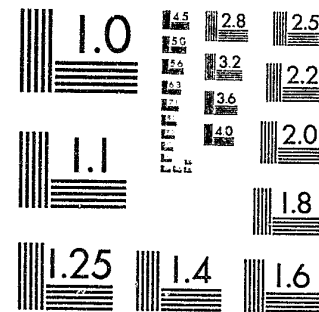


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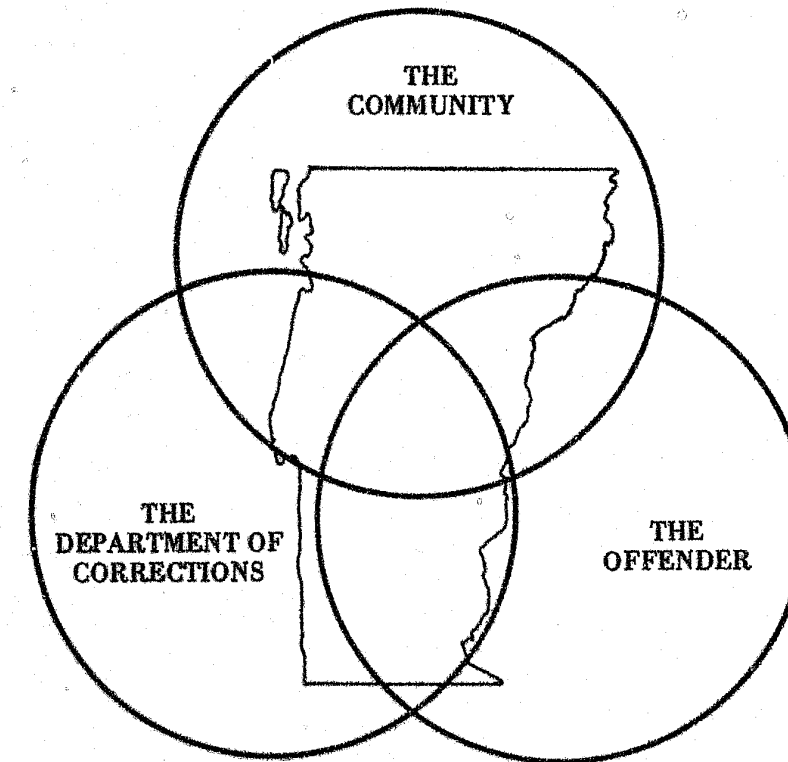
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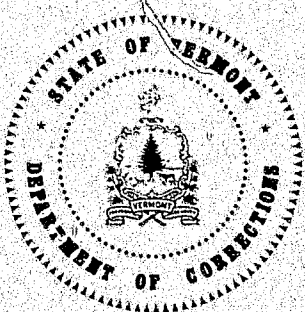
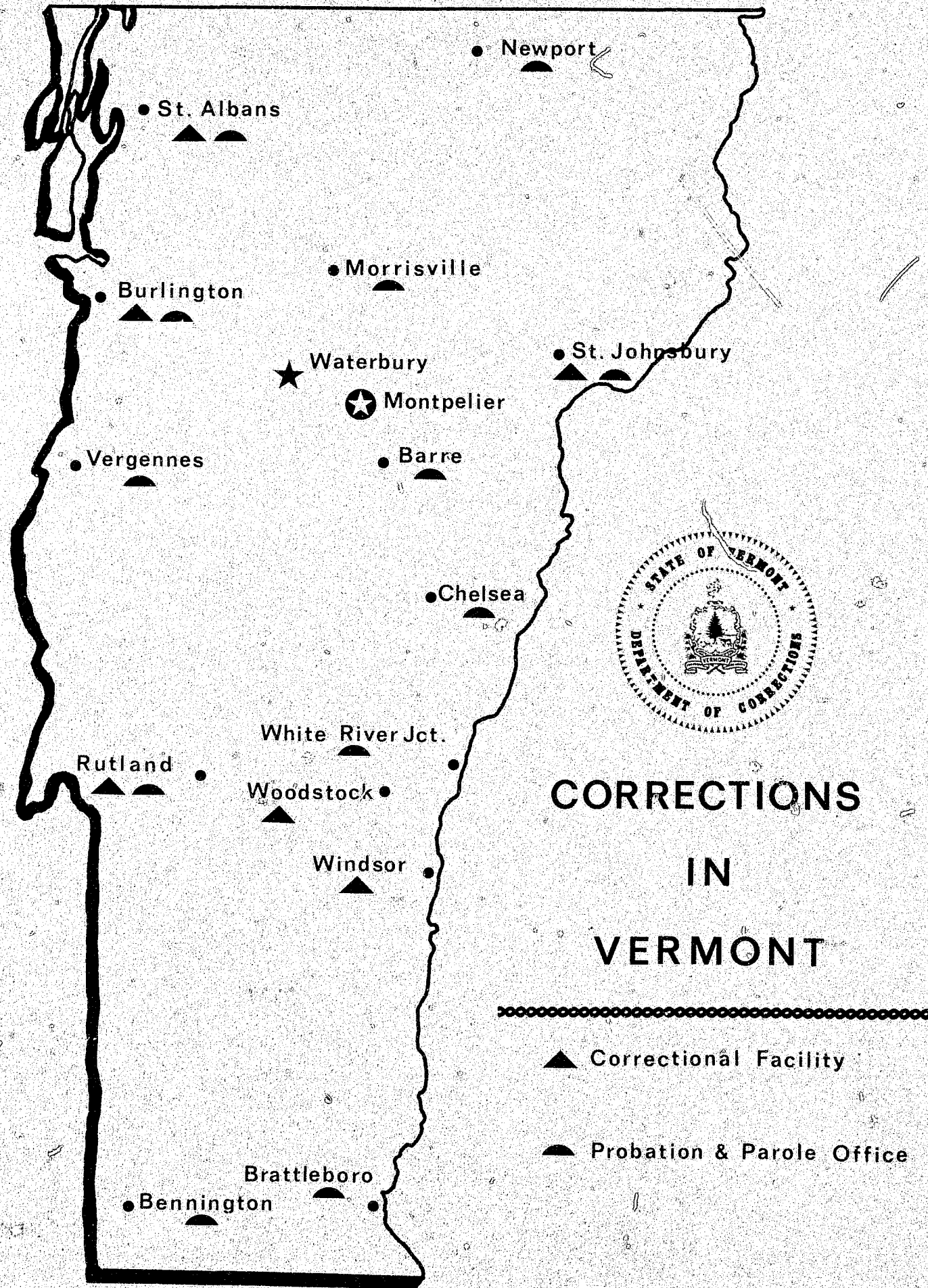
The Shared Responsibility



96260

Report On Vermont Corrections

1983



Governor of the
 State of Vermont
 Honorable Richard A. Snelling
 Secretary of the
 Agency of Human Services
 Dr. Lloyd Novick

Commissioner of the
 Vermont Department of Corrections

A. James Walton, Jr.

U.S. Department of Justice
 National Institute of Justice

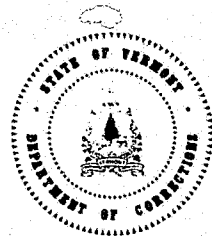
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Joseph J. Patrissi, Deputy Commissioner
 Brian Cosgrove, Consultant
 Dennis DeBevec
 and the staff and inmates who
 operate the Institutional Industries
 print shop at the Northwest
 State Correctional Facility



FORWARD

TO THE GOVERNOR AND THE CITIZENS OF THE STATE:

The 1977 Vermont Department of Corrections Assessment, mandated by Governor Richard Snelling, defined problem areas that existed at that time and made specific recommendations for solving them:

- A. Create meaningful work programs for inmates.
B. Develop programs to deal specifically with young adult offenders and other segments of the Corrections' population with special treatment needs.
C. Develop management strategies to minimize the impact of crowding in the facilities, including modernization of correctional centers and improving staff development and training.
D. Develop a case management model that would promote offender and system accountability and produce results consistent with Department philosophy and goals.

Between 1977 and the end of 1982, the following occurred as a result of these recommendations:

- A. Funds were approved by the 1981-1982 legislature for expanding Vermont Institutional Industries' work programs in three facilities (St. Albans, St. Johnsbury and Rutland). Ground was broken at the first site (St. Albans) in September, 1982.
B. Grants were obtained from the Law Enforcement Assistance Administration in 1980 to develop special institutional programs for young adult offenders and sex offenders and to create a restitution program in probation and parole.
C. New facilities to replace the old Rutland and St. Johnsbury Lockups were opened in January 1981 and April 1982 respectively.
D. In the Spring of 1982, Vermont was chosen by the National Institute of Corrections as a pilot state to be trained in a state-of-the-art inmate classification and case management system.

In summary, there has been broad continuity in the Department over the last few years in pursuing the goals of the 1977 Assessment. This report will expand on the developments of the last few years, cover this past year in detail and look into future areas of concern and improvement.

Signature of A. James Walton, Jr., Commissioner

DEDICATION



Commissioner A. James Walton presents Virginia George (of the Barre Probation and Parole Office) with a plaque recognizing her 33 years of service to the department.

As part of the title of this report states, Corrections is a shared responsibility.

THEREFORE; We, the members of the Department, dedicate this report to our fellow staff who have so diligently and faithfully "shared the responsibility" for 20 or more years.

Table with 4 columns: Name, Start Year, Name, End Year. Lists staff members and their years of service.

We would also like to express our appreciation to William White who started in the Department in 1957 and now serves us as Executive Secretary of the Parole Board.

"VERMONT'S STRENGTH IS IN LARGE PART A RESULT OF OUR WILLINGNESS TO LOOK AHEAD AND TO ACT EARLY IN AREAS WHERE SUCH ACTIONS CAN BRING OUR FUTURE MORE UNDER OUR CONTROL.

VERMONT IS ITS PEOPLE. IT IS INCUMBENT ON US TO PREPARE VERMONTERS FOR THE CHALLENGES OF THE FUTURE."

GOV. RICHARD A. SNELLING, JANUARY 1983



September 21, 1982 — Gov. Richard A. Snelling turns the first shovelful of dirt for the construction of the Vermont Institutional Industries on-site work program building at the Northwest State Correctional Facility in St. Albans.

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Inside Back Cover



Sister Bea (center) receives a standing ovation to honor her tireless efforts as a volunteer. Chittenden Correctional Center Superintendent Richard Turner stands to her right. Some of the many Department volunteers are also visible.

SECTION

The Department

I

INTRODUCTION

Vermont has a primarily rural, uni-racial population. In many ways it is an ideal state for rehabilitation of offenders because we are not forced to merely contain the incarcerated population due to the influence of complex and culturally determined variables. Inmates do not roam the facilities in gangs or get into race wars with each other and do not represent any factions of organized crime.

This is not to say that the Vermont Correctional System is without its own problems. Crowding remains a major issue and recent, isolated, heinous crimes within the state have alerted all that Vermont may be as vulnerable

as the rest of the world. We are fortunate, however, because it is clear that there is a desire on the part of sentencing judges and state's attorneys to work closely with the Department of Corrections to help ensure that the investment made in treating offenders pays off once they leave custody.

The Vermont Department of Corrections is committed to the overall goal of rehabilitating offenders in the least restrictive environment consistent with public safety, and reintegrating them into society as productive, law abiding citizens.



Probation Officer Bill Beaupre of the Barre Office informs an offender (just placed on probation) of the consequences of not fulfilling his responsibilities. The offender's attorney, Robert Paolini, closely follows the briefing.

PHILOSOPHY

The Department of Corrections has a dual statutory mission - to protect the public from offenders who present a risk to safety and property and to provide those offenders with opportunities for change.

The two elements of the mission are clearly related: the long-term safety of the public is best protected by rehabilitation of offenders. It is recognized that rehabilitation is a process requiring time and effort on the part of the Department staff, the community and the offenders.

Acknowledging that each person is an unique individual, differing in abilities, interest and needs, it is also recognized that the reason the offender is under department supervision or custody is that she or he has demonstrated behavior that is unacceptable to society. It is this behavior that is the focus for change. The acceptance of responsibility for behavior is the essence of rehabilitation. Therefore, it is fundamental to the process of rehabilitation that offenders accept full responsibility for their behavior and make reparation to the victim(s) and to society.

Some offenders resist change; it is known that for others the experience of public trial and conviction is sufficient to deter further criminal behavior; still others have difficulty controlling their behavior. The spectrum of offenders requires the maintainance of a range of controlling mechanisms - from highly secure incarceration to frequent monitoring of compliance with conditions of probation.

It is also important that the system of response not merely encompass the extremes. Offenders can and do change and the environment must be structured to promote and respond to positive change. While offenders move through the system toward eventual community release, it is essential that the department create strategies that shape and move them toward responsible individual behavior that is free of criminal activity.

The behavior of some offenders requires incapacitation (incarceration) for the protection of the public. Further, the nature of the crimes of some offenders require deprivation of freedom (punishment) for a period of time. It is recognized that continued criminal behavior, after less restrictive forms of intervention have failed to rehabilitate or deter, may also require incarceration for the control of behavior. Yet, the vast majority of offenders may be appropriately and effectively punished, rehabilitated and deterred from further criminal behavior without being placed in the most restrictive (and costly) levels of the system.

While people are in custody it is the Department's responsibility to maintain their safety and security within that environment and to provide adequate (but not excessive) controls over their behavior. The primary task of the department is the preparation and eventual reintegration of the offender into the community. The primary thrust of departmental activities should be directed at increasing their ability to function responsibly. Controls over inappropriate behavior must be balanced with positive opportunities for change so that offenders can accept increasing freedom with responsibility and so that they can learn the skills necessary to be productive.

Finally, the Department is cognizant of the fact that it cannot change offenders by itself. Because offenders usually come from community sub-cultures and are not well grounded in the major social institutions, it is not surprising that they fail when they return to the same sub-culture after leaving custody. The Department can and should provide continuing support for the offender in the community but it is also the responsibility of the community itself to address this problem. The Department's responsibility to actively and openly solicit such community involvement, both with individual offenders and with the sub-cultures from which they come, will succeed if members of the community are willing to give their understanding, cooperation and support to this effort.

Philosophy As It Relates To Incarceration:

Incarceration is the most restrictive and expensive environment maintained by the Department. On the basis of cost alone, offenders should be kept at the more restrictive custody levels for the minimum time necessary to assure control over behavior dangerous to the public, staff, other offenders or to the offenders themselves.

From the rehabilitative perspective, institutional incarceration should be minimized. Institutions are artificial societies that are often not healthy environments to create positive change. Thus incarceration is a last resort, when incapacitation is necessary and cannot be achieved otherwise. Since significant numbers of offenders are sentenced to terms of incarceration for varying lengths of time, it is incumbent upon the Vermont Department of Corrections to create institutional environments that will help foster positive change and allow the process of reintegration to successfully occur. It is also the responsibility of the Department to safely and humanely incapacitate those offenders whose crime, custody status and resistance to change in less restrictive environments makes them a clear danger to public safety.

Philosophy As It Relates to Probation & Parole

The majority of offenders committed to the Department are under supervision of the Probation and Parole Division, which has the most influence on the placement of the offender population throughout the Department. Through Pre-Sentence Investigations, it can shape and influence sentencing practices. Through credible supervision and community-based programs, it can aid in preventing the great majority of probationers from re-offending and do the same for parolees. Additionally, it can foster furloughs into becoming successful parolees. In summary, this division deeply affects the intake, placement and reintegration of the offender population.

It is through the Division of Probation and Parole that the Department can have substantive impact on the shape and context of the correctional system in Vermont. Because they work closely with the courts, communities and offenders, probation officers are in a dynamic position to anticipate the needs of the system to change in response to changing times. Consequently, the Division is responsible for creating alternatives to incarceration that accomplish the purposes of the courts and the law, to include punishment, rehabilitation and reparation.



District Court Judge Frances McCaffrey (right center) discusses issues with Deputy Commissioner Joseph Patrissi (left center), and Richard Smith (seated left foreground) of the Program Services Division as John Paul Trotter (far right) looks on.

In essence, the Department places equal emphasis on both Divisions, given their equally important roles. Because we recognize that providing 24-hour custody and care is significantly more costly, prudent manage-

SUMMARY

ment calls for adequate resource investment in probation and parole so that less costly alternatives to incarceration can be developed and put in to practice.

GOALS

The goals of the Department are as follows:

Facilities

- A. Safely, humanely and constructively incapacitate those offenders whose crime and custody behavior represent a clear danger to others.
- B. Create effective rehabilitation programs for successful reintegration of the incarcerated population.
- C. Create institutional and residential environments conducive to positive change.
- D. Reduce levels of custody necessary for successful reintegration of the incarcerated population.

Probation and Parole

- A. To create alternatives to incarceration that meet the needs of the courts for punishment and meet (as well) the needs of the offender for rehabilitation. (examples restitution and intensive supervision.)
- B. To establish levels of supervision that reduce risk of re-offense.
- C. To establish programs that reduce needs which affect risk by addressing the specific needs of an offender.
- D. To influence and shape sentencing practices within the context of this philosophy.
- E. To establish programs which successfully reintegrate offenders being released from incarceration.



Teacher Lucy Moulton works with an inmate on the self-educational micro-computer PLATO.

RESPONSIBILITIES

1. **Offenders** - must accept responsibility for their behavior and make reparation for their crimes.
2. **The public** - must accept responsibility to help deal with the cultural issues that help shape criminals and re-shape them when they are free again. The public must help create ways for offenders to become a legitimate part of the social fabric.

3. The Department must -

- A. Provide the **direction** and resources for achieving Department goals.
- B. Manage, with the help of others such as the courts, police and state's attorneys, to achieve Department goals.
- C. Build a constituency from within the community to help achieve Department goals.
- D. Help offenders choose to be responsible and to learn how to be productive and law abiding.



Ms. Kate Carey, a volunteer, prepares for a Thresholds Program class at the Rutland Correctional Center. The program teaches inmates decisionmaking skills.



Inmates can learn or use carpentry skills on a community work program.

SECTION
Department Divisions

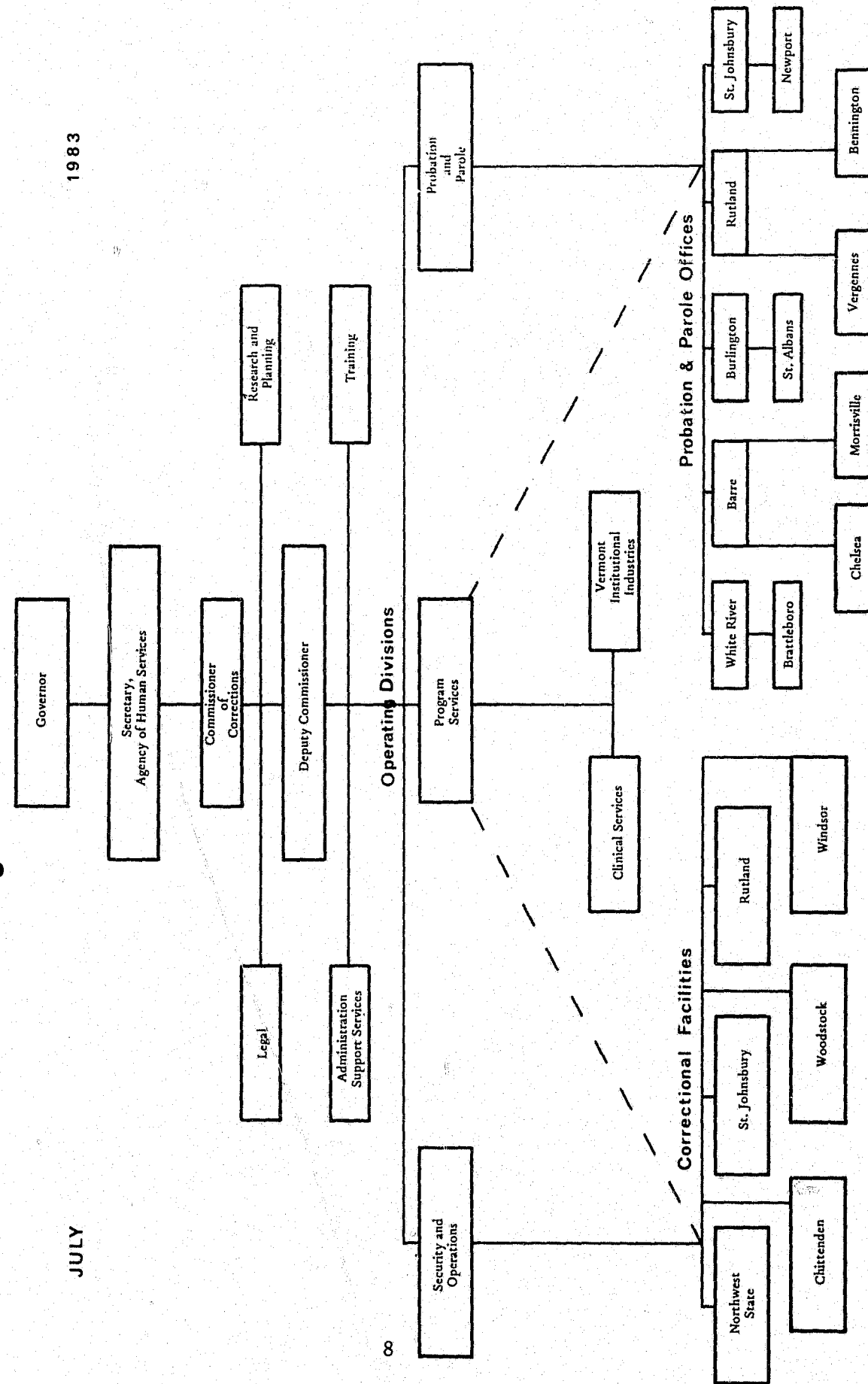
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Organizational Structure

1983

JULY



8

SECURITY AND OPERATIONS DIVISION

The purpose of the Security and Operations Division is to operate the adult correctional facilities and to provide humane and secure incarceration for detainees and offenders sentenced by the courts. The guiding Department policy is to classify residents according to their level of security risk and rehabilitation needs; to place them at the least restrictive level of custody consistent with maintaining public safety; and to provide the opportunity, direction and incentive for offenders to change their behavior so that they may successfully return to the community as productive and law-abiding citizens.

History

The recent history of adult correctional facilities in Vermont is as follows:

- 1969 -- Northwest State (St. Albans) Facility opened. County jails in Burlington, Rutland, St. Johnsbury and Woodstock became regional correctional centers.
- 1973 -- Windsor Farm becomes separate facility.
- 1975 -- New Chittenden Community Correctional Center opened. Windsor Prison closed.
- 1977 -- New Chittenden Community Correctional Center double-bunked to meet increasing population pressures.
- 1980 -- New Rutland facility opened to replace old county jail.
- 1982 -- New St. Johnsbury facility opened to replace old county jail.

Offender Profile

As of June 1, 1983, there were 614 sentenced offenders and pre-trial detainees incarcerated throughout the Vermont correctional system. The offenses for which these men and women are sentenced or detained range from unlawful mischief to first degree murder. The most common offense is burglary in the nighttime. Forty percent (40%) were convicted of crimes of violence against other persons. Eighty percent (80%) were

convicted of felonies. Sixty percent (60%) are being held on multiple convictions. Half (50%) have minimum sentences of a year or more.

The incarcerated population ranges in age from 16 to 62, the median age being 23. Three-fourths (75%) are under age 30. Forty percent (40%) are functionally illiterate. Seventy-five percent (75%) have not completed

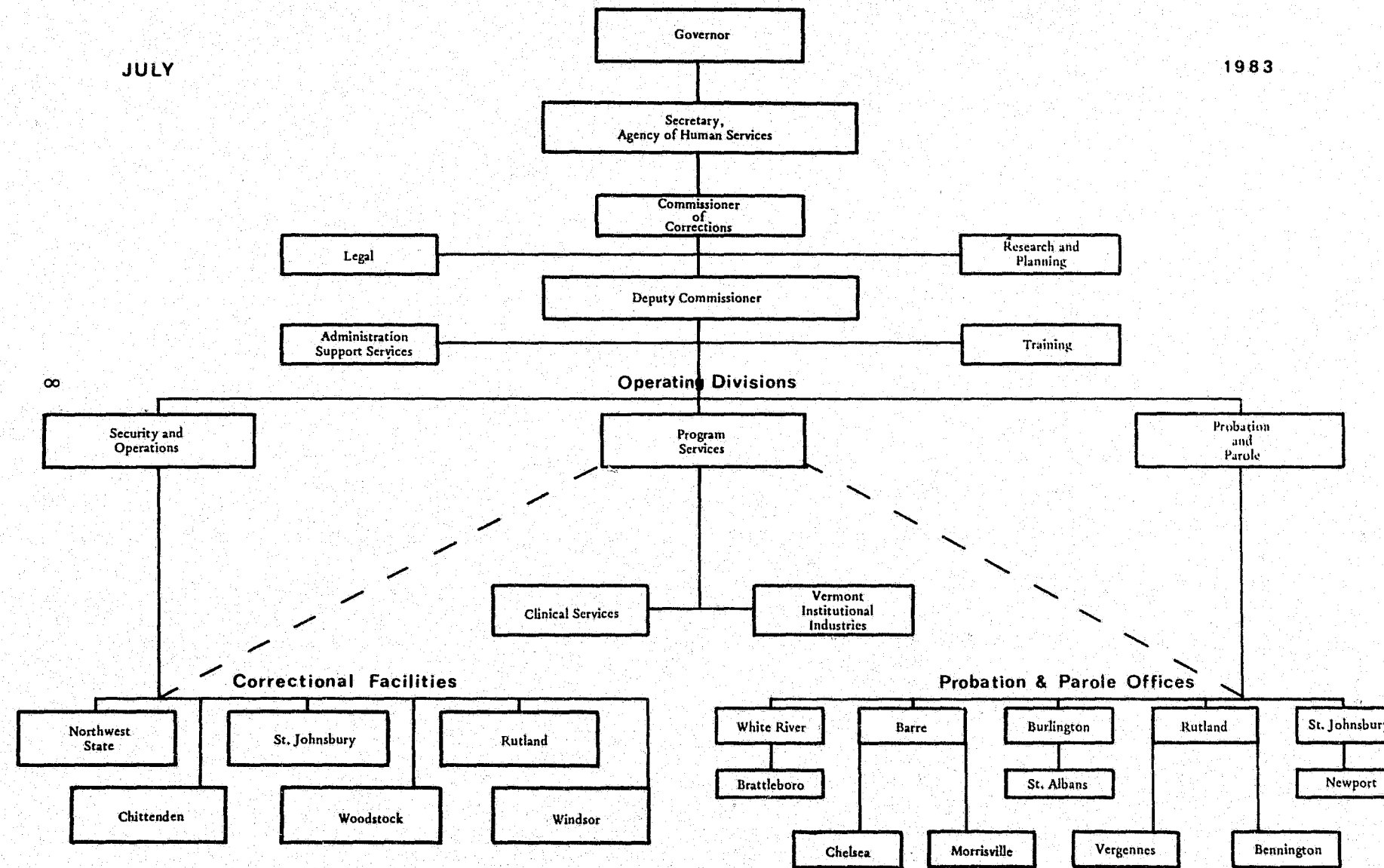


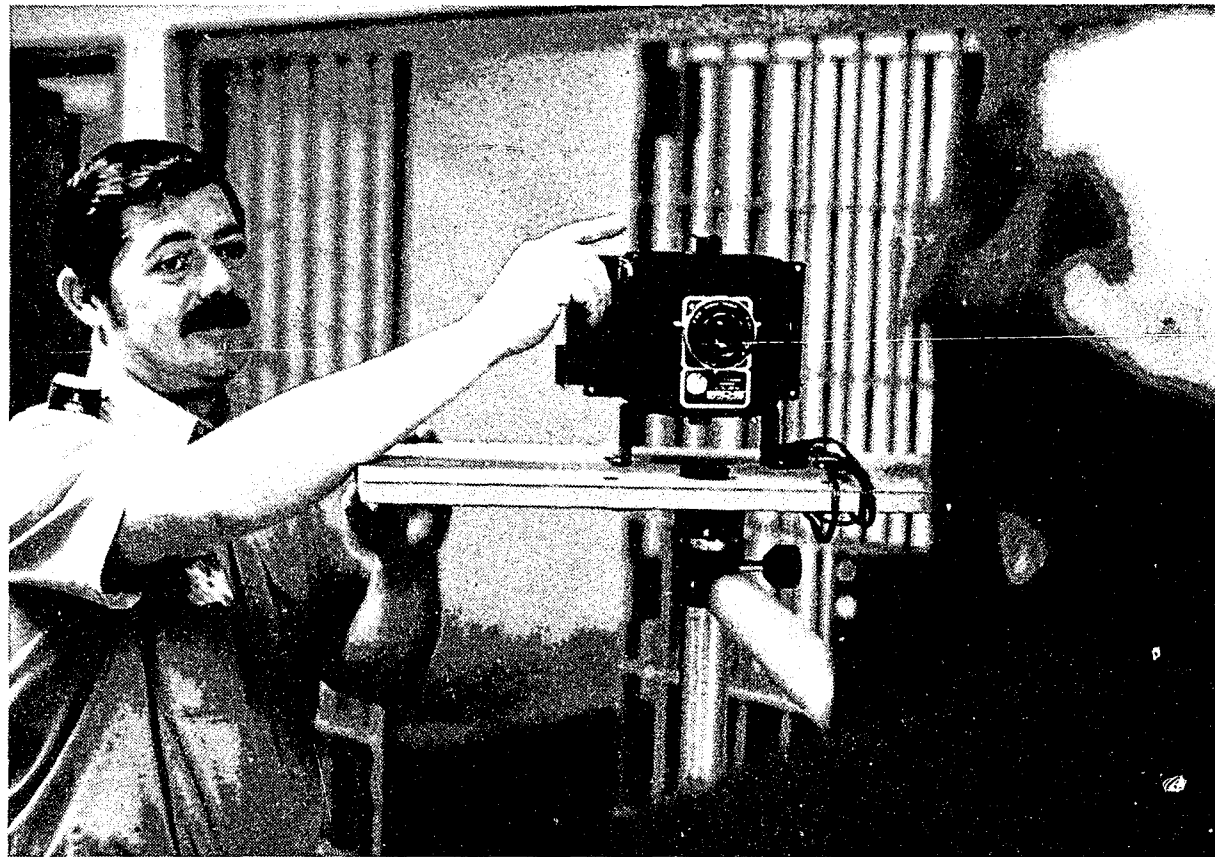
Correctional Officer Ken Wilbur on external security patrol at the Rutland Correctional Center.

Organizational Structure

JULY

1983





Correctional Officer David Place of the Rutland Correctional Center taking an identification photograph. This is a normal part of the "booking" process in all facilities.

for up to eight offenders;

2. A short-term, close custody detention or segregation program for up to four offenders;
3. A six month (may be longer for specially designed and authorized programs) medium custody program;
4. A short-term three month minimum custody program;
5. A short-term six month community custody program which supports the goal of reintegration.

Chittenden Correctional Center

Located in South Burlington, it is a regional institution designed to respond to offenders with shorter sentence length at multiple security/custody levels. The primary purpose is community reintegration. Chittenden has the only female housing capability. Chittenden possesses the following capabilities:

1. A short-term, close custody detention or segregation program;
2. A short-term, medium custody detention program;
3. A short-term, medium custody intake, orientation and classification program;
4. A six month to two year medium custody sex offenders program;
5. A short-term, three month minimum custody program (to include a therapeutic community);
6. A short-term, six month community custody program which supports the goal of reintegration.

Rutland Correctional Center

Located in Rutland, it is a regional institution designed to respond to offenders with shorter sentence length (zero to 15 months), at multiple security/custody levels. The pri-

mary purpose is community reintegration. Rutland possesses the following capabilities:

1. A short-term (90 to 120 day) close custody behavioral adjustment program for up to eight offenders;
2. A short-term close custody detention or segregation program;
3. A six month (may be longer for specially designed and authorized programs) medium security program;
4. A short-term minimum security, three month program;
5. A short-term six month community custody program which supports the goal of reintegration.

Woodstock Correctional Center

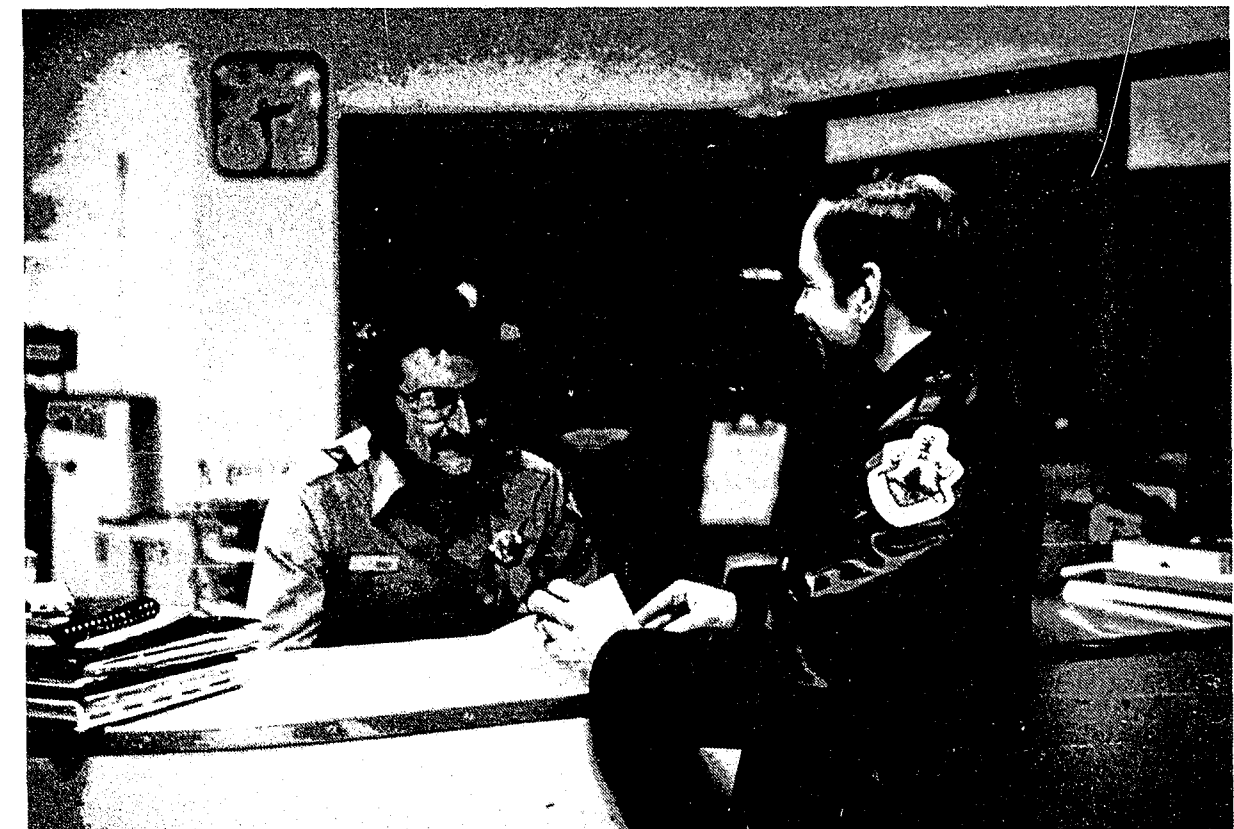
Located in Woodstock, it is a regional institution designed to respond to offenders with shorter sentence length (zero to 18 months) at multiple security/custody levels.

The primary purpose is community reintegration. Woodstock possesses the following capabilities:

1. A short-term close custody detention or segregation program;
2. A six month (may be longer for specially designed and authorized programs) medium custody program;
3. A short-term three month minimum custody program;
4. A short-term six month community custody program which supports the goal of reintegration.

Local Lock-ups

Originally used for housing local and county prisoners, various communities throughout the state still maintain small jails in several areas. On a contract basis the department makes use of these facilities as a short term solution to problems of overcrowding.



Corrections Dept. Staff work closely with other law enforcement agencies. State Police Officer Mark Hynes speaks with Correctional Officer Thomas McFarland.

DIVISION OF PROBATION AND PAROLE

History

This major operating division of the Department evolved as the result of Vermont's historic role as an innovator. In 1898, laws were passed (the third such in the nation) establishing probation and parole as additional tools for controlling people who committed crimes. Initially there were eight male and female officers serving on a county-oriented, per diem basis. They supervised both adults and juveniles, primarily by making on-site visits throughout the state.

Although changes occurred in the intervening period, it was not until the 1970's that significant decisions were made that created the division as it now exists.

In 1973, the division established its first funding to purchase services for client needs. This had a major impact on staff and offender attitudes because it altered the approach to offenders from that of "controller" to that of control and the beginnings of the role of "broker" of services, the latter eventually becoming the substantial portion of the role. These services include such areas as education, employment and counseling.

In 1975, as Windsor Prison closed, the division's role evolved further. It became the field arm of the community correctional facilities. Officers became co-case managers with facility caseworkers and provided a continuum of supervision and control from system entry (probation) through incarceration and parole.

In 1979, juveniles were removed from caseloads as Weeks School closed. The Department of Social and Rehabilitation Services picked up this service.

In 1980, the division became one of the first two organizations of its kind in the nation to receive full accreditation from the American Correctional Association.

A fine and restitution program called "Return-It" was implemented in December of 1981. The program involves two job banks - one of paying jobs and the other of community service jobs such as working for a town, with senior citizens or helping a volunteer organization.

These placements are used to expedite the collection of fines and/or restitution. The program has proven very successful as an alternative means of punishment for indigent offenders. It has helped repay victims faster and close out cases of offenders placed on probation for no other reason than to repay money. Consequently, professional staff are able to devote more time to serious offenders.

Roles and Relationships

The two roles of the Probation and Parole Division are to protect the public and provide opportunities for positive offender change. The Division accomplishes the first role by providing supervision surveillance and enforcement of conditions of probation set by the courts or parole conditions set by the Parole Board. Restitution to victims, community service by offenders, and collection of fines are examples of conditions that are enforced.

The second role is accomplished by providing incentive and opportunity for change by using a comprehensive network of correctional services. This is accomplished through case planning, individual and family counseling and referrals with service providers and volunteers. The goal is to provide direction and incentives for offenders to alter their behavior so that they may remain successfully in their communities when released.

The basic functions of the division encompass services to courts, offenders, correctional facilities, the Parole Board and the Interstate Compact System.

Within the context of the two roles stated above, the individual officer's role has gone through a three-step evolution from the traditional role of "controller" to that of the "services broker" of the last 15 years to the current combined role of "controller" and "services broker" embodied in today's officer.

As a "services broker" the officer basically worked in close cooperation with other state departments, police, state's attorneys, facilities, businesses, job services, the offenders and their families, volunteers, and a wide variety of other sources to accomplish their task:



Probation and Parole Officer Lynn Black discusses a pending case with Court Bailiff Jack Rogers, a member of the Rutland Sheriff's department.

finding resources to help meet the offender's needs. In addition, the officer handled a broad spectrum of offenders ranging from those requiring intensive supervision to others requiring almost none.

The current role effectively blends the two earlier roles, finding services to meet the offenders needs and providing controls to police the outcome.

Based on new classification technologies (which will subsequently be discussed) each case is assessed to design an individual case plan which will address the offenders specific areas of criminal risk and developmental needs (service broker's role) and determine the intensity of surveillance and supervision necessary to prevent further criminal behavior (control role). Officers will have specialized caseloads based on the level of risk involved. An officer with a high-risk caseload will have a smaller number of cases, thereby permitting greater intensity of supervision for those who need it most.

Officers also collect and assess information about offenders for the court and other members of the criminal justice system. Presentence investigations, parole planning, pardon investigations and the classification

process provide the basis for the most important decisions made about offenders after conviction.

Victim Services Units

The Probation and Parole Division of the Department of Corrections is in the process of developing "Victim Services" units in district offices where staffing permits this kind of resource shift.

The primary functions of these units will be:

1. Fine and restitution determination when it's ordered by the Court, but amounts are not set.
2. Victims counseling.
3. Fine and restitution collection.
4. Carrying out the "Return-it" function (job employment assistance for those unable to pay fines and restitution.)
5. Victim/offender reconciliation.

These tasks will be shared by a team usually consisting of the current office

"Return-it" persons, a clerk, a probation and parole officer, and possibly a case aide.

Recent Innovations

Risk/Need Classification of offenders (using a standard measurement instrument completed by the officer on each offender) to assess risk factors such as past criminal behavior, substance abuse, etc. At the same time, need areas such as employment, mental health services, family and marital problems are assessed and scored. These scores determine the potential degree of risk to the community, as well as specific treatment needs. Depending on the score, each offender is classified as either high, medium high, medium, or low risk. (Appendix E)

Casework Strategy System is a semi-structured interview used by officers and correctional caseworkers to determine what approach to take with each offender. This system enables officers to develop an appropriate casework strategy in dealing with the various groups of offenders from the career criminal to the situational offender. The other significant benefit of the system is the common frame of reference used by all Department employees in approaching each case. This provides a common language and consistent approach to each offender whether on probation, parole or incarcerated.

Workload Formula is the third major area of the NIC Project. The formula is derived from a time study of each function a probation and parole officer must perform. The formula is based on the number of workload

time units available to an officer each month. The benefits will be the equitable distribution of work and the efficient deployment of resources.

The last area of the project is the **Management Information System**, derived from classification of cases, casework strategy and workload formula. This information will enable officers to manage their caseloads better and make sound decisions about offenders. Administration will have information about the total population to make decisions about work assignments, caseload distribution and use of resources.

The Risk/Need Project provides an excellent opportunity to make substantial improvements in the Division. Better supervision directed at those who most require it can be accomplished if the professional staff is available. Para-professional staff (such as case aides) can be assigned to deal with low risk and collection type cases.

Given this new Classification/Casework System, the Division is in the process of establishing standards for the supervision and surveillance of offenders. Within this concept the supervision and surveillance contacts and controls may range from low (example: one face-to-face contact every month) to high (example: daily face-to-face contacts, participation on work crews, house arrest and a prescheduled activity and movement list). The latter, called the "Intensive Supervision Program" is, in effect, a "Jail Without Walls".



Tom Powell of the Burlington Probation and Parole Office discusses his role in the department with an audience composed of Volunteers who work throughout the system. This discussion was one of several sessions offered during Volunteer Training and Recognitions Day held in July of 1983 and sponsored by the Program Services Division.

The operating principles behind the development of these standards are:

Punishment in the community through restrictions and reparations that demonstrate to the offender, community and criminal justice system that a debt to society has been paid.

Reduction of Risk through surveillance networks, restrictions and special conditions which require offenders to accept and internalize responsibility for their behavior.

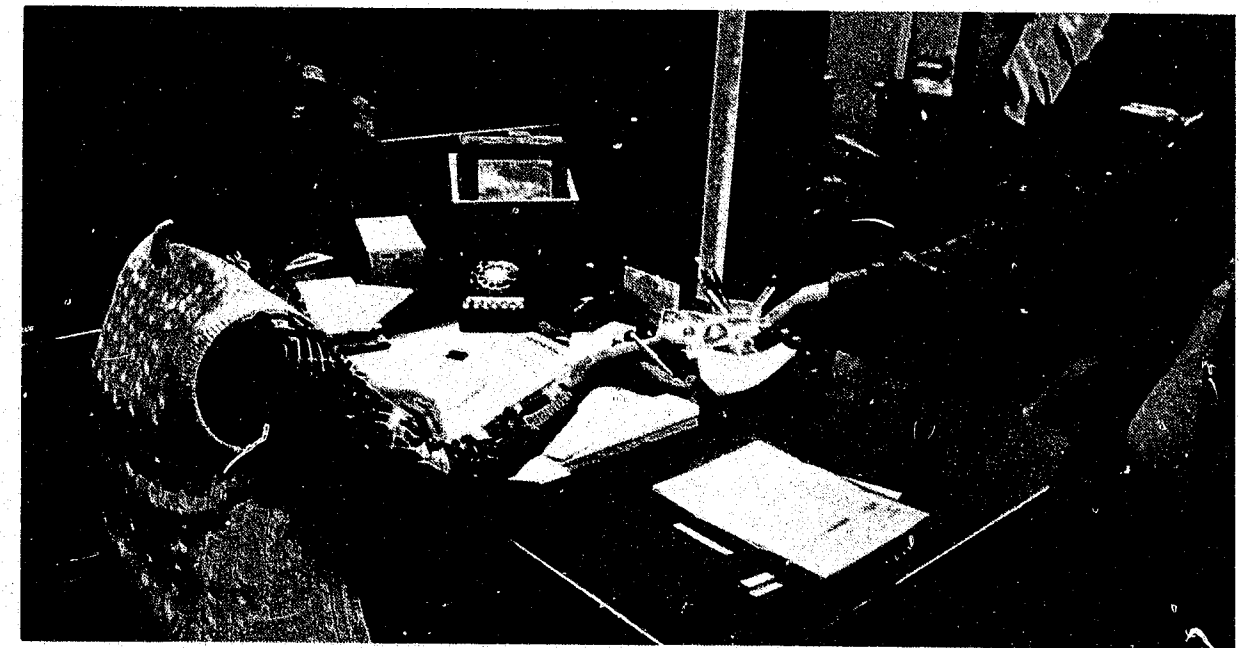
Reduction of Need areas by holding offenders responsible for satisfactory participation in special services/programs and required treatment provided by the department or indirectly. (Appendix E)

Caseloads

The cost-effectiveness comparison of probation to incarceration is a useful measure only when probation is effective in controlling risk. Probation is certainly cheaper than incarceration in the short-run. The per capita cost of probation in 1983 was \$500.00; the per capita cost of incarceration was \$15,000. If, as a diversion from criminal behavior, probation becomes ineffective and creates more incarceration, then the long-term result is counter-productive.

Probation and Parole caseloads have been seriously over-burdened in recent years. In 1976, there were 44 officers and 2,781 persons on probation or parole. In 1983, there were 44 officers and 4,500 persons on probation or parole. The average number of offenders per officer in 1976 was 63; in 1983 it was 102. Such an increase in caseload with no staffing increase means a diminution of both quality and quantity of services. It also means that more people go to jail. As supervision deteriorates, offenders are more likely to re-offend as they perceive there is no enforcement of the restrictions placed upon them. The courts, too, perceive that probation is less effective as a sentencing alternative, and are more likely to sentence to jail offenders who present even a slight risk. In addition to their caseload, each officer's time is also devoted to institutional co-case management, violation proceedings, pre-sentence investigations and collection of fines and restitution. Last year the Division collected \$258,086.00 in fines and \$278,106.00 in restitution, for a total of \$536,192.00. This represents a 25% increase in the rate of collections over fiscal year 1982. However, in spite of this effort, \$1,523,608 remains to be collected.

In recognition of the above-stated situation, the 1983 session of the Legislature, authorized the addition of 15 new officers to the Division, along with much needed clerical support positions.



Clerk Helen Davis of the Rutland Probation and Parole District Office receives a payment under the fine and "Return-it" programs.

DIVISION OF PROGRAM SERVICES



Joseph Smyrski, the Casework Supervisor of the Northwest State Correctional Facility, holds a staff training class about the Department's new classification system.

History

The history of the Program Services Division, although not a long one, has been characterized by a wide range of activities and responsibilities demanding intense involvement with other department divisions, various state and federal agencies and private service providers.

With the development of the "Community Corrections" concept in the early 1970's came a management reorganization that placed all adult facilities under a central "Director of Adult Facilities" who became responsible for security, operations and program services in the adult facilities. As the offender population grew, security issues consumed more and more time and energy leaving little time for needed programmatic development and implementation. In addition, the inherent conflict between the security responsibilities and the program responsibilities created a growing potential for unclear decision-making.

In 1981, as the result of a complete reorganization of management functions, the Adult Facilities separated to a more accurate operational model reflecting real roles and responsibilities, and the Program Services Division was created to manage the development of rehabilitation programs for offenders. The director of this division reports directly to the Deputy Commissioner who has final decision making authority on those occasions when Security and Operations Division and Program Services may have differing views.

Roles & Relationships

Currently, the role of the Program Services Division is to provide as many resources as possible for the effective community reintegration of the offender. The Division is responsible for all unit and facility programs, non-facility custodial alternative placement and programs and probation and parole programs.

These responsibilities include developing, monitoring and evaluating the effectiveness of programs and providing any technical assistance that may be needed. This division, in conjunction with Security and Operations and Probation and Parole, develops goals and objectives for these divisions, defines the use of resources and aids in determining monetary allocations to carry out program operations.

Program areas under the supervision of the division are Clinical Services (Mental, Medical and Dental Health and Substance Abuse), Unit Programs (Vanguard and Sex Offenders), Work and Vocational Training (Vermont Institutional Industries), Education, Special Programs, Classification, Case Planning, Volunteer Services, Contract Services and Recreation.

The following are more detailed descriptions of some of these program areas: (Also see Appendix F)

Volunteers and Interns: Community volunteers and college interns work directly with offenders and assist staff in the conduct of their duties. Volunteers are screened and matched to those offenders who would benefit most from the positive influence of a stable citizen. Thousands of hours of volunteer time have been spent working with offenders, dramatically increasing the level of services provided. The efforts of individuals and groups such as Jaycees, Senior Citizens (RSVP), Thresholds Decision-making, Transcendental Meditation, Full Gospel Businessman's Association, Vermont Ecumenical Council, Foster Grandparents, Bible-Study and others are welcomed and deeply appreciated by offenders and staff.



A Bible Study group meets at the St. Johnsbury Correctional Center.

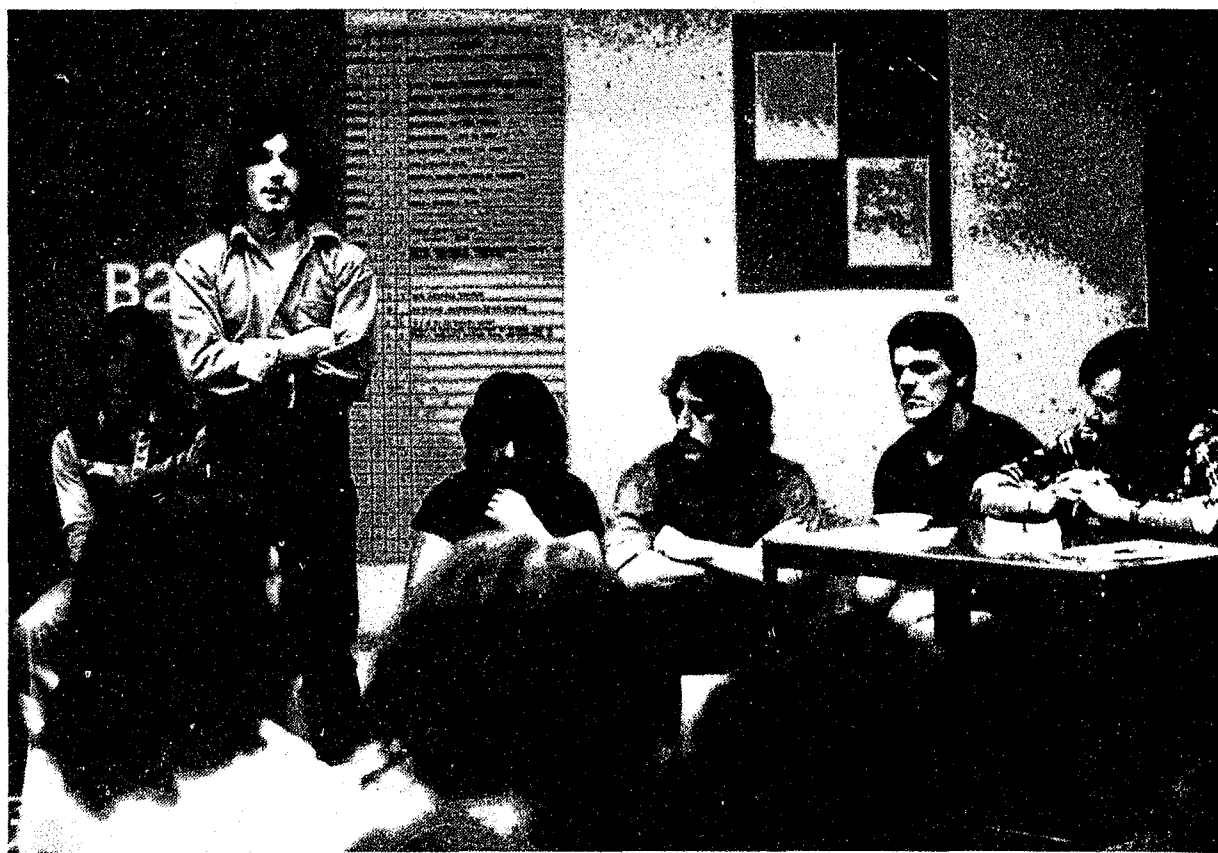
The Vanguard program is a voluntary inmate self-help treatment model which began in fall/winter of 1981, with the Incarcerated Veteran Program at the Chittenden Community Correctional Center, and is now in full operation at the St. Johnsbury, Rutland and Northwest State facilities.

The Vanguard program operates on the premise that when offenders are placed in jail, they are involuntarily placed in a unique community which, by its very nature, will have a particular impact on the individual. In fact, the peer group pressure in jail is exaggerated for a couple of reasons. First, the jail community members are generally less mature, less sure of themselves and thus more susceptible to peer pressure than a mature adult community. Second, the jail structure itself is an unnatural community environment. It forces its members to live in an extremely close proximity both physically and emotionally. If the jail community is left to function at will, even in the context of staff authority and rules, its value development and influence will be predominantly negative. Jail communities have traditionally stripped individuals of responsibility. The words, "you are responsible" remain spoken and responsibility is a desired result, but the message to the client is, "you are not responsible," "you can not control yourself," "we will control you." Consequently, the offender abdicates responsibility. This abdication of personal responsibility may take several forms: The community members may become institutionalized, or very dependent on the institution taking care of all of their needs; The community members may become apathetic and withdraw; or demonstrate surface conformity, but underneath, seek revenge. Whichever course the members follow they are generally reinforced in their thinking by peers.

The Vanguard Program is structured so that the inmate is placed in an environment where staff and peer group values emphasize individual responsibility and positive personal growth.

The therapeutic community is a 24-hour per day residential program, that diverts all the responsibility for habilitation back on the individual and the peer community. Staff play a facilitative, supervisory role. Struc-

turally, the community provides a clear daily agenda and a code of acceptable behaviors. Individuals quickly learn exactly what is expected of them. Through a consistent environment where self and group attitudes and behaviors are constantly scrutinized, honesty and open expression of emotions, including hostility and anger, are encouraged. Positive behaviors and attitudes are praised and supported by peers, while negative behaviors and attitudes are confronted. Problem resolution is actively sought in the "here and now." Aside from its intense therapeutic focus, the community provides a variety of productive learning experiences including academic education and vocational and work skills. These activities are all structured to allow individuals to experience success, and achieve status and recognition, as they demonstrate honesty, effort and competence.



An inmate at the St. Johnsbury Correctional Center speaks during a meeting of the Vanguard unit.

Although Vanguard is relatively new and has not been in operation long enough for any definitive assessment of its effectiveness to be made, preliminary indications are that it appears to replace the negative "con" culture of traditional institutions and does, indeed,

foster positive behavior among those inmates with the maturity and commitment to participate fully. Plans are under way to establish community-based Vanguard groups for offenders who have completed the program in jail and have been released or paroled. In this way, the support and positive reinforcement of Vanguard can help these individuals sustain themselves where it counts the most in the long run - in society.

The sub-division of Clinical Services within the Division of Program Services, is responsible for the design, procurement and delivery of medical, mental health, substance abuse and dental services to the appropriate groups of offenders who are in custody or under supervision. Using a balanced network of providers (including Department of Corrections personnel, contract professionals and other State departments) allows for cost management and

the delivery of appropriate care when and where necessary.

The Vermont Department of Corrections subscribes to the concept of providing appropriate care by professionals who are properly



licensed or certified to deliver the care, but conscientiously matches the professional level of the provider to the specific needs of the client to avoid paying for a higher level of service than is called for in any particular instance.

Purchase of these services provides the Department with a non-institutionalized perspective to the needs of offenders which is of value in designing appropriate rehabilitative services. As society changes, the needs presented by offenders and treatment technologies will shift. The purchase of contractual services allows the Department the necessary flexibility to avoid the problem of "locking-in" techniques which may no longer be effective.

Traditionally, mental health and substance abuse-related services are delivered on an "illness model" which assumes that the client is "sick". The traditional focus on illness flies in the face of national studies which indicate chronic and long-standing mental illness occurs at approximately a six per cent rate in correctional populations. However, this tradition has led to large expenditures for evaluating offenders (to find out the illness) and treatment (that's what you do with sick people).

The Department now uses a model based on normal development and rooted in the premise that the majority of offenders are not ill, but that they frequently are not functioning at a social/psychological development level one would expect given their chronological age. An example would be a 26 year old who is consistently observed to be functioning at the behavior level associated with most 16 year olds. This view of offenders has led to the inception of programs which focus on issues of incarceration, organization of positive peer group interactions to support and maintain normal development, and the use of contracts with specialists to develop skills within the personnel of the Department for the delivery of these services.

A typical facility in the Vermont Corrections System will have program elements designed to reward pro-social responsible behavior through the accruing of points for privileges, peer and staff feedback, and enhanced status. Each of these types of

reinforcement requires a basic living environment of manageable size, trained Department personnel to create and facilitate the appropriate interpersonal process, and the availability of specialists within the Department and under contract to it to provide staff training, consultation on case plans and program design, and direct services to offenders when necessary.

The Department maintains a small staff of nurses and nurses aides to respond to daily "sick call" and day-to-day in-house treatment (under a doctor's supervision). Provisions are made for emergency treatment consistent with necessary security. Medical services are provided on a contract basis.

Under an agreement with the Vermont Department of Health, incarcerated offenders are periodically assessed for dental problems. When service needs are indicated these needs are met by community dental professionals either on purchase of service contracts or a designated fee basis determined by the Health Department. Consistent with the other categories of clinical services, the offender's insurance or wages are used to help offset the costs involved.

Education: The Department's teaching staff currently consists of five positions for the six facilities. The Federal Aid to Education Regulation Chapter I program provides funding for six part-time and one full-time



Assistant Director of Program Services Richard Smith gets information about a proposed offender casework plan.

teacher aides. All inmates are entitled, under State law, to the opportunity to complete an elementary and secondary education. Accomplishing this mandate has been difficult, due to our present structure and available resources.

Present philosophy concerning the delivery of educational services, as outlined in Appendix F, centers on the creation of a Department of Corrections' School District. Several advantages would be realized by the establishment of such a district.

- A. State-aid would be available for inmate education.
- B. Federal funding resources would be increased.
- C. Delivery of educational services to inmates would be more efficient and responsive.

The Department is actively seeking legislation to support this concept.

Purchase of Services: The needs of offenders often can be addressed by the use of existing community resources. In many instances, offenders are required to pay the cost of treatment services such as alcohol or mental health counseling.

For those cases where specialized treatment is required by the court or Parole Board, the State has allotted \$196,000 for the purchase of services. In addition, the Division has acquired a \$40,000 grant from the Turrell Fund, a private foundation, to assist youthful offenders 18 years of age or younger.

As a matter of Department policy, the decision has been made that the priority of expenditure of these limited resources will be focused on four offender high "Need" areas; those of sexual problems, emotional problems, drugs and alcohol.

The following is a partial inventory of the Purchase of Service Program:

- 204 Depot - Group home in Bennington for youthful offenders. Three placements are available.



Chittenden Correctional Center Health Care Specialist Linda Foote dispenses a medication during one of the regularly scheduled "sick call" times.

-Community House - Group home in Brattleboro for adult offenders. Twelve placements are available.

-Marathon House - A substance abuse residential treatment facility in Dublin, New Hampshire, with six placements available.

-Division funding program including Maple Leaf Farm, Serenity House, and Centerville Detox Center.

-Lamoille County Diversion - This is an adult diversion program.

-District Contracts:
 Psychological and Psychiatric Evaluations;
 Community Mental Health Counseling;
 Family Counseling;
 Alcohol Information and Referral (AIR);
 Specialized Treatment Services, e.g., Sex Offenders Treatment.

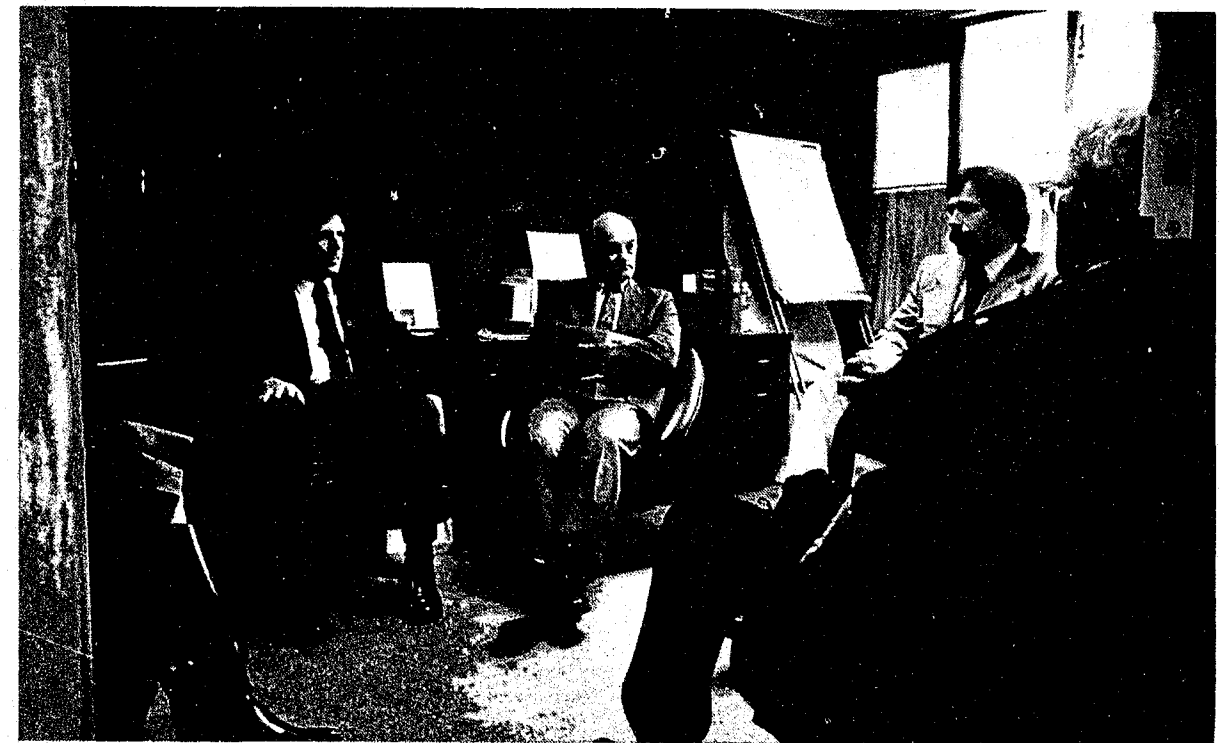
The Casework Strategies System used by both Probation and Parole Division and Security and Operations Division, is a state-of-the-art technology that permits more effective

supervision of offenders. Based in an assessment process that takes into account a variety of personal, behavioral and relationship categories such as quality of family relations, job patterns and substance abuse type and frequency, it substantially aids in the design of an individual case plan and permits a more consistent approach to the case planning process.

Each of the categories relating to the offender is researched. A number is placed in the appropriate group of the category. A total is developed that indicates overall group placement and what kind of work needs to be done in each of the categories.

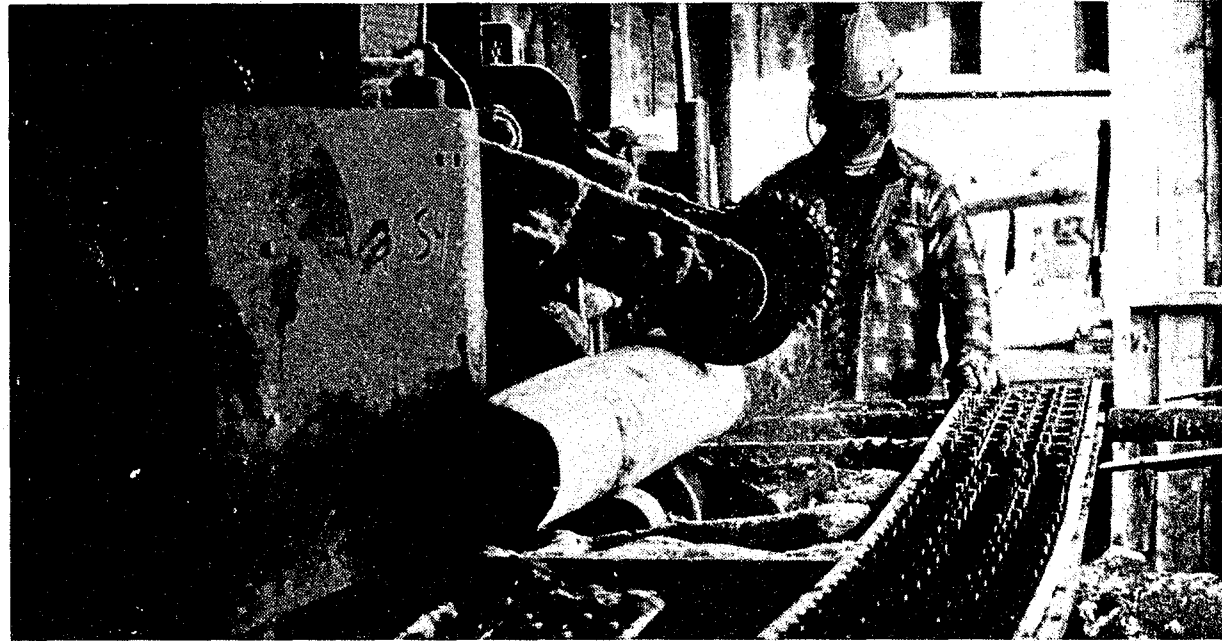
The four general offender profile groups are:

- 1. **Selective Intervention** - Because of the prosocial life style of an offender in this group, case planning should center around the precise situation (stressful event or emotional problem) that motivated the criminal behavior. The case plan should be relatively simple. Imagination and initiative will be needed to deal with offenders in this group who receive long sentences.



Members of the Senate Institutions Committee Mary Skinner (Committee Chair not visible), Thomas Crowley (not visible), Dennis Delaney (left), Robert Bloomer (center) and Ellwyn Miller (far right) meet with Chittenden Correctional Center Superintendent Richard Turner (second from right) during one of their frequent on site visits.

VERMONT INSTITUTIONAL INDUSTRIES



At Windsor Correctional Facility an inmate operates the "de-barker" machine for Vermont Institutional Industries.

Vermont Institutional Industries (VII) is the arm of the Department which has overall responsibility for inmate work programs, both within the institutions and in the community. This role makes VII a key player in the ongoing attempt to reach one of the Department's major goals: an eight-hour work day for all incarcerated individuals.

In many ways, VII is structured like a private corporation. Its programs are financed by a revolving fund and all profits are plowed back into the overall operation, paying for expansions of work programs, new plant and equipment, etc. VII is prohibited from engaging in any enterprise which would come into direct competition with private sector businesses because it is subsidized by state monies. Primary clients include the State of Vermont, which VII supplies with automobile license plates, road signs, guardrail posts and the like; municipalities, which contract with VII for public works crews; and other public sector agencies.

The major operating units of VII include a print shop, a metal shop, a sign and silk-screening shop, a sawmill, a creosote pressure-treatment plant for manufacturing guardrail posts, a culinary arts program, a low-volume furniture manufacturing plant and a dairy farm operation. Inmate labor, supervised by

VII staff, is used exclusively in all these activities. This provides valuable work experience, training and vocational exposure for the inmates involved and reduces inmate idleness. In FY83, VII accounted for a total of 123,359 man-hours of gainful inmate employment and produced \$1,250,000 in gross sales. Inmates are paid up to \$1.00 an hour in wages for all work performed. Recommended changes in the inmate wage plan are currently under consideration.

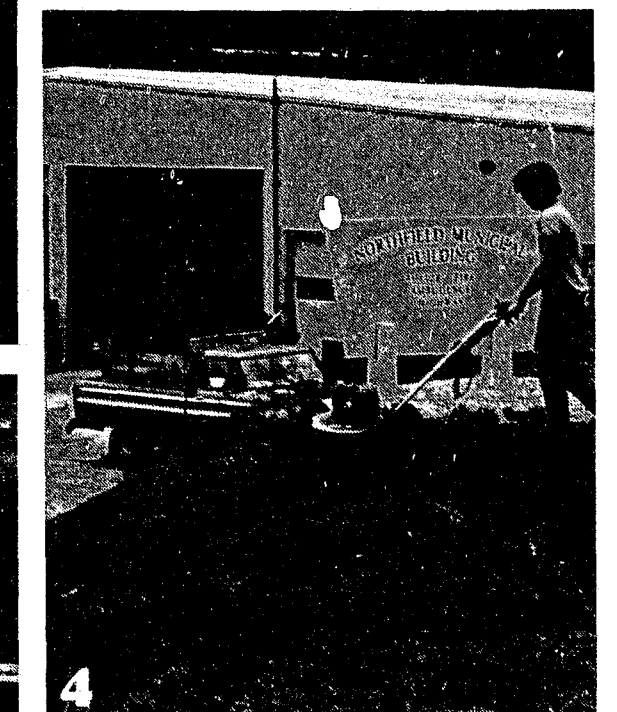
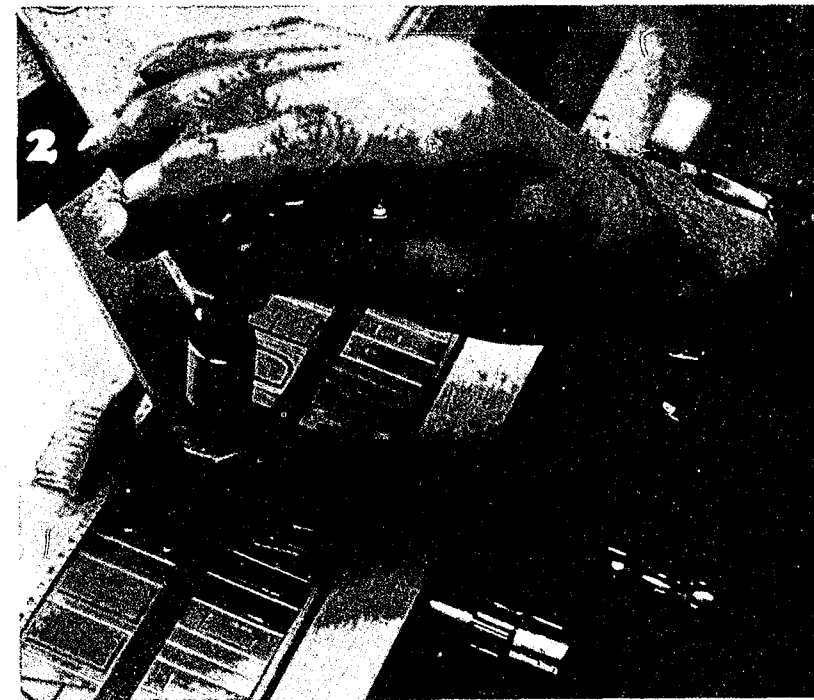
Inmates from the four regional centers have provided a number of services to area towns, villages and municipalities as Community Service Crews. Examples of such services are brush cutting, bridge repair, culvert cleaning, street cleaning and repair, lawn mowing, painting public buildings and general maintenance. In March, 1983, a contract was signed for a forest improvement project in the Green Mountain National Forest. (Appendix F & G)

VII maintains links with all purchasers of products, and as part of the effort to develop inmate work habits and vocational skills, with the Vermont Department of Employment and Training and the Vermont Department of Education.

The major goals of VII over the next few years are to expand the market for inmate

labor and inmate-produced products by a concerted effort to market these goods and services to State government and local municipalities, thus creating more jobs for the men and women within the Corrections' system.

The primary goal for FY84-85 is to expand VII activities at the Northwest State, Rutland and St. Johnsbury facilities. The 1982 legislature approved an appropriation of \$400,000, which was used to construct a 5,000 square foot, free-standing addition to the current VII facilities at Northwest State Correctional Facility to be used for furniture making and wood finishing. Operations are expected to commence during the first half of FY84. Also during FY84, a 2400 square foot facility will be built at St. Johnsbury,



Four aspects of the Institutional Industries Program (clockwise starting at the left): 1. Community work crew inmate on building project; 2. Sign making; 3. Supervisor Mike Young checks inmates work during print shop project; 4. Inmate performs maintenance work as part of community work crew.

DIVISION OF ADMINISTRATIVE SUPPORT SERVICES

History

Throughout the first nearly 175 years of the Department's history, each institutional unit operated with a great deal of autonomy. This autonomy included operating and capital budget planning and legislative presentations.

In the late '60's and early '70's, Corrections in Vermont turned to the "Community Corrections" model which involved a greater number of physical locations than just Windsor Prison, Weeks School and the new St. Albans facilities.

This, in turn, generated a need for more centralized planning and management of Department resources.

By 1973, the Administrative Support Services Division had evolved from a basic bookkeeping function to the first steps towards its current role, that of fiscal planning, allocation and monitoring.

Roles & Relationships

The primary role of the Administration Support Services Division is to provide support and information so that the various operating and other support divisions may carry out their tasks. Involved in all aspects of the Department, the Business Manager of the Division reports to the Commissioner through the Deputy Commissioner.

The Division carries out its role by three means: management of resources, technical assistance and cost effectiveness analysis.

Management of Resources: Covered under this category are such tasks as budget planning, preparation and presentation, fiscal allocation to various Department units, contract processing, financial problem prediction and equipment acquisition and replacement.

Technical Assistance: This category includes assisting field units in complying with Agency of Administration requirements, training clerical and administrative staff in field units and providing support audits.

Cost Effectiveness Analysis: This category can best be described as a service support function. It includes such tasks as equipment and system purchase and replacement analysis, cost savings analysis and resource re-allocation. Examples of the work include vehicle use patterns and turn-over time, communications system cost-benefit analysis and food service cost-benefit analysis.

In 1981, the personnel function formerly operated by Administrative Support Services Division was centralized in the Agency of Human Services. However, the division still performs the function of informal liaison with AHS Personnel Division and plans for staff resources.

LEGAL DIVISION

History

During the Department's earliest years, legal services were provided on a fee-hire or contract basis. In the early 1900's, the Vermont Attorney General became responsible for legal representation of the Department. In 1973, frequency of litigation became such that members of the Attorney General's office were located "on-site" (same office locations as the Department

Commissioner) to provide more effective and efficient service to the Department.

Roles and Relationships

The Legal Division consists of one legal secretary, two assistant attorneys general, and one special assistant attorney general and actively supports a summer intern program from the area law schools.

The current role of the Division is to represent the Department in all matters of court and any communications with other members of the legal profession, to advise the Commissioner and other Department members in legal matters to include contracts and negotiations, to develop legislation to help the Department carry out its tasks and to monitor other legislation that may have an effect on the Department. The Division does not represent the Department in state personnel matters.

DIVISION OF RESEARCH & PLANNING

History

In order to more effectively implement the 1969 legislation that provided the framework for the "Community Corrections" concept, Law Enforcement Assistance Administration (LEAA) funds were acquired to start a small research section.

As a result of efforts to provide integrated programs and a continuum of services to offenders while providing appropriate controls, the complexity of casework and system decision making (with the limited information then available) increased considerably. In 1972, the need for better, more timely and accurate statistical information caused Research and Planning to become formally recognized as a support division of the Department.

The intervening 10 year period saw development of an offender data base for facilities and probation and parole, initial steps toward an effective Management Information System, refinement of the offender movement tracking system and development of a systemically more consistent and efficient case file system.

The division director reports directly to the commissioner and assists the commissioner in legislative presentations.

Roles & Relationships

The Research & Planning Division is responsible for developing and maintaining the Department management information system. It serves as the planning advisor to the commissioner and provides information service support to the operating divisions.

Although actively involved in all aspects of the Department, the Legal Division's primary responsibility is to the Commissioner of Corrections as a representative of the Attorney General. The head of the legal division is considered a very essential member of the department management team. Over half of the divisions time is spent defending the Department in litigation filed by offenders. The balance of time is spent fulfilling the other roles mentioned.



The Director of Research and Planning, John Perry, works on a new method of populations trend analysis.

The Division further provides in-depth assistance in the development of annual and longer term planning, to include evaluation of the Department and its individual operating divisions.

Records management, maintenance of criminal histories, technical assistance to the field and reporting to other members of the state and federal criminal justice system and the Agency of Human Services are other functions of the division.

TRAINING

History

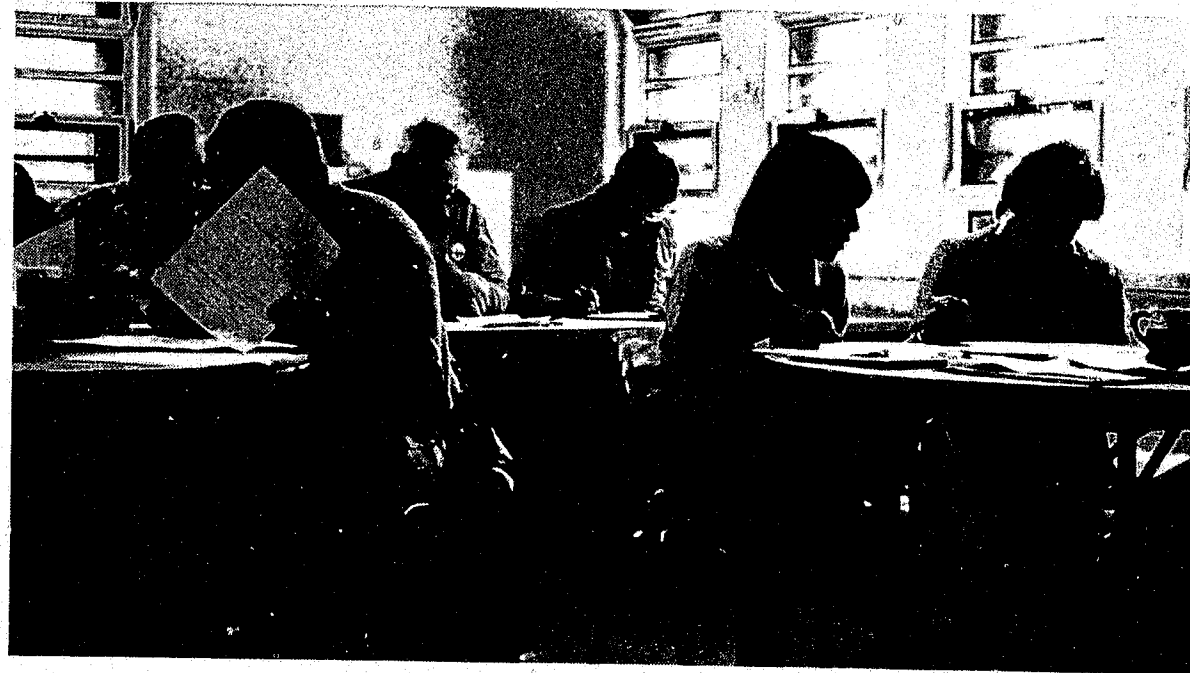
Although the Department has always provided some form of training for its staff, the quantity, type and format have varied considerably in the last 15 years. By the mid-1970's, a centralized model had developed.

There was a small staff whose role was to provide direct training and to design training curricula that would use mainly in-house resources.

In the late 1970's, a more decentralized model came into being that more truly reflected the individual needs of facilities and offices.

In 1981, the legislature approved a career improvement plan proposed by the Department. This plan included much needed pay upgrades and an extended career ladder for correctional officers.

In 1982, a review and evaluation of training needs provided data for planning the future



Staff training at Northwest State Correctional Facility.

direction of the Department's training program. On an average of 2,500 hours of training provided annually for institution staff, the distribution was as follows:

47.5% - Basic Introductory and On-Going Staff Development

41.5% - Specialized (Nurses, Teachers, Caseworkers, etc.)

4.5% - Management Training

6.5% - Training of Staff Trainers

On an average of 1,000 hours of training provided annually for Probation and Parole staff, the distribution was as follows:

40.5% - Basic Introductory and On-Going Staff Development

39.3% - Specialized

20.2% - Management

Roles and Relationships

Personnel training and staff development is an integral part of the successful management and operation of any organization. It is of critical importance to the Department of Corrections. Corrections' staff is often called upon to perform under stressful conditions. They are exposed to danger, which heightens tensions created by overcrowding and demanding caseloads.

Currently, the basically decentralized model remains in effect. The "Chief of Special Projects and Training" coordinates training throughout the Department, in conjunction with designated staff in each facility and office. This has proven effective in that it takes maximum advantage of continuity and consistency while providing the greatest flexibility and cost-effectiveness in use of resources. It permits system-wide standards of training while recognizing the uniqueness of each facility and probation and parole office.

The Chief of Special Projects and Training reports to the Deputy Commissioner.

The Training Plan

A formal Department Training Plan is being developed and implemented. The plan is a four-level training concept designed to meet the individual skill need of each level of personnel.

Level I - "Pre-Service" - 40 Hours

A formal introductory level training module for all new Corrections' personnel.

Level II - "On-Site" - 40 Hours

A work experience level for new personnel. Participants have no direct responsibility.

Level III - "In-Service" - 40 Hours

A work experience under close supervision.

Level IV - "Selective"

Training modules that support the needs of specific professional positions within the Department.

Levels I, II and III are pre-requisites.

Since Corrections' staff work under conditions of stress not common to most professions, stress management will have priority in each level of training.

The Department is committed to improving its training capabilities by utilizing inter-departmental training opportunities on an exchange basis. Such an exchange has already been established with the Department of Public Safety. The sharing of training expertise in such areas as stress management and hostage negotiation can and will benefit not only the Department of Corrections, but any Department charged with the responsibility and needs of other people.

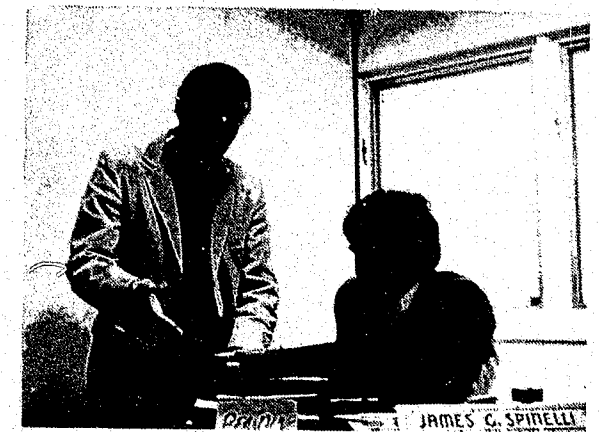
The Department places high priority on the full implementation of this Department Training Plan, that is designed to meet adopted minimum standards. The following table lists those proposed standards in time units. The content will be somewhat variable to provide flexibility to meet changing needs.

Ultimately, any training provided must accomplish the following:

-it must provide staff with basic job related information,

-it must support major directions and initiatives,

-it must give staff new technologies for specialized areas such as the "Intensive Supervision" program of the Probation and Parole Division.



Barre District Manager James Spinelli provides in-service training to Probation Officer Bill Beaupre.

<u>Target Staff</u>	<u>Prior To Job</u>	<u>First Year</u>	<u>Each Year Thereafter</u>
Line Staff (Custodial)	40	120	40
Support Staff (Food Service, VII, Maintenance, etc.)	40	80	40
Volunteers	20	5	5
Caseworkers, Probation and Parole, Psychologists, Nurses, Teachers	40	40	40
Clerical Support (Institution)	40	16	16
Clerical Support (Probation and Parole and Central Office)	20	16	16

PAROLE BOARD

The Vermont Parole Board is composed of five citizen members, appointed by the Governor. The Parole Board determines whether inmates who have served the minimum sentence set by the courts (less any "good time" accrued by the inmate) shall be released on parole prior to the expiration of their maximum sentence. The Parole Board holds monthly meetings to review the status of inmates, provide feedback and

grant paroles. The Executive Secretary also visits inmates incarcerated out-of-state at least once a year. The Department provides its own in-house record review at least every six months. Although the Parole Board is an autonomous body (not under the administrative control of the Department) the Department provides administrative and secretarial support services to the Board.



Residents of the Chittenden Correctional Center womens section study for G.E.D. examinations.

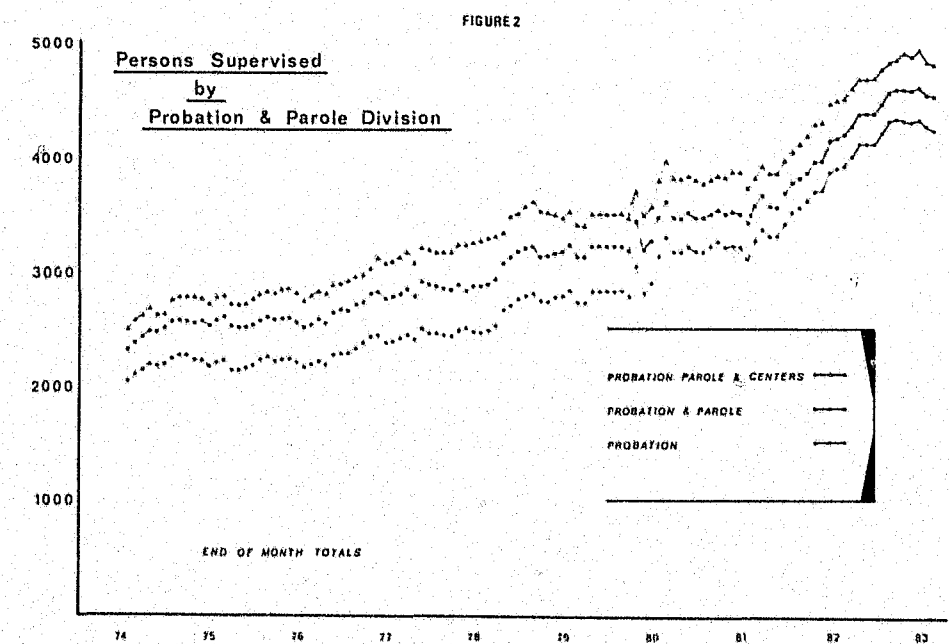
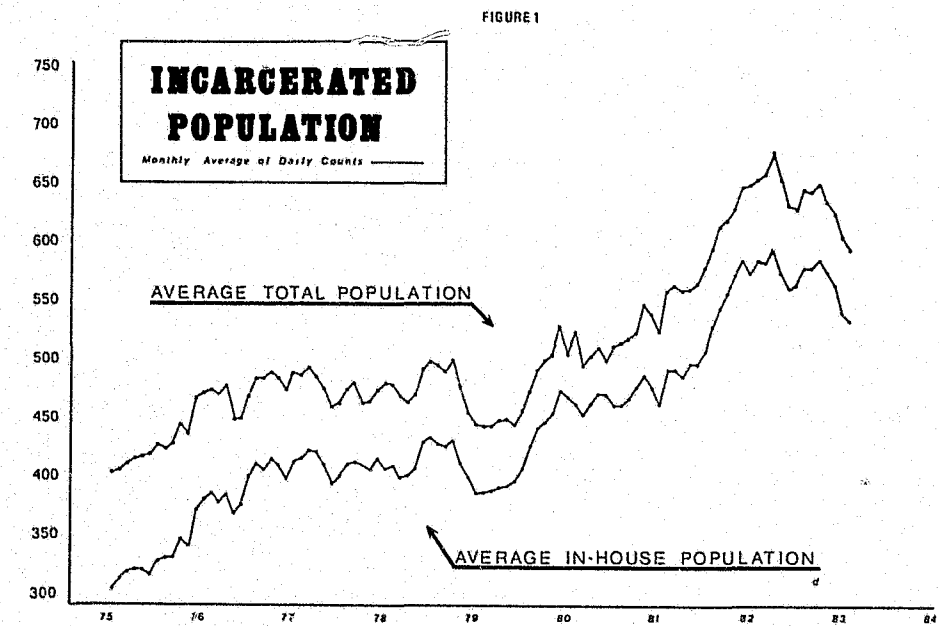
SECTION System Population

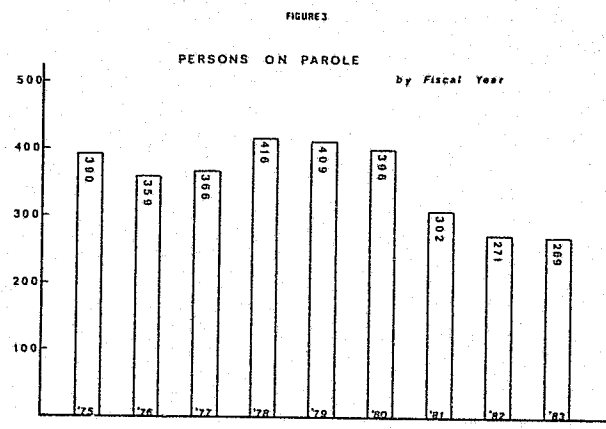
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POPULATION GROWTH

The total number of people under the supervision or custody of the Department has increased substantially since 1975. In July of 1975 the average incarcerated population housed in Vermont was 305 while in August, 1983 it was 531 (includes both sentenced and detained inmates). [Figure 1] The probation population has increased from 2,026 in June, 1973 to 4,244 in August,

1983 (end of month totals). [Figure 2] The size of the probation population fluctuates continuously, making short-term trend analysis and month to month planning difficult. The parole population also varies. The parole population has been declining since a peak in 1978 and seems to have levelled off in Fiscal Years 82 and 83. [Figure 3 on next page]

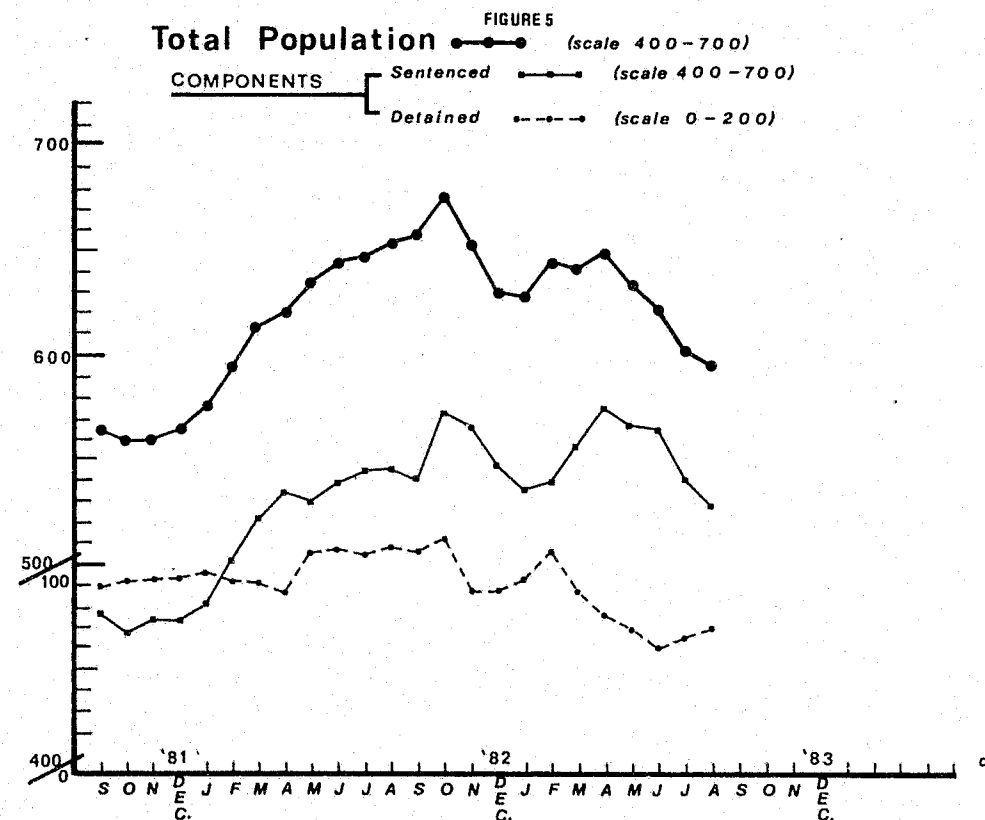
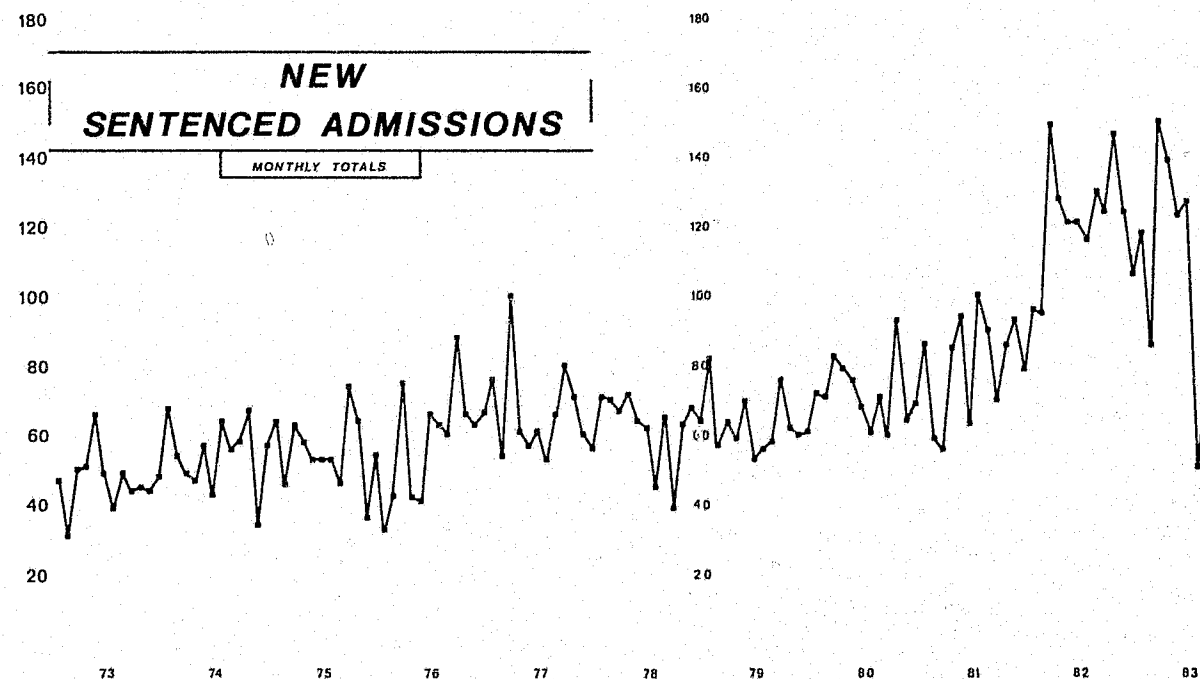




Because it experiences greater and more rapid fluctuations, the incarcerated population is even more difficult to analyze. Its size is a function of the number of admissions (both sentenced and detained), [Figures 4 and 5] length of sentence, type of sentence (interrupted sentences affect the peak capacity needed and increase the population fluctuation at the daily level; split sentences are generally not paroled, thereby affecting both the incarcerated and probation population), security and custody requirements for individual behavior, facility capacity and release policy.

The Department of Corrections is the end point of the criminal justice system and its population is influenced by all the factors which influence each step of the criminal justice process. Most of these factors have short and long term effects and are inter-related. The number, training, level of funding and personal attitudes of the local and State police affects the number of arrests and quality of cases. The attitudes and other factors such as media coverage, policy (plea bargaining, diversion) and experience affect how cases are prosecuted by the State's Attorneys. Individual attitudes of judges also make a difference. The effects of these variables are reflected in court statistics which are especially useful to the Department in short-term trend analysis. For example, the number of felony cases disposed was down in June and July, 1983 but rose again in August. The number of felony cases added declined in April, 1983 through July, 1983 and increased dramatically in August. While the detention population would be increased immediately by the heavier court caseload, it takes approximately three months for a felony case to be disposed and therefore a rise in incarcerated population can usually be expected to follow.

FIGURE 4



The Parole Board affects the balance of the population between incarceration and street supervision. The sentencing practices of the courts determine how many people are eligible for parole and the timing of that eligibility. There has been a dramatic increase in the number of split sentences among the facilities admissions. Split sentences are usually given for less serious offenses and done in a manner that makes parole inapplicable. This leaves the more serious offenders for parole review.

Fiscal Year	78	79	80	81	82
Split Sentence Admissions	326	322	432	532	599

The Parole Board members' attitudes are significant as they are responsive to the public attitude about corrections and offenders.

Fiscal Year	78	79	80	81
# Paroles Granted	196	195	133	143
% of Interviews	54	54	50	44

The effect of a single legal precedent on short-term population can be seen by the 1979 dip in incarcerated population following the case of *Miner vs. Chater*. Changes in the law can also have a significant effect on

population. The recent changes in Driving with License Suspended (DLS) penalties, and a significant public outcry for Driving While Intoxicated (DWI) offenders to be punished, has changed the composition of the corrections population as can be seen in the increase of DWI/MV offense sentenced admissions from 22.1% in FY73 and 15.5% in FY77 to an estimated 35.9% in calendar year 1982.

All of the factors discussed thus far are further influenced by public attitude towards crime and corrections and the general economic health of the State. For example, a "get tough" public attitude about DWI and DLS brought about legislative change to DLS penalties followed by a corresponding rise in the corrections population for both offenses. The public attitude about corrections may be reflected in a lack of social stigma about being on probation when approximately 1 in 20 young men in the State is under jurisdiction of the Department. Economic influence can easily be seen in the failure of Department funding to keep pace with population growth especially in probation and parole.

An additional indicator for use in long-range population projection is the size of

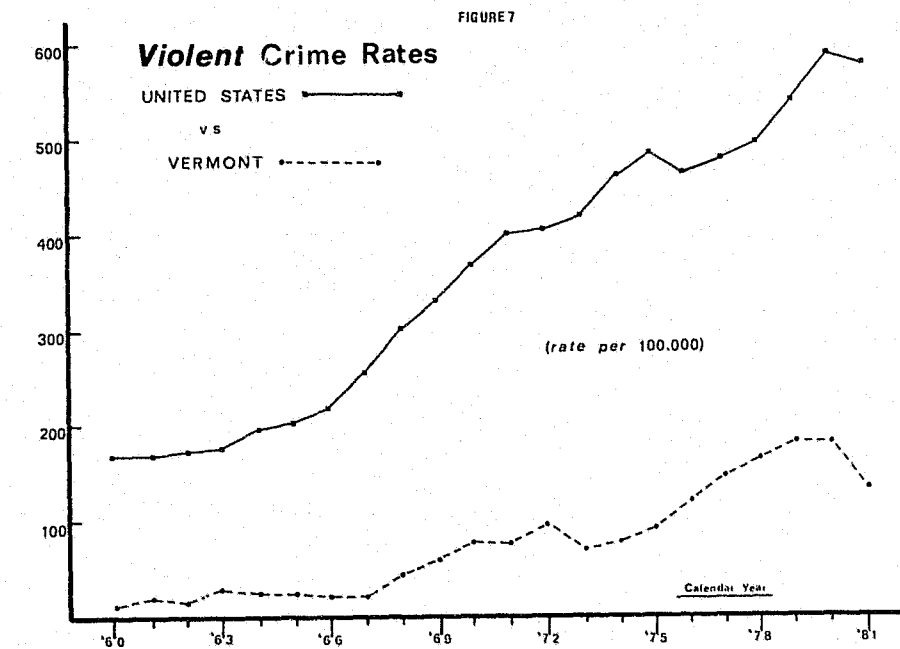
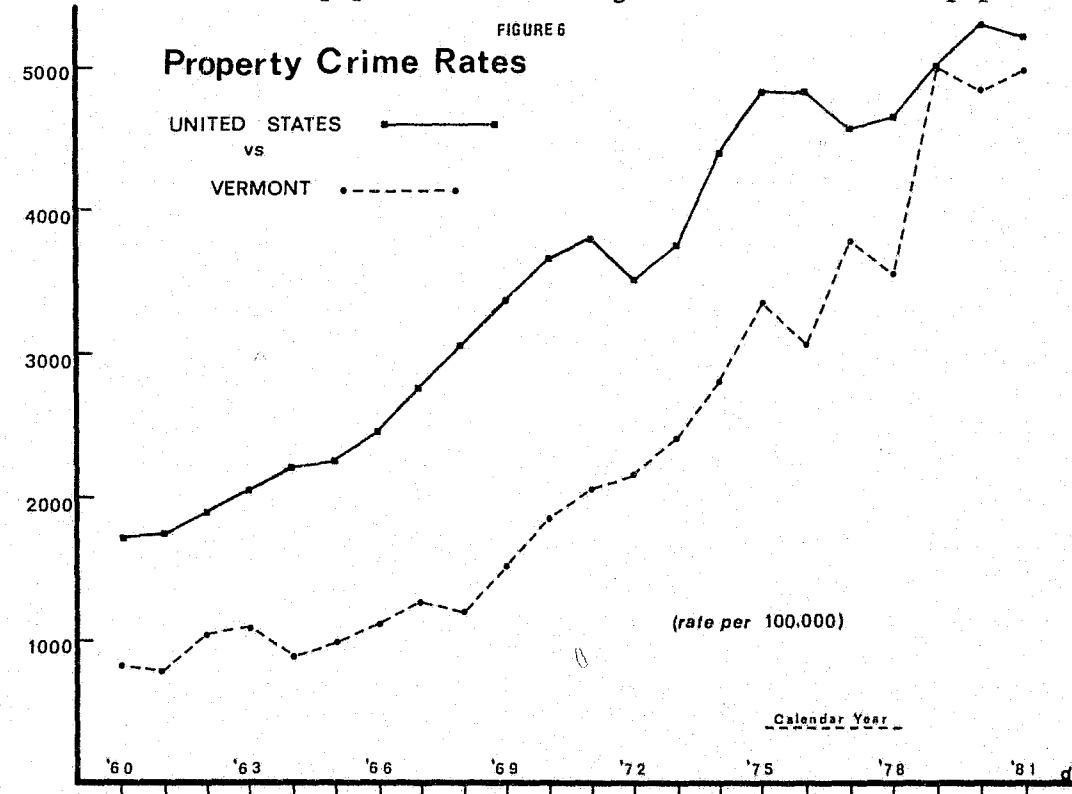
the population at risk. Since the majority of the incarcerated population falls within the age group of 16-34, estimates of the future population in the age range of 15-34 have been obtained from the State Health Department. The estimates are adjusted for the migration of college students which is acceptable to the Department of Corrections as very few college students are in our care.

National and Vermont crime statistics based on the Uniform Crime Reporting system are only moderately useful as predictors because the figures become available long after the fact. The National Corrections Reporting Program Statistics are also published only after a significant delay.

It does seem clear, however, that the policy of community corrections has had a significant effect in keeping the incarcerated population in bounds during a period when crime, particularly violent crime, has been increasing dramatically (Figures 6 and 7). The population at risk (males 16-34) has doubled since 1960 largely due to major immigration of young adults. From 1960 to 1981, reported total crime increased 400%, twice as fast as the population-at-risk, and violent crime increased 900% four and a half times as fast. During that same period, the incarcerated population

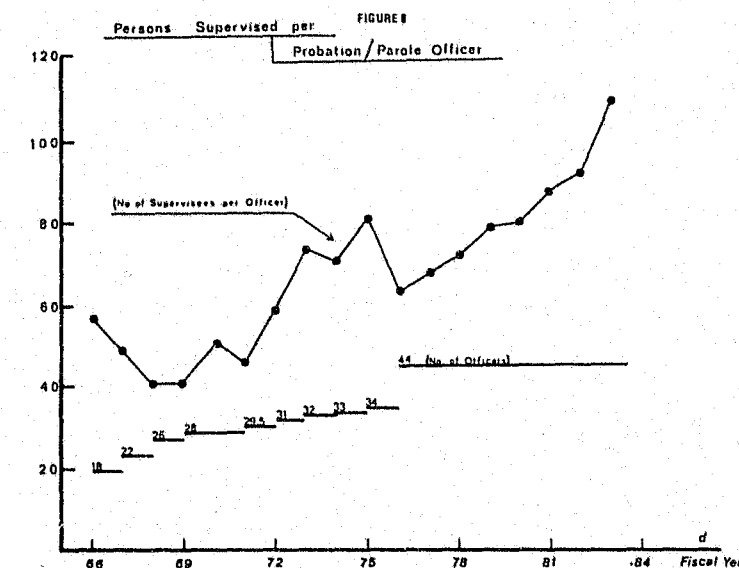
increased only 150%. The probation population, however, increased 350%, almost keeping pace with total crime. Had incarceration been the primary response to crime, and particularly to violent crime, the incarcerated population would have kept pace with the increase in crime.

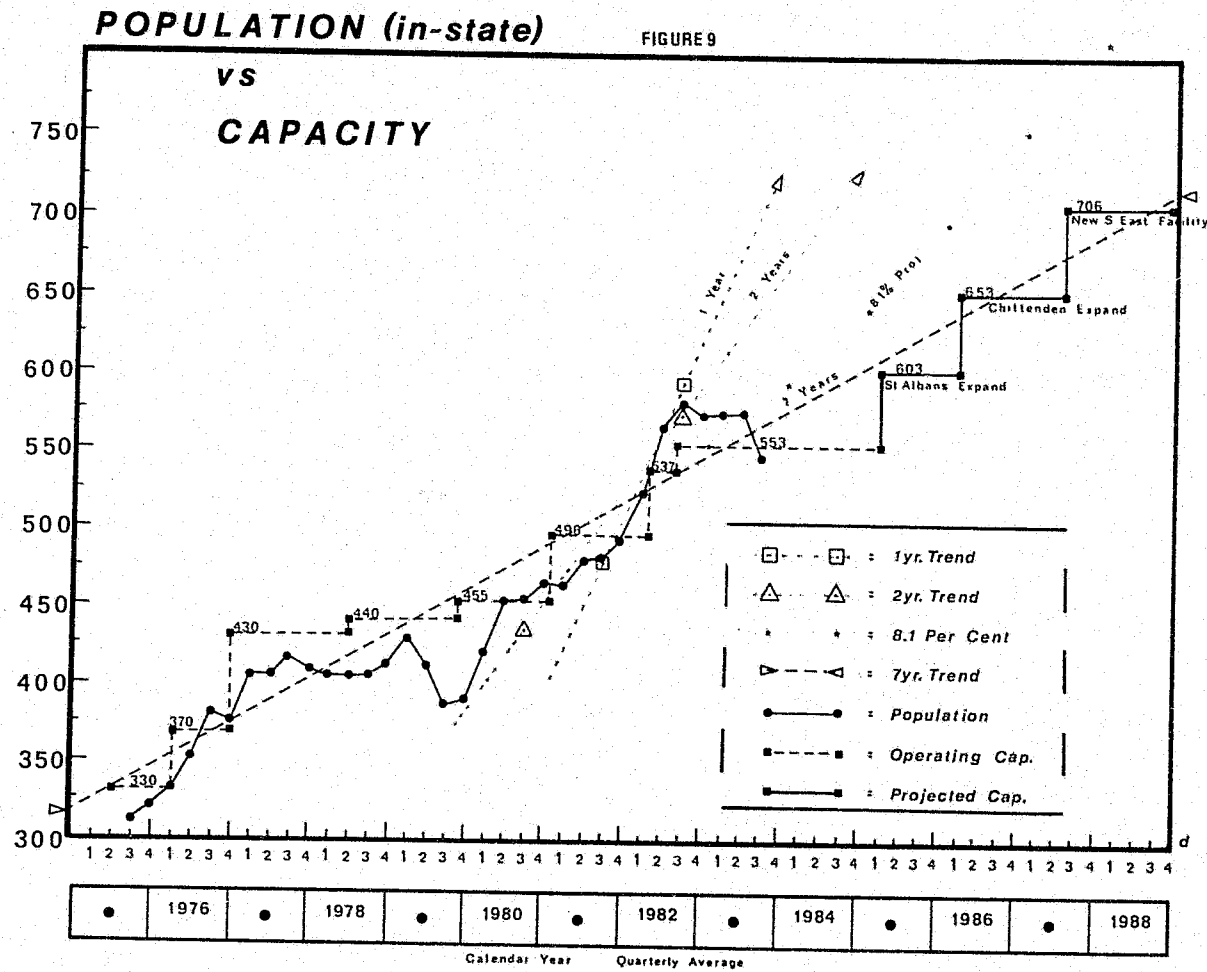
Probation has been the primary alternative, and until 1981, succeeded in controlling the growth of the facilities population. However, probation did not receive adequate resources to cope with the increase. No new probation officers had been added since 1976, while during the same period the probation population has doubled, and matching supplemental federal funds (primarily channeled through other Agency of Human Services' Departments) have declined dramatically. Unlike the facilities, however, probation officers do not have a fixed capacity. The caseload could only absorb the increased population, with consequent decreased effectiveness (Figure 8). As probation officers became saturated, it became increasingly apparent to the courts that community supervision of high-risk offenders was less effective. This lack of credible supervision, coupled with a dramatic toughening in public attitude about crime, may have led to a short-term rapid growth in the incarcerated population.



Concurrent with the saturation of probation has been the saturation of the correctional facilities (Figure 9), with an increasingly violent and repeat felony offender population. The regional centers now house an increasing proportion of offenders requiring medium security for sentences of up to two years, as well as providing for release programming for offenders nearing the end of longer sentences. In addition, the regional centers serve the courts as detention centers. Layered on top of these functions is the dramatic increase, in 1982 and 1983, in the use of the regional facilities to provide short-term (two to five days) incarceration of repeat DWI/DLS offenders.

At the same time, longer sentences for serious felony offenders created a backlog of inmates for the Northwest State Correctional Facility, the only long-term medium/close security facility. The regional facilities were obliged to house these inmates, further hampering community correctional practice and draining already scarce resources to provide adequate security. At the Windsor Facility, inadequate physical security (the lack of a fence and sufficient custodial staff) prevents housing offenders who pose any escape risk, and consequently further limits access to the industrial work opportunity at that facility.





POPULATION PROJECTIONS

In general, any projection of the Vermont Corrections population into the future is subject to the vagaries of events, attitudes, and economic/social conditions. The only limiting factors are the size of the population-at-risk and the crime/conviction rates. As discussed earlier, both the incarcerated population is small and change in its size is volatile. We have learned in the past two years that facility size is not a limiting factor (on one day in August, 1982, the in-state incarcerated population was 636, 15% beyond the rated bed capacity). We have also learned that public policy and attitude have significant effect upon the operation of the criminal justice system.

Given the massive costload of constructing and operating correctional facilities, it is incumbent upon the Department to project conservatively, and to accommodate peak surges in temporary or alternative bedspace, despite the disruption to normal programming that this generates. Consequently, the projection for facilities bed space requirements

for the FY85-FY90 period is a linear regression of the trend over the FY75-FY83 period, at about 30 beds per year. The primary assumption is that history is the best predictor of the future. [See Figure 9]

Probation, on the other hand, is a larger population, and growing faster (both in rate and actual number) than the incarcerated population. A similar regression of the growth of probation yields a growth projection of 19 per month, or 228 per year. While this rate of growth roughly keeps pace with property crime rates, it may be that the primary reason for the accelerating growth in probation population is the saturation of current resources, meaning that the typical probation officer has more cases added each month outnumber the cases closed.

Whatever the level of projection made, it is apparent that both facilities and probation are population saturated and it is unlikely that either will see a long-term decline or significant stability in the next few years.

SECTION Conclusion & Trends

4

CONCLUSION

The increase in population in both the institutional side of the corrections system and in probation and parole, and the clear need to develop credible sentencing alternatives for the courts, has caused the Department, consistent with its dual mission of protecting the public and rehabilitating offenders, to undertake the following five tasks:

- Reinforce probation/parole to serve not as a second chance, slap-on-the-wrist option, but as an alternative that offers sentencing judges credible punishment (deprivation of liberty), sanctions and penalties to apply to offenders.
- Make the two central closed facilities (Northwest State Correctional Facility at St. Albans and the Windsor Correctional Facility) long-term work/industrial centers.
- Make the four regional centers (St. Johnsbury, Rutland, Woodstock and Chittenden) multi-level work centers within the following context:
 - A. Medium security inmates participate in the new Vermont Institutional Industries work site programs within the institutions;
 - B. Minimum security inmates participate in community service crews;
 - C. Community security inmates participate in work release programs in the community.
- Expand community service crews to include enemployed probationers/parolees and those offenders sentenced to serve time on weekends.
- Allocate the majority of purchase of service dollars to address the underlying problems which are directly related to the risk of subsequent criminal behavior and recidivism:
 - A. Emotional Stability,
 - B. Drug/Alcohol Abuse,
 - C. Sexual Issues,
 - D. Employment.

In summary, the goal is to provide six facilities with walls and in each probation district a continuum of "jails without walls." This will be accomplished by using such restrictions as: curfew; house arrest; daily movement schedules; collateral supervision by local law enforcement agencies, employers and relatives; daily contact with probation officers; daily distribution of antabuse; low probation caseloads for officers working with offenders under intensive supervision; and random yet regular night and weekend surveillance.

It should be noted that there may be an initial increase in the rate of incarceration due to probation violations as a result of intensive field supervision. This is because of the likelihood that more offenders will be caught in inappropriate behavior as the level of supervision intensifies. This will level off after a time, however, as offenders come to accept intensive supervision as a credible force. Over the long haul, the "jails without walls" will help mitigate most offenders' behavior within the community and allow probation officers more options than the immediate extreme of violation to jail.

TRENDS

This following excerpt from the National Institute of Corrections, is consistent with Department perspective.

"At recent National Institute of Corrections Advisory Board hearings, practitioners expressed the need for redefinition and clarification of the goals and mission of community corrections in light of present trends in the criminal justice system. The current lack of public support and understanding of community corrections is, in large part, fostered by the field's own inability to clearly articulate what community corrections is and ought to be.

While total agreement is lacking, there is an emerging consensus within the field about some common elements of community corrections.

Community corrections programs should be viewed as valid penalties and punishments for offenders, not only as alternatives to

incarceration. Because these programs deprive offenders of personal liberties, they are among the dispositions available to the courts.

Community corrections programs should be responsible not only for satisfying demands that they be fair punishment, but also for assuring public safety. For community supervision to develop and gain greater public acceptance, it must be viewed both as appropriate punishment for specific categories of offenders and as concerned with matters of risk and safety.

Building on work already done in such areas as risk classification, selective incapacitation and sentencing guidelines, there must be a clear understanding of the appropriate range of sanctions for offenders and what those sanctions can realistically accomplish. With that understanding, policy must be formulated on the appropriate use of possible

sanctions. Criteria used in sentencing should explicitly state which offenders should be fined; which should receive community service orders or pay restitution; which should be sentenced to probation, jail or prison; and what length, level and type of supervision should be imposed.

To date such concepts as classification and control have been applied primarily to institutional programs rather than to community alternatives. This limited application ignores the inter-relatedness of all elements of the criminal justice system and creates significant problems. For example, community corrections acts and sentencing guidelines at times appear simply to shift incarcerated populations from prisons to jails. Conversely, the failure to recognize the use of classification and risk assessment in community corrections has resulted in a greatly increased, and unnecessary use of jails and prisons."



The House of Representative Institutions Committee provides oversight for the department. Members shown (left to right) are George Crosby, Ken Harvey, "Bud" Keefe (Vice Chairman), Bill Allen (Committee Chairman), Robert Emond, Robert Wood and William Blanchard. Present also (but unable to be seen in the picture) are Peter Allendorf and William Fyfe.

SECTION Appendices A-G

5

Appendix A
Definitions

Rehabilitation - restoration to a former capacity, a condition of health or useful or constructive activity.

Habilitation - making capable, qualified.

Punishment - a suffering, pain, or loss that serves as retribution (recompense).

Reparation - the act of making amends, offering expiation, or giving satisfaction for a wrong or injury.

Restitution - making good of or giving an equivalent for some injury.

Reintegrate - re-instating or restoring unity with the community.

Integrate - uniting, incorporating, ending the segregation of and bring into common and equal membership into society, or an organization.

Incapacitate - to deprive of capacity or natural power; making legally incapable or ineligible.

Deterrence - turning aside, discarding, discouraging, or preventing from acting (as by fear).

Prevention - the act of forestalling, keeping from happening or existing; holding or keeping back from, hinder, or stop, interposing an obstacle.

Risk - possibility of loss or injury; dangerous element or factor, to expose to hazard or danger.

Need - lack of something requisite, desirable or useful; a condition requiring supply or relief.

Custody - guarding; immediate charge or control exercised over a suspect by a person or authority.

Enforcement - compel; carry out effectively, to give force to.

Supervision - a critical watching and directing (as of activities and course of direction).

Sentence Structure - incarceration - minimum and maximum, probation supervision conditions and terms.

Objective - being observable; a characteristic of; a part of the whole that is measureable.

Goal - the terminal point; the end place; the area toward which is advanced upon.

Philosophy - pursuit of wisdom; general understanding of values by chiefly speculative rather than observable means; the grounds and concepts expressing fundamental beliefs; the most general beliefs; concepts, attitudes (of the groups).

Split Sentences - where the court specifies a period of incarceration to be followed by a period of probation.

Interrupted Sentences - where an offender on probation may spend weekends or nights in jail.

Appendix B (1)

Operating Budget

State of Vermont

Department of Corrections

FY84 Appropriation

10/15/83

	Probation & Parole	Adult Facilities	Parole Board	Central (1) Administration	Department Total
Personal Services	2,128,236	7,463,539	48,700	494,900	10,135,375
Operating Expenses	426,550	3,180,875	15,100	120,200	3,742,725
Total	2,554,786	10,644,414	63,800	615,100	13,878,100

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(1) includes Commissioner's office, Accounting, Legal and Research.

Appendix B (2)

Capital Budget

During the 1983 session, the legislature approved several capital budget expenditures primarily oriented to alleviating some of the offender population pressure we are experiencing. The following are a list of these physical plant improvements and the amounts involved.

1. Expansion of the Northwest State Correctional Facility to provide 50 additional residential beds, a short term post arrest capability of six beds, and an upgraded control complex.
\$2,400,000
 2. Completion of inmate work sites at two facilities:

-St. Johnsbury - completion of the interior of the metal products building;

-Rutland - completion of the inmate work and training building.
\$175,000
 3. Funds for planning the expansion of or replacement of a facility.
\$150,000
 4. Improvements at the Woodstock and Chittenden facilities to come into compliance with current Life Safety Codes.
\$100,000
 5. Chain link security fences at the Windsor Facility.
\$50,000
 6. Renovations at the old St. Johnsbury Facility to permit temporary use in easing system overcrowding problems.
\$25,000
 7. Renovations at Addison, Orleans, and other lockups to permit their use for low custody level offenders.
\$250,000
- TOTAL \$3,150,000

Appendix C Facility Custody/Needs Classification Description

The following text and charts are extracted from the Vermont Department of Corrections Classification Manual used in facilities. Included are the goals and objectives of the process a model description, an Initial Custody Classification instrument, a Custody Re-classification instrument and the two page Needs Assessment instrument.

GOALS

The Vermont Department of Corrections' offender classification system will:

1. Utilize complete, high quality information at all levels,
2. Provide for fair, consistent, and valid decision making,
3. Be consistent with legal and constitutional guarantees,
4. Utilize the coordinated delivery of a continuum of services and supervision,
5. Maintain the inmate at the least restrictive level of custody, consistent with public safety,
6. Maintain the inmate close to his home community and support reintegration into that community,
7. Provide for the needs of special populations,
8. Match the needs of offenders to appropriate resources,
9. Provide for offender involvement in the classification process,
10. Provide for periodic, systematic reclassification,
11. Be responsive to feedback, evaluation, the needs of the offender, the needs of the system, and improvements in the technology of offender classification.

Objectives

In meeting these goals, the following will additionally be realized:

- Reduce the number of escapes from custody,
- Reduce the number of walk-aways from furlough,
- Reduce the number of protective custody cases,
- Reduce the number of assaults on inmates,
- Balance the inmate population evenly across the State,
- Improve the use of resources, i.e., differential staffing patterns by type and location,
- Insure inmates are in the proper institution based on classification.

MODEL DESCRIPTION

The Vermont Department of Corrections' Offender Classification Instrument is based on the principle that the best predictor of future behavior is past behavior. It concerns itself with the issues of: violence potential, escape, management problems, and the probability of continued criminal activity.

In regards to these issues, it is recognized that the security/custody levels of minimum, medium, close and maximum reflect the objective assessment of the offender's potential for escape, institutional violence, or institutional management problems. It is only at the community security/custody level that the probability of continued criminal activity, as reflected on the needs instrument, and the concern for protection of the public become a consideration for security/custody designation decisionmaking.

Further, there is a recognition that the considerations and available data for initial classification differ significantly from those for reclassification. Accordingly, separate and distinct instruments are used for initial and reclassification decision making with the latter reflecting the observations and knowledge gained from an extended period of offender institutional performance.

The instrument itself for security/custody decision making is an additive/decision tree utilizing objective criteria which reflect the above noted premises. The needs instrument is not additive, but rather, differentiates 13/14 need areas with four levels of objective discrimination within any need area. Also, the Needs Instrument serves as both an historic record and a record of progress in that it reflects initial assessment data as well as program participation. Necessary or desired programmatic responses and their potential impact on eligibility for community

security/custody are determined through the integration of administrative rules and the differential case planning process.

Finally, although the security, custody, needs instrument represents the core of the offender classification system, it was determined that all of the offender or Department needs could not be anticipated in a single objective instrument. Accordingly, to give the system some flexibility, a listing was developed of other possible objective considerations which could be used to alter or override the security, custody, or need level, as determined, using the instrument alone. These over-ride considerations take two forms; administrative and discretionary. Administrative over-rides are automatically invoked when the case in question meets the objective criteria as defined for the particular administrative over-ride. Discretionary over-rides are invoked upon the specific recommendation of those persons authorized to do so. All over-rides must be based on objective, verifiable data.



Central control room at the new St. Johnsbury Correctional Center. This is the nerve center of the facility from which the operator can monitor and control all movement of inmates.

INITIAL CUSTODY CLASSIFICATION

IC	Add	Change	Inmate Name	Inmate ID Number		
Caseworker Name			Caseworker Code	Location Code	Date	

Select the answer and enter the weight in the score column. Total scores as directed.

- HISTORY OF INSTITUTIONAL VIOLENCE (Jail or Prison, code most serious in last 5 years)**
 - None..... 0 score
 - Assault and Battery without use of weapon or serious injury resulting..... 3
 - Assault and Battery with use of weapon or serious injury resulting..... 7
- SEVERITY OF CURRENT OFFENSE**
(See Severity of Offense Scale on back of form. Score most serious of multiple conv.)
 - Low..... 0 score
 - Low Moderate..... 1
 - Moderate..... 2
 - High..... 4
 - Highest..... 6
- PRIOR ASSAULTIVE OFFENSE HISTORY**
(Score the most severe in inmates history. Refer to Severity of Offense Scale on back)
 - None, Low or Low Moderate..... 0 score
 - Moderate..... 2
 - High..... 4
 - Highest..... 6
- ESCAPE HISTORY (Rate last 3 years of incarceration)**
No escapes or attempts (or no prior incarcerations)..... 0 score
 - An escape or attempt from minimum or community custody, no actual or threatened violence
 - Over 1 year ago..... 1
 - Within last year..... 3
 - An escape or attempt from medium or a higher custody, or an escape from minimum or community custody with actual or threatened violence
 - Over 1 year ago..... 5
 - Within last year..... 7

CLOSE CUSTODY SCORE (Add items 1 thru 4)
Place in close custody if score is 10 or more. Finish 5 thru 8 & use MED/MIN scale if under 10.

- ALCOHOL/DRUG ABUSE**
 - None..... 0 score
 - Abuse causing occasional legal and social adjustment problems..... 1
 - Serious abuse, serious disruption of functioning..... 3
- CURRENT DETAINER**
 - None..... 0 score
 - Misdemeanor detainer..... 1
 - Extradition initiated misdemeanor..... 3
 - Felony detainer..... 4
 - Extradition initiated felony..... 6
- PRIOR FELONY CONVICTIONS**
 - None..... 0 score
 - One..... 2
 - Two or More..... 4
- STABILITY FACTORS (Check appropriate boxes and combine for score)**
 - Age 26 or over..... -2 score
 - High School Diploma or GED received..... -1
 - Employed or attending school (full or part-time) for six months or more when arrested) -1

MINIMUM/MEDIUM SCORE (Add items 1 thru 8) TOTAL=

- OVERRIDES: (Enter appropriate codes when applicable)
- | | | | |
|---------------------------|--------------------------------------|--------------------------|-------------|
| 1. Sentence Structure | 3. Program Participation/Performance | 6. Population Management | <u>Over</u> |
| 2. Out of State Detainers | 4. Special Program Needs | 7. Insufficient Data | |
| | 5. Notoriety or Public Sentiment | 8. Overall History | |
| | | | |

ASSIGNED CUSTODY LEVEL: (Enter Custody Level code - Total Score & Override Policy)

1. Community 2. Minimum 3. Medium 4. Close 5. Maximum Level

Form 11-82-1

CUSTODY RE-CLASSIFICATION

Inmate Name (Last, First, Middle)		Birth Date	ID Number	Off. Type
Caseworker Name		Caseworker Code	Location Code	Date

Select the answer and enter the weight in the score column. Total scores as directed.

- HISTORY OF INSTITUTIONAL VIOLENCE (Jail or Prison, code most serious in last 5 years)**
 - None..... 0 score
 - Assault and Battery without use of weapon or serious injury resulting..... 3
 - Assault and Battery with use of weapon or serious injury resulting..... 7

(If there is a history of institutional violence, consider #2 (only count time in custody).)
- Did above assault occur**
 - Within last six months..... 3 score
 - Over 1 year ago..... -1
 - Over 2 years ago..... -2
- SEVERITY OF CURRENT OFFENSE**
(See Severity of Offense Scale. Score most serious of multiple conv.)
 - Low or Moderate..... 0 score
 - Moderate..... 1
 - High..... 3
 - Highest..... 4
- PRIOR ASSAULTIVE OFFENSE HISTORY**
(Score the most severe in inmates history. Refer to Severity of Offense Scale)
 - None, Low or Low Moderate..... 0 score
 - Moderate..... 1
 - High..... 3
 - Highest..... 4

SCHEDULE A SCORE (Add items 1 thru 4)
Use Sched. A for custody placement if score is 10 or more.
Finish 5 thru 9 & use Sched. B if score is less than 10 or inmate has been approved for parole.

- ESCAPE HISTORY (Rate last 3 years of incarceration)**
 - Served less than 6 months and no escapes or attempts..... 0 score
 - Served at least 6 months and no escapes or attempts..... -3
 - An escape or attempt from minimum or community custody, no actual or threatened violence
 - Over 1 year ago..... 1
 - Within last year..... 3
 - An escape or attempt from medium or a higher custody, or an escape from minimum or community custody with actual or threatened violence
 - Over 1 year ago..... 5
 - Within last year..... 7
- NUMBER OF DISCIPLINARY REPORTS**
 - None in the last 12 months..... -5 score
 - None in the last 9 months..... -3
 - None in the last 6 months..... -2
 - None in the last 90 days..... -1
 - One in the last 90 days..... 0
 - Two in the last 90 days..... 4
 - Three or more in the last 90 days..... 6
- MOST SEVERE DISCIPLINARY REPORT RECEIVED (Last 15 months)**
 - None..... 0 Moderate..... 2 Highest..... 7 score
 - Low Moderate..... 1 High..... 5
- CURRENT DETAINER/PAROLE**
 - None, or prosecution/extradition not indicated..... 0 score
 - Misdemeanor-extradition/prosecution indicated..... 3
 - Felony-extradition/prosecution indicated..... 5
 - Approved for Parole..... -5
- PRIOR FELONY CONVICTIONS**
 - None..... 0 One..... 2 Two or More..... 4 score

SCHEDULE B SCORE (Add items 1 thru 9) TOTAL =

- OVERRIDES (Enter appropriate codes when applicable)
- | | | | |
|---------------------------|--------------------------------------|--------------------------|-------------|
| 1. Sentence Structure | 3. Program Participation/Performance | 6. Population Management | <u>over</u> |
| 2. Out of State Detainers | 4. Special Program Needs | 7. Insufficient Data | |
| | 5. Notoriety or Public Sentiment | 8. Overall History | |
| | | | |

ASSIGNED CUSTODY LEVEL (Enter Custody Level code - Total Score & Override Policy)

1. Community 2. Minimum 3. Medium 4. Close 5. Maximum level

ASSESSMENT OF OFFENDER NEEDS AND PROGRESS REPORT

VT DOC

NEI	Add	Change	Inmate Name	Inmate ID Number
Caseworker Name		Caseworker Code	Location Code	Date
PRIMARY CSS	1. Selective Intervention		2. Casework/Control	3. Environmental Structuring
			4. Limit Setting	<input checked="" type="checkbox"/>

	1	2	3	4
ACADEMIC SKILLS				
High School Diploma, GED, or above skill level	<input type="checkbox"/>	At least eighth grade reading level, incomplete education, potential for GED <input type="checkbox"/>	Third through sixth grade reading/math skills, needs basic education programs <input type="checkbox"/>	Zero through third grade level of reading/math skills, needs remedial programs <input type="checkbox"/>
Has attained GED	<input type="checkbox"/>	Has completed basic education program <input type="checkbox"/>	Has completed remedial program <input type="checkbox"/>	Unable/Refuses to participate in education program <input type="checkbox"/>
VOCATIONAL SKILLS				
Has specific skill	<input type="checkbox"/>	Has a skill but may need further experience in employment setting <input type="checkbox"/>	Has basic skills but needs specific skills training program <input type="checkbox"/>	No skills, needs basic skills training, or lacks ability to perform simple tasks <input type="checkbox"/>
Has mastered a specific skill	<input type="checkbox"/>	Has completed one specific voc. training program <input type="checkbox"/>	Has completed basic skills training program <input type="checkbox"/>	Unable/Refuses to participate in vocational program <input type="checkbox"/>
EMPLOYMENT	Satisfactory	Employed for six months to one year in a single job <input type="checkbox"/>	Employed on 2 or more jobs in 1 yr/empl. 1-5 months <input type="checkbox"/>	Unemployed for more than 6 mos. or virtually unemployable <input type="checkbox"/>
Has completed six months of work release	<input type="checkbox"/>	Has completed three months of work release <input type="checkbox"/>	Has completed at least five months of continuous work <input type="checkbox"/>	Unable/Refuses to work or has not successfully completed at least 3 mos. cont. work <input type="checkbox"/>
FINANCIAL MANAGEMENT				
Able to earn money and budget to support self and dependents	<input type="checkbox"/>	Earns weekly salary but it is insufficient for normal living conditions <input type="checkbox"/>	On welfare/has basic understanding-refuses to plan day-to-day financial existence <input type="checkbox"/>	Total lack of understanding about financial management <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Unable/Refuses to participate in life skill training program <input type="checkbox"/>
MARITAL RELATIONSHIP	Stable	Short-term (under six months) relationship that appear normal <input type="checkbox"/>	Marriage or liaison rocky <input type="checkbox"/>	History of wife beating or destructive relationship <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Unable/Refuses to participate in need related program <input type="checkbox"/>
FAMILY RELATIONSHIPS	Strong supportive	Family separated but no adverse effects <input type="checkbox"/>	Family disruption at early age or lack of good male figure <input type="checkbox"/>	History of abuse both as victim and/or abuser <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Unable/Refuses to participate in need related program <input type="checkbox"/>
COMPANIONS	Good support and influence	Mainly drinking companions no involvement with criminal activity <input type="checkbox"/>	Some associates involved in criminal activity <input type="checkbox"/>	Associates mainly involved in criminal activity or tends to be used by others or tends to negatively manipulate <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Has achieved goal as indicated in case plan for this area <input type="checkbox"/>	Unable/Refuses to participate in need related program <input type="checkbox"/>

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ASSESSMENT OF OFFENDER NEEDS AND PROGRESS REPORT (CONTINUED)

VT DOC

NE2	Add	Change	Inmate Name	Inmate ID Number
Caseworker Name			Caseworker Code	Location Code
			Date	
ALCOHOL USAGE				
Does not use alcohol			Uses alcohol but no interference with functioning	Weekend heavy drinker or some disruption of functioning in daily life, e.g., work, relations, health etc.
	<input type="checkbox"/>	<input type="checkbox"/>		Daily heavy drinker (six pack or more or equivalent) or serious disruption of functioning in daily life, e.g. work, relations, health <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area	Has achieved goal as indicated in case plan for this area
	<input type="checkbox"/>	<input type="checkbox"/>		Unable/Refuses to participate in alcohol related program <input type="checkbox"/>
OTHER DRUG USAGE				
Does not use drugs and/or controlled substances			Uses drugs and/or controlled substances but no interference with functioning	Uses drugs and/or controlled substances other than marijuana daily
	<input type="checkbox"/>	<input type="checkbox"/>		Uses heroin, cocaine, depressants, amphetamines, to the exclusion of other activ. <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area	Has achieved goal as indicated in case plan for this area
	<input type="checkbox"/>	<input type="checkbox"/>		Unable/Refuses to participate in drug related program <input type="checkbox"/>
SEXUAL BEHAVIOR				
No apparent disfunction			No disfunction but has lack of understanding or knowledge of sexual matters	Voyeurism or exhibitionism or homosexuality
	<input type="checkbox"/>	<input type="checkbox"/>		Severe problems, e.g., sexual assault, L&L <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area	Has achieved goal as indicated in case plan for this area
	<input type="checkbox"/>	<input type="checkbox"/>		Unable/Refuses to participate in sex related program <input type="checkbox"/>
EMOTIONAL STABILITY				
Well adjusted, makes appropriate emotional responses			Occasional anxiety or nervousness	Some emotional instability or makes immature responses
	<input type="checkbox"/>	<input type="checkbox"/>		Lashes out or withdraws into self or has suicidal ideation or attempts <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area	Has achieved goal as indicated in case plan for this area
	<input type="checkbox"/>	<input type="checkbox"/>		Unable/Refuses to participate in need related program <input type="checkbox"/>
LEISURE TIME UTILIZATION				
Has identified leisure interests, skills, and activities			Has identified leisure interests and skills, but infrequently uses them	Has loosely defined leisure interests, few skills, and little use, if any
	<input type="checkbox"/>	<input type="checkbox"/>		Can't identify leisure interests and lacks skills <input type="checkbox"/>
Has achieved goal as indicated in case plan for this area	<input type="checkbox"/>	<input type="checkbox"/>	Has achieved goal as indicated in case plan for this area	Has achieved goal as indicated in case plan for this area
	<input type="checkbox"/>	<input type="checkbox"/>		Unable/Refuses to participate in leisure activities program <input type="checkbox"/>
MENTAL ABILITY				
Able to function independently			Under-achiever	Low average intelligence
	<input type="checkbox"/>	<input type="checkbox"/>		Below average intelligence <input type="checkbox"/>
HEALTH				
Sound physical health			Occasional work loss due to sickness	Handicap or illness interfering with functioning on a recurring basis
	<input type="checkbox"/>	<input type="checkbox"/>		Serious handicap or chronic illness <input type="checkbox"/>

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WHITE - Central Office
YELLOW - Facility File

Appendix D

Custody and Security Levels and Criteria

Tables 1 and 2 outline the criteria used to differentiate institutions by security and custody level. These factors relate to physical or environmental configurations (Table 1) and the degree and type of staff supervision (Table 2). The following discussion provides descriptions for each security level and custody level.

Maximum Security

Maximum security requires housing separate from the general population and implies separate management of various activities (such as exercise and food service) as well. An inmate placed in a maximum security setting should be housed in a single-occupancy, "inside cell" - a cell which is contained on four sides within a cellblock. In this case, if an inmate escapes from the cell, he/she is still confined within the building. The maximum security facility shall include a secure perimeter with towers occupied 24 hours a day, or the equivalent. External patrol and detection devices are also required. However, the maximum security inmate may retain his or her personal property unless the classification team finds and documents that (in an individual case) removal of specific items of personal property is essential for protection of self or others.

Maximum Custody

For a maximum custody inmate, day movement inside the perimeter shall only be under direct escort. Night movement inside the perimeter shall be on an escorted basis with special orders from the supervising officer. General supervision calls for all movement of maximum custody inmates to be escorted. When leaving the institutional grounds, an armed one-on-one escort and full restraints shall be used. A maximum custody inmate is not eligible for furloughs. An inmate assigned to maximum custody shall have access only to specific programs in which appropriate supervision can be maintained, usually in his cell, the cellblock or an adjacent area.

Maximum custody is used only for offenders whose past behavior indicates they pose a clear and present danger to staff and other

inmates. It may also be used as a temporary placement.

Close Security

Close security also requires housing separate from the general population. External perimeter security and tower requirements shall be the same as for maximum custody. Single cells are also required for this security level; however, single "outside cells" are appropriate. (As noted in Table 1, "outside cells" refer to those cells with a wall or window immediately adjacent to the outside of the building. In this case, if an inmate escapes from the cell, he/she has escaped from the building.)

As can be seen, there is little difference between maximum and close security designations. Custody specifications, however, differ considerably.

Close Custody

For an inmate assigned to close custody, all movement may be unescorted during the daytime inside the perimeter, but shall be observed by staff. Night movement shall be escorted or on a check in/check out basis. The supervision for a close custody inmate shall include constant observation and supervision by staff. When leaving the institutional grounds, one-on-one escorts shall be used for such an inmate, who shall be kept in handcuffs. An inmate at this custody designation is not eligible for furloughs. In addition, a close custody inmate is to have access only to selected jobs, programs and activities inside the building and as assigned by the classification process.

This custody level is reserved for inmates whose past assaultive and/or escape histories indicate a need for very close control.

Medium Security

Housing for medium security may be either single cell units or dormitories when the areas are secure and designated for this purpose. Medium security shall also include

a secure perimeter, occupied 24 hours a day, with external patrol and detection devices.

Medium Custody

An inmate assigned to medium custody shall be permitted to move within the institution only within the view of a correctional officer and is permitted to leave the institution only when accompanied by a correctional officer. An inmate may be eligible for all activities within the main perimeter. Supervision should be frequent, and there should be direct observation of the area at all times.

Minimum Security

Minimum security housing may be in any open unit within an appropriate institution perimeter. This perimeter should include clearly designated boundaries. There are no detection devices, but there may be intermittent external patrols. The facility should be designed to allow access to living quarters before and after work hours.

Minimum Custody

Minimum custody shall be reserved for inmates who do not pose the risks associated with the preceding custody levels (but who may not be psychologically prepared for community release). An inmate assigned to minimum custody shall be permitted to move about within the institution, but not necessarily within the view of a correctional officer. The inmate may be permitted to leave the

institution unaccompanied by a correctional officer but under controlled circumstances.

Community Security

Community security placements may include any of the following:

1. Pre-Release (i.e., work release, education release, etc.);
2. School (residential or college);
3. Hospital;
4. Nursing Home;
5. Private residence;
6. Other settings appropriate to the needs of the inmate and his/her casework plan.

Community Custody

Community custody shall be reserved for inmates who do not pose the risks associated with the preceding custody levels and who are psychologically prepared for immediate release to the community. Direct supervision is not required, but may be provided under certain circumstances. Daily unescorted access to the community is generally allowed and furloughs are considered an important element of most community custody programs.

**VERMONT
SECURITY DESIGNATIONS
TABLE I**

	COMMUNITY	MINIMUM	MEDIUM	CLOSE	MAXIMUM
PERIMETER	None	Clearly designated by boundary markers.	Less Secure (Regional) Fac. Secure (Central) Fac.	Secure	Secure
TOWERS	None	Optional	Manned 24 hours	Manned 24 hours	Manned 24 hours
EXTERNAL PATROL	None	Intermittent	Yes	Yes	Yes
DETECTION DEVICES	None	None	Yes	Yes	Yes
HOUSING	Single rooms and/or multiple rooms.	Single rooms and/or multiple rooms and/or multiple dormitories.	Single cells or rooms and/or dormitories.	Single outside or inside cells.	Single inside cells corridor grills.

DEFINITIONS

Less Secure: Walled, single fence or no perimeter fence except for a fenced recreational area. All entry and exit into and out of is via sally ports.

Secure Perimeter: Walled or single fenced perimeter with armed towers. All entry and exit into and out of the compound is via sally ports.

Inside Cell: A cell which is contained on four sides within a cellblock; i.e., if an inmate escapes from the cell, he is still confined within the building.

Outside Cell: A cell with a wall or window immediately adjacent to the outside of the building; i.e., if an inmate escapes from the cell, he has escaped from the building.

VERMONT CUSTODY DESIGNATIONS

TABLE II

	COMMUNITY	MINIMUM	MEDIUM	CLOSE	MAXIMUM
Day Movement	Unrestricted	Check Out/In	Check Out/In	All normal movement outside unit is escorted	Escorted Only
Night Movement	Unrestricted	Check Out/In	Under staff observation	Escorted	Only on order of Shift Supervisor and on escorted basis; always escorted
Supervision	Periodic as appropriate to circumstances of work or activities	Supervised in groups by an unarmed officer or checked every 30 minutes	Frequent and direct observation by staff	Always observed and supervised	Always observed and supervised
Leave the Institution	Daily and unescorted. Eligible for unescorted furloughs.	Under supervision. Eligible for escorted furloughs.	Under close supervision.	One-On-One escort, and in full restraints.	(Armed) one-on-one escort, and in full restraints.
Access to Programs	Unrestricted, including all community based programs/activities.	Inside the perimeter and selected community based programs and activities.	All inside the perimeter	Selected programs and activities inside the units or facility.	Selected cell activity only.
Access to Jobs	All, both inside and outside the perimeter.	Inside and supervised jobs outside the perimeter	All inside the perimeter	Only day jobs inside the units or facility.	None
Meal Movement	Unrestricted	Unrestricted	Under staff observation.	Fed in units or cell.	Fed in cell.

Appendix E

Probation and Parole Risk/Need Classification Description

While the ultimate purpose of the Probation and Parole Classification procedures are the same as the facility process (to determine the level of supervision that protects the public safety but provides the offender with the best chance of success) there is some variation in the actual mechanics of the process and format of the forms used. Included in this appendix section are the list of factors in assessing risk, the factors in assessing needs, a list of some of the supervision and control strategies available and a list of some of the punishment and reparation formats available. Also included are the forms used for Initial Assessment of Risk/Need, Assessment of Risk and Termination of Risk. The Needs Assessment form for the latter two are the same as is used for Initial Assessment.

Since the basic punishment is selected by the courts, the factors for determining case-work strategy are developed by the Initial Assessment of Risk, which measures the following:

- Residential stability,
- Employment stability,
- Alcohol usage,
- Drug usage,
- Attitude,
- Age at first conviction,
- Number of prior probations,
- Number of prior revocations,
- Number of prior felony convictions,
- Juvenile convictions of specified severity,
- Over-ride considerations:

and the Initial Assessment of Need, which includes the following:

- Academic/Vocational skills,
- Employment,
- Financial management,
- Marital/Family relationships,
- Companions,
- Emotional stability,
- Alcohol usage,
- Drug usage,
- Mental Ability,
- Health,
- Sexual behavior,
- Officer's impressions.

These assessments are repeated at prescribed periods that are determined by the individual's sentence length.

The assessments then become the main decision making source behind initial classifications and subsequent reclassifications.

Current strategies available to Probation and Parole Officers to carry out their supervision and control roles include:

- Residential placement - mandated (Treatment custody),
- House arrest,
- Curfew,
- Pre-scheduled activity and movement,
- Structured range of movement,
- Contact type (day, night, weekend) and frequency,
- Computer monitoring - Division of Motor Vehicles: payment, billing,
- Disclosure,
- Testing - alