAR/Fairfax volunteer.

The value of OAR's work is in the end measured by its impact on the individual offender. Ninety-five percent of people incarcerated will return to the community. Since Marcy began her work at OAR/-Fairfax, VA, two of the persons she visited have been released. Both are holding steady jobs and are determined to make a good life for themselves and their families. Both still maintain contact with Marcy and know that whatever they want to share in their lives, she is a phone call away.

In its more than 10 years of experience, OAR has found that offenders easily come to trust volunteers, whereas they may cynically view staff as insincere, simply "paid to care." With their case load of one, volunteers can give individual attention beyond the capability of staff.

OAR's long term aid of improving the criminal justice system is also enhanced as citizen volunteers become a constituency for change. Jails that are hell holes will remain so until community volunteers see conditions and call for change. The poor who cannot raise bail will clog the jail until citizens see the situation, calculate the cost to themselves as taxpayers and urge the use of pre-trial alternatives.

Volunteerism is currently popular with national politicians. In the midst of budget cuts volunteers are tauted as free labor. Such a distortion of the volunteer movement suggests that, if more money became available, the volunteers could be replaced by paid staff, as if that would be preferable.

In OAR, volunteers are always preferable. OAR's staff exists primarily to generate and support the corps of volunteers. If an OAR program receives more funding it will increase its volunteer corp. . . not replace it.

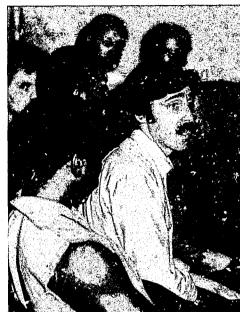
Volunteers like Marcy Jacobson make the OAR movement work. They offer a kind of service that paid professional staff cannot give. Their experiences become the support for constructive change in the way we react to crime and its consequences.

It is the Marcy Jacobsons of OAR who keep it from being "just another organization." They give OAR heart.

Top—Feedback sessions give volunteers an opportunity to sharpen their skills and understanding of the criminal justice system.

Middle—Volunteers often sponsor events at the jail, giving groups of volunteers and offenders the chance to interact.

Bottom—The one-to-one volunteer relationship is the heart of the OAR movement.







If a person is to overcome alienation and hostility, gain humane sensitivity and social responsibility, he must have personal relationships with individuals for whom he cares or can learn to care.

-L. Harold De Wolf, Crime and Justice in America.



	OAR Affiliate	Prisoners Aided One-to-one	Number of Volunteers	Hours Volunteered One-to-one	Hours Volunteered in Other Services	Total Hours Volunteered	Dollar Value Hours Volunteered
	ALABAMA			u .			
	OAR/Lee Co.	17	39	336	666	1,002	\$6,513
	INDIANA			0			
	OAR/Madison Co.	**	14	**	521	521	\$3,387
	OAR/Marion Co.***	26	17	137	**	137	\$ 891
	OAR/Vanderburg Co.	33	31	231	**	231	\$1,502
	MARYLAND	000					
	OAR/Anne Arundel Co. OAR/Baltimore	296	18	1,300	280	1,580	\$10,270
		60	35	1,296	**	1,296	\$ 8,424
	MICHIGAN	<b>0</b> -1	<u> </u>				
	OAR/Kalamazoo	61 **	74 **	556	669	1,225	<sup>o</sup> \$ 7,963
	OAR/Marquette Co. OAR/Oakland Co.	102		**	**	**	**
		102	120	6,662	7,480	14,142	\$91,923
	NEW YORK	0.0	A-				
r.	OAR/Chemung Co. OAR/Tompkins Co.	86 95	35 77	448	4,886	5,334	\$34,671
į.		® <b>ອ</b> ົວ		2,476	5,148	7,664	\$49,816
	NORTH CAROLINA OAR/Guilford Co.	**	**				
	OAR/Wilmington	256		**	**	**	**
	• • • • • • • • • • • • • • • • • • •	200	21	1,951	**	1,951	\$12,682
	PENNSYLVANIA	**	- A				
	OAR/Allegheny Co. OAR/Philadelphia	97	56 73 ≎	**	896	896	\$ 5,824
	VIRGINIA	97	73	2,920	**	2,920	\$18,980
	OAR/Arlington Co.	200					
	OAR/Charlottesville	209	77	738	1,583	2,321	\$15,087
	Albemarle Co.	75	48	1.470			
	OAR/Fairfax	59	74	1,470 1,764	578	2,048	\$13,312
٠,	OAR/Richmona	133	218	5,321	948	9 2,712	\$17,628
	OAR/Roanoke	133	24	2,526	3,702 **	9,023	\$58,650
	Total	1,738	1,051			2,526	\$16,419
		1,100	T'OOT	30,132	27,397	57,529	\$373,942

\*calculated at \$6.50 per hour, the average wage in the United States.

\*\*\*OAR/Marion began operations in 1982. Statistics represent 3 months of activity.

Jobs for ex-prisoners is a central concern for OAR. Of the thousands released daily from America's jails, more than half will be unemployed, either having lost their jobs while incarcerated or having been unemployed at the time of incarceration. OAR's aim is to help people who have been in trouble with the law to step out of the vicious cycle of unemployment, poverty, and arrest, by helping them find, and keep, gainful employment.

But the mere holding of a job is not enough. People must see a job as an integral part of a life plan for which they have authorship and over which they have power to change. Therefore OAR's Work Empowerment process, is not simply job placement, but the teaching of job skills, goal setting, and the removal of barriers such as a lack of a high school diploma. It places emphasis on a group approach where unemployed offenders can help each other in their efforts to find suitable employment.

The involvement with Work Empowerment grew out of the experience of OAR volunteers in their one-to-one relationships with prisoners and ex-prisoners. Volunteers play an important role



through tutoring, helping offenders identify their skills, and providing general support needed for successful job hunting.

Work Empowerment is an important part of OAR's mission, one step towards helping offenders reenter the community after incarceration.



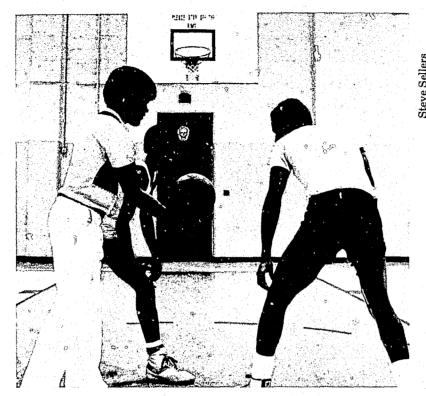
Through OAR's Work Empowerment workshops participants take an active role in the development of their own jobs.

Employment: Training and Assistance	Graduate Equivalency Degree: Training, Tutoring, Counseling,	6
Affiliates Reporting 12	And Referrals	
Persons Trained in Job-	Affiliates Reporting	5
Hunting Techniques 1,888	Persons Aided	126
Persons Who Found Jobs 617	Volunteers Involved	31
Hours Contributed by		
OAR Volunteers 3,578	<ul> <li>Hours Contributed by</li> <li>OAR Volunteers</li> </ul>	533
	그는 그는 그리스를 되었다. 이 그렇게 하고 하는 그는 그는 그를 가장하는 생각이 모르게 하는 바람이 하는 것이 없다.	Note that the part of

#### Restitution through Community Service

They could see it all in their minds' eye-the ball, the hoop, the graceful arc, the final buzzer. To win they had to practice, to work hard, to jump higher than they could. Darrell Wilson, their coach was also working hard, practicing to win, to turn his life around. Seven months ago he was an inmate awaiting trial in the Madison County, IN jail—a young man on the wrong road. Convicted of his crime, Darrell was sentenced to serve 40 hours per week for 2 years as the unpaid athletic director at the Wilson's Boys Club in Anderson, Indiana-an option made possible by OAR/Madison's Community Service Program, one of 7 such programs operated by OAR sites.

What is community service? It is a sentencing option that holds offenders accountable by requiring them to work on an unpaid basis for a community non-profit organization. Instead of passively sitting in jail, the offenders actively contribute to the community as restitution. For many it is the first time they have been asked to give of themselves. For its part the community benefits from the service provided and avoids the cost of incarceration.



Through Community Service Restitution minor offenders like Darrell Wilson are asked to contribute to the well-being of the community.

Community service restitution for a punitive sanction for minor offenders—those persons for whom probation seems too mild, but whose incarceration would not be an appropriate use of limited jail space. On the verge of suffering serious consequences for their actions, community service offers offenders an opportunity to turn back from crime and make amends. It is often the first foot in the door toward paid employment.

For Darrell Wilson, his work so impressed the club officers they offered him a part-time job.

Seven OAR sites operate community service programs. While each program is adapted to its particular community, they share the common goal of reducing unnecessary incarceration for minor offenders. Restitution through community service, its part of OAR's search for appropriate sanctions for criminal behavior.

# Community Service as Restitution Affiliates Reporting Persons Performing Community Service Hours Served Dollars returned to the community through volunteer community service

#### Pre-trial

Jim was charged with burglary and his bond set at \$500. If it were worth the bondman's time, Jim could pay \$50 (10% of his bond) and be released. But neither Jim nor his family could afford \$50, so he sat in jail, unconvicted of any crime, waiting for justice. Three months later justice came; he was acquitted.

Unfortunately, Jim's case is not uncommon. 40 to 50% of the people confined in jail are awaiting trial and 80% of pre-trial detainees are held because they could not afford the price of bail. Many will serve more time pre-trial then if they had been convicted and sentenced. Some are never convicted. One study in Philadelphia (1977) showed that of those detained pre-trial until the final disposition of their case, 43% were either acquitted or their charge pped. 1



Pre-trial Release	, n
Affiliates Reporting	3
Volunteers Involved	40
Volunteer Hours Contributed	102
Total Assisted in Pre-trial	
Release	638
Money saved the community	\$446,775*

<sup>\*</sup>Average cost of incarceration is \$12,000/year. Research done by national OAR staff in a typical OAR community showed an average pre-trial staff of 21.3 days.

<sup>1</sup>Goldkamp, John S. Two Classes of Accused: A Study of Bail and Detention in American Justice. Ballinger Publishing Company. Cambridge, Mass.

<sup>2</sup>Single, Eric W. The Consequences of Pre-trial Detention. New York State Department of Mental Hygiene and Columbia University Bureau of Applied Social Research.

For those persons ultimately found guilty, pre-trial detention influences the quality of their defense and the severity of their sentence. Facilities at jails for client-lawyer conferences are often inadequate and free access to one's lawyer is diffcult because of jail security concerns. Finally, the incarcerated defendant is forced into a passive role in his/her own defense. These factors and others make it more likely that a person held pre-trial will be convicted.

Once convicted, a person detained pre-trial can expect a more severe sentence than those released on bail. One study showed that pre-trial detainees were more than twice as likely to go to prison than those released on bail.<sup>2</sup>

Pre-trial detention interferes with the defendant's right to prepare a defense unhampered and inflicts punishment prior to conviction. This injustice is aggravated by the reliance on money bond. The bailbondsman and personal wealth became the arbiters of release—not the court. Nor are money bonds any more effective in assuring a defendant's appearance at trial than pre-release such as on personal recognizance. Studies have shown that non-financial forms of pre-trial release are as effective or more effective in assuring appearance for trial.

OAR is committed to the constitutional provision "presumed innocent until proven guilty." We are even more determined that money, or lack thereof, should not decide who awaits trial in jail and who is released, pending trial.

<sup>\*</sup>At \$6.50 an hour, the average American wage.

#### Dispute Mediation

It used to be that small disputes between community residents were settled informally by town justices before they led to criminal actions. But as our society became more complex this informal means of settling disputes vanished, leaving only the formal and foreboding court system.

Having served both as town justice and as a volunteer mediator for OAR/Chemung County's Dispute Mediation program, John Schamel knows that the need for the informal justice of a mediation session is still very strong. "Dispute mediation allows people to settle their own differences with the help of a neutral mediator. There's no need to find fault, just work out a set of rules that both parties can live by."

As one of twenty-nine volunteers, John Schamel has personally mediated over ten cases for OAR/Chemung, cases that would have ended up in our courts. The settlements arrived at are more enduring because both sides have been allowed to air their grievances and then agree on a solution. The flexibility of the agreement allows the parties to amend them upon mutual consent and verification by a mediator.



John Schamel, OAR/Chemung County volunteer dispute mediator.

One of the biggest challenges
John Schamel and other OAR
mediators like him face is finding a
common thread that both parties
can use to weave an agreement.
Because the mediator can take
people aside and talk to them individually, perspectives on the dispute come to light which would
have remained hidden rather than
be publicly stated. The absence of
guilt or innocence allows solutions
to improve the future rather than
settle the past.

Three OAR communities operate Dispute Mediation Programs—OAR/Chemung County, NY, OAR/Madison County, IN, and OAR/Wilmington, NC. Others are planning programs. Dispute mediation. . . another way in which OAR is working for better community justice.

#### **Dispute Mediation**

Affiliates reporting	3
Cases mediated/conciliated	1,218
Volunteers //	29
Hours Contributed by Volunteers	2,288

### Sentencing Reform: A Context for Developing Alternatives

Since the mid-1970s there has been considerable ferment in the policy structures which undergird our systems of criminal justice. Some states, such as Florida and New York, have adopted mandatory minimum sentences for certain offenses. Others, such as Minnesota and Oregon, have committed themselves rather substantially to the concept of community corrections. In general, the trend has been toward definite sentencing (e.g. California and Indiana) and away from rehabilitation. Often the consequence has been overcrowded prisons and jails, with no related decrease in crime.

As a leader in the development of community based corrections and alternatives to incarceration, OAR has developed a sophisticated understanding of the pros and cons of sentencing reform. OAR understands how an enlightened sentencing structure can help alternatives meet their potentials. OAR also understands how sentencing reform can have unintended consequences that are sometimes disastrous.

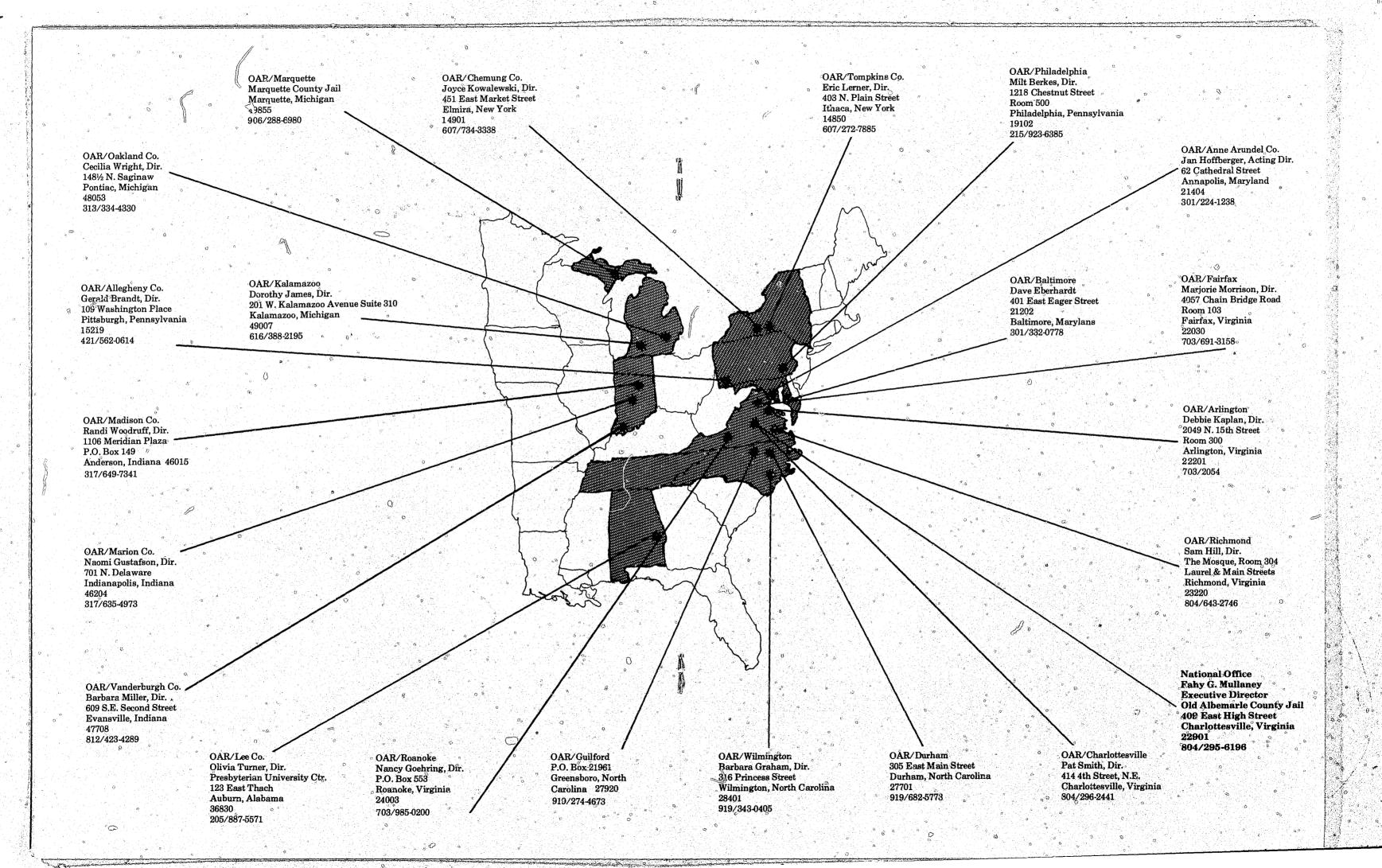
With the support of the Edna McConnell Clark Foundation, OAR has put this expertise to work in Virginia, where OAR is supplying technical assistance to the Governor's Task Force on Sentencing. The Task Force is chaired by the Secretary of Public Safety and includes the Attorney General as well as six legislators, three judges, three prosecutors, an editor, and a law professor who also sits on OAR's board. The work involves extensive data collection as well as a sophisticated policy analysis that embraces a thorough understanding of the experience in other states.

As this goes to press, it is too early to predict the exact outcome of this work; nonetheless, it seems clear that the Task Force will recommend changes to increase the equity of sentencing decisions and reduce the overuse of incarceration.

It also seems clear that OAR's work in this area can be a model for other states. In the first place, the process itself, with its blend of public and private resources, has much to recommend it in the current enonomy. Secondly, the data based policy analysis offers a way to avoid the roadblocks inherent in ideologically oriented reform. Through its efforts in technology transfer, OAR hopes to make this expertise available to other jurisdictions.



As part of its work in Virginia, OAR/USA provides technical assistance to the Governor's Task Force on Sentencing.



#### OAR/Movement

Synergism, the whole exceeding the sum of its part, the dynamics of working together for a common goal, the chemistry of the OAR movement. As a movement of affiliated sites, OAR's impact on community criminal justice systems is greater than the sum of each individual program's work. Cooperation and sharing between sites and with the national office encourages the spread of expertise both in the traditional one-to-one volunteer program and in innovative alternatives to incarceration.

Each fall, staff from all OAR programs gather in a central location to exchange ideas and hear from specialists in chosen areas. In 1982, workshops were conducted on using senior citizens as volunteers, counseling the families of offenders, and developing strategic plans.

In the spring, two representatives from each board and staff of every OAR site, as well as members of the National Board, gather together for OAR's annual congress—the Delegate Assembly.



The representatives to OAR's Delegate Assembly set affiliation criteria, establish national social advocacy positions and determine program emphasis.

Mindful of the common mission which unites them—effective and humane criminal justice—the delegates establish national social policy, determine affiliation criteria, establish the annual program emphasis for the OAR movement, and elect regional representatives to the National Board of Directors.

In addition, each year OAR recognizes two persons whose work

has improved significantly the quality of community justice in America. The Jay Worrall Public Official Award is given for outstanding service in community criminal justice. The Harold L. DeWolf Award is given for distinguished contribution to community corrections. The 1982 recipients were Judge Thomas Newman, Jr., and William G. Nagel respectively.



National Staff Meetings provide a forum for the staff from local affiliates to share ideas and information.

#### Strategic Planning

Change is one of the few certainties in the life of an organization. If managed, change leads to a stronger, more able program. In 1982, OAR/USA felt the need to reexamine the OAR movement, its mission and purpose, and the role of the national office. Economic recession and government policy were making resources scarcer. Despite a dropping crime rate, public attitudes were hardening, filling our nation's prisons and jails to the crisis point and beyond.

In this climate of reduced resources and hardened public attitudes, with funding from the National Institute of Corrections and the Norman Foundation, OAR/USA engaged the aid of management consultants to help the national board and staff examine the mission and priorities of OAR in a changing world. One of the first steps in the process was an indepth analysis of OAR's external and internal environment. Research was carried out by teams composed of board members, national staff, and staff form local affiliates. In the fall of 1982, at the OAR National Staff Meeting, staff from all OAR sites were asked for their input into the process.

By the end of 1982, certain themes had begun to imerge. Among them was a recommitment to the development of OAR programs in new communities, and the maintenance of program quality through accreditation.

The time and effort given to the strategic planning process has already resulted in increased clarity of purpose and set the stage for the work of the national office in the 1980's. 1983 will bring refinement of OAR's mission and goals and development of a specific operational plan.



Top—Consultant Kim Nelson works with OAR's national board as it considers the organization's mission and purpose.

Middle—The varied background and experience of the national board increases OAR's ability to examine objectively its external and internal environment.

Bottom—Under the direction of President Billy Wayson, a sub-committee of the board carries out the research vital to the strategic planning process.





#### Where OAR Gets One Dollar



#### Major Contributions to the OAR Movement\*

#### Foundations

Edna McConnell Clark Foundation
Seth M. Glickenhaus Foundation
Daniel and Florence Guggenheim Foundation
Lilly Endowment
Public Welfare Foundation
Seth Sprague Educational and Charitable
Foundation

#### Corporations

Avon Corporation
Boeing Corporation
Canteen Corporation
Chubb and Son Insurance
NL Industries
Saxon Industries
Seaboard Surety

#### Churches

Christian Church (Disciples of Christ)
in Virginia
Episcopal Church—Venture in Mission
Lutheran Church—Missouri Synod
United Church of Christ
United Methodist Church—Global Ministries
Virginia Friends Conference

#### Governments

National Institute of Corrections Vinginia Employment Commission In ad lition, OAR received many valued contributions from individuals and community groups

#### How OAR Spends One Dollar\*



Research and Development
of Alternatives to Jail
Administration
Research on Sentencing Policy
Services to Affiliates
New Site Development
Fundraising
Public Relations

#### **Financial Statements**

#### **Balance Sheet**

September 30, 1982

#### Assets

#### **Current Assets**

Cash			• • • • • • • • • • • • •	•••••••	\$ 57,
rants receivable	<del>.</del>				100
Presaid expenses	• • • • • • • • • • • • • • • • • • • •	••••••	••••••	• • • • • • • • • • • • •	2,9
Total Current Assets					
			• • • • • • • • • • • • • • • • • • • •	• • • • • • • • • •	φ204,

#### **Fixed Assets**

Less accumulated depreciation 3,428  Net book value 8  Total Assets \$262	
Not book value	
Less accumulated depreciation	
Office furniture and equipment	

#### Liabilities and Fund Balance

#### **Current Liabilities**

Accounts payable	accrued			2 106
Revenue designated for fut	ure period	*********************	• • • • •	3,642 218,256
Total Liabilities	•••••	•••••	• • • •	\$232,644
Fund Balances			· • • • •	30,129
Total Liabilities and Fund				

See Notes to Financial Statements

<sup>\*</sup>Represents income and expense for OAR's national office. Does not include income and expense of any affiliate. Figures are representation of management and not part of the audited statements.

# Statement of Revenues, Expenses, and Fund Balances For the Year September 30, 1982

Grants and Donations	
General fund	\$186,738
Project grants	221,330
Total Grants and Donations	\$408,068
마르크 : 1985년 - 1985년 - 1985년 - 1985년	*
Expenses	
National office operating (General Fund)	
Corporate consortium project (Guggenheim Fund)	. 15,427
Alternatives to jail project (Clark Fund I)	. 35,719
Mentally retarded project (UCC fund)	. <b>2,863</b>
Sentencing task force project (Clark Fund II)	. 41,018
Alternatives to jail/Lincoln NE project (Clark Fund III)	41,414
Program development/Marion County, IN (Lilly Fund)	. 42,826
Chesapeake/Suffolk alternatives project (Suffolk Fund)	. 34,382
Strategic planning project (NIC Fund)	. 3,704
Total Expenses	\$365,277
Excess of Revenues Over Expenses	
Fund Balances (Deficits) October 1, 1981	
Prior Period Adjustment	
Adjusted Fund Balances (Deficits) October 1, 1981	
Fund Balances, September 30, 1982	<b>\$ 30,129</b>

See Notes to Financial Statements

## Statement of Changes in Financial Position For the Year Ended September 30, 1982

Funds Provided ∜	
Operations	
Excess of revenues over expenses	\$ 96,744
Add expenses not requiring outlay of funds:	
Depreciation	
Loss on disposal of fixed assets	. ,. , <sub>7</sub> <u></u>
Funds provided by operations	<b>\$ 98,421</b>
Decrease in accounts receivable	31,664
Sale of fixed assets	
Increase in payroll taxes withheld and accrued	
Increase in judgment payable	
Increase in revenue designated for future period	
Prior period adjustment	
Total Funds Provided	
Funds Applied  Distributions to other OAR organizations  Less distributions not requiring outlay of funds:	\$ 53,952
그 그는 그런 그는 그는 사람들은 그런 그는 그는 그를 가는 것이 되었다. 그는 그는 그를 가는 그를 가는 것이 되었다. 그는 그를 가는 것이 되었다. 그는 그를 가는 것이 되었다.	
Fixed assets distributed  Net distributions to other OAR organizations	(\$ 428
Increase in grants receivable	
Increase in prepaid expenses	
Purchase of fixed assets	6,092
Decrease in accounts payable	
Decrease in accounts payable	
Total Funds Applied	
1 oval 1 allas Applica (1997).	<b>\$207,40</b> 0
그들은 그는 사람이 되었다. 그는 아이들은 아들은 사람들은 사람들이 되었다. 그는 그는 사람들이 얼마나 아니라 아이들은 사람들이 되었다. 그는 아이들은 사람들이 얼마나 없는데 얼마나 없다.	
Increase in Funds	\$ 40,952
Increase in Funds  Cash, October 1, 1981  Cash, September 30, 1982	16,150

° See Notes to Financial Statements

Note 1-Significant Accounting Policies

The corporation follows the practice of capitalizing all expenditures for furniture and equipment in excess of \$30; the fair market value of donated fixed assets is similarly capitalized.

Depreciation of office furniture and equipment is provided on a straight-line basis over the useful lives of the assets.

Accounts receivable have been reviewed individually with respect to their collectibility. Certain specifically identified accounts have been judged to have either a 50% or 100% probability of becoming uncollectible. The current period's provision for bad debts equals \$3,345.

Note 2-Index to Funds

Guggenheim Fund

A grant from the Daniel and Florence Guggenheim Foundation to assist in the development of the Pittsburgh Corporate Consortium. The grant expired during the current period.

#### Clark Fund I

A two-year grant from the Edna McConnell Clark Foundation to develop alternatives to incarceration. The grant originally ran from October 1979, until September 1981. An extension of this grant expired in January 1982.

**United Church of Christ Fund** 

A grant from the United Church of Christ, Commission for Racial Justice regarding alternatives to jail for mentally retarded offenders in Lincoln, Nebraska and other OAR sites. The grant originally ran from October 1, 1980, until September 30, 1981. An extension expired on November 30, 1981. Clark Fund II

A grant from the Edna McConnell Clark Foundation to staff a task force for the study of sentencing reform. The grant began in April 1982 and will run through March 1984.

Clark Fund III

A grant from the Edna McConnell Clark Foundation to support the reduction of the jail population in Lincoln, Nebraska. The grant began in December 1981, and will run through November 1983.

Lilly Fund

A grant from the Lilly Endowment, Inc. to support the development of an OAR program in the Marion County, Indiana Jail. The grant runs from January through December 1982.

**Suffolk Fund** 

A grant from the Public Welfare Foundation to develop alternatives to incarceration in Suffolk and Chesapeake, Virginia.

National Institute of Corrections Fund

'A grant from the National Institute of Corrections to fund a self-study by OAR/USA. The grant runs from September 1, 1982, through March 31, 1983.

Note 3-Contingencies

OAR/USA was the defendant in a workers compensation suit, filed by an employee in the State of Nebraska, and was found liable for damages totalling \$7,788.33, plus interest from July 20, 1981. OAR/USA has not paid this judgment in full, claiming that various amounts received previously by the plaintiff (wages, medical reimbursements and insurance benefits) should be offset against the total due. The plaintiff is now suing OAR/USA and its workers'. compenstation carrier at the time of the original claim in the Commonwealth of Virginia, seeking payment of the remainder of the Nebraska judgment. The attorney representing OAR/USA in this case has stated that after the offsets mentioned above, the most likely liability will be

\$3,130.77. This amount plus interest of \$511.36 (a total of \$3,642.13) has been accrued on the books during the current period. The possibility of a partial recovery of the above liability from the insurance carrier exists.

Note 4—Prior Period Adjustment

In the fiscal year ended September 30, 1980, certain expenses incurred by OAR/USA, which should have been allocated to the Clark Fund I, were not so charged. The net effect of this error on the financial statements of that period was to overstate the Revenue Designated for Future Period of the Clark Fund I and to understate the Unrestricted Fund Balance at September 30, 1980, in the amount of \$8,893.46.



DEANE AND FULTON, LTD.

A PROFESSIONAL CORPORATION
CERTIFIED PUBLIC ACCOUNTANTS

POST OFFICE BOX 588 1112 EAST HIGH STREET CHARLOTTESVILLE, VA. 22902

TELEPHONE (804) 977-1014

November 15, 1982

Board of Directors Offender Aid and Restoration of the United States, Incorporated

We have examined the balance sheet of Offender Aid and Restoration of the United States, Incorporated as of September 30, 1982, and the related statements of revenues, expenses, fund balances, and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of Offender Aid and Restoration of the United States, Incorporated as of September 30, 1982, and the results of its operations and the changes in its financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Respectfully submitted,

Deane and Julton, Ltd.



#### **National Board of Directors**

Jonathan Barfield - Wilmington,

-OAR/Wilmington Board of Directors
-County Commissioner, New Hanover County
-Board of Mental Health, New Hanover County
-Engineering Specialist

Hal Brindley - Charlottesville, Virginia
-President, OAR/Charlottesville-Albemarle County, VA Board
of Directors

-Small business owner

Michael Capone - Fairfax, Virginia OAR/Fairfax County Board of Directors

-Special Magistrate, County of Fairfax -Fairfax County Task Force on Drunk Driving

James Fullwood - Wilmington, North Carolina

-Chairman, OAR/Wilmington, NC Board of Directors
-Probation Officer
-Member, United Way Board of Directors

Diane Goforth - Annapolis, Maryland OAR/Anne Arundel County Board of Directors

-OAR/Anne Arundel County Board of Directors
-Program & Social Concern Chair, Unitarian Church

Nolan Jones - Washington, D.C.
Staff Director, Committee on Criminal Justice & Public Protection, National Governor's Association
-Director of Research, National Criminal Justice Association
-Member, American Academy of Political and Social Science
-Law & Society Association

H. Lane Kneedler - Charlottesville, Virginia
-Associate Dean, University of Virginia School of Law
-President, LAW MEDIA Associates
-Virginia Crime Commission's Task Force on Criminal Assault
-Board of Advisors, Court Practice Institute

Leon Leiberg - Washington, D.C.

-Senior Fellow, Institute for Advance Studies in Justice, The American University -Founder, Project Crossroads; original model for pre-trial di-

-Author, numerous publications on criminal justice

William J. McGinty - Washington, D.C.
-Director of Public Affairs, The Boeing Company
-National Press Club
-National Aviation Club
-Aviation Space Writers Association
-30 years of military service in the U.S. Army and Air Force

Garry Mendez, Jr. - New York City

-Associate Director, Administration of Justice Division, National Urban League -Member, National Coalition for Jail Reform -Member, Congressional Black, Caucus Braintrust on Criminal

Pauline Menes - College Park, Maryland

-Delegate, Maryland General Assembly, 1966 to present
-Chairperson, Maryland House of Delegates Special Joint Committee on Corrections
-President, National Order of Women Legislators

-r resident, National Order of Women Legislators
-Maryland Delegation Chairperson, International Women's Year
Conference

-Speaker's Appointment, Criminal Justice Committee, Council of State Governments

Carl Andrew Miller - Evansville, Indiana

-Member, OAR/Vanderburg County Board of Directors
-President, Council on the Treatment of Substance Abuse
-Associate Director, Drug and Alcohol Deferral Service
-Indiana Counselors Association on Alcohol and Drug Abuse

Karen Morgan - Washington, D.C.
Senior Staff Analyst, National Conference of State Legislatures
-National Conference of Black Lawyers
-Attorney

Milton Rector - Hackensack, New Jersey
-President, National Council on Crime and Delinquency
-Consultant to Presidential Commissions
-Delegate, United Nations World Congress on Prevention of
Crime and Treatment of Offenders
-American Society of Criminology

Jane Sheets - Elmira, New York
-OAR/Chemung County Board of Directors
-Assistant Director Economic Opportunity Program
-Volunteer Resource and Development Center Board of Directors
-Executive Board Chemung County Council for the Aging

Andrew Terry - Pontiac, Michigan
-President, OAR/Oakland County, MI Board of Directors
-Principal, Perdue Center

Billy L. Wayson - Gordonsville, Virginia
-Senior Research Associate, Institute for Economic & Policy
Studies

-Special Assistant to the Director of the U.S. Bureau of Prisons

-Staff Associate, Corrections Task Force, National Advisory Commission on Criminal Justice Standards & Goals

#### **Advisory Council**

Chair, Dr. Harold DeWolf

-Dean Emeritus, Weeley Theological Seminary -Author of *Crime and Justice in America*; twelve other books

Honorable Julian Bond

-Georgia State Senator President, Alabama NAACP

Marie T. Buckley

-Author of Breaking Into Jail
-Massachusetts Defender's Committee

Bennett J. Cooper

-Assistant Director, Office of Criminal Justice Services, Ohio Dept. of Economics and Community Development
-Former Ohio Commissioner of Corrections

John DeCuevas

-Partner of Seiden & DeCuevas, Inc.
-Active in issues of social justice and conservation

**Father Robert Drinan** 

-Former U.S. Congressman
-Former Chairman of Subcommittee on the Judiciary, House of Representatives
-Faculty Boston College

-Board member, Members of Congress for Peace Through Law

William M. Dyal, Jr.

-Special Assistant to President of Ford Foundation -Former Director, Peace Corps, Columbia, South America -Author of It's Worth Your Life

Pablo Eisenberg

-President, Center for Community Change -Board of Directors, The Field Foundation

Sissy Fahrenthold

-Former President, Wells College -Candidate for Governor of Texas 1971 & 1974 -A Founder of the National Women's Political Caucus **James Farmer** 

-Executive Director, Coalition of American Public Employees
-Former Director, Congress on Racial Equality

John Irwin

-Author of *The Felon*-Professor of Sociology, San Francisco State College

**Fay Honey Knopp** 

-Prison abolitionist
-Contributor to Instead of Prisons

**Albert Kramer** 

Presiding Justice, Massachusetts District Court of East Norfolk Founder of Earn-It Founder of National Institute on Sentencing Alternatives

Honorable Charles McC. Mathias

-Senior U.S. Senator from Maryland -Senate Juvenile Delinquency and Corrections Subcommittees

Phyllis McCreary

-Private Consultant -Former Labor Economist, Dept. of Labor

Vincent McGee

-Private Consultant to non-profit organizations
-Amnesty International organizer
-Advisory Board, United Nations Association

Dr. Karl Menninger

-Author of The Crime of Punishment Founder, Menninger Clinic

Honorable William G. Stratton
-Former Governor of Illinois and U.S. Congressman

-Vice President, Canteen Corporation

Bishop Walter F. Sullivan
Bishop Catholic Diocese of Richmond
Board Member, Pax Christi















Clockwise from top: Fahy G. Mullaney, Executive Director; Janet Kimble, J. Terry Saunders, Freda Feggans, Peggy Bartel, Bob Walsh. Center: Jim Noland.

The degree to which a society is civilized can be judged by entering its prisons.

Dostoevsky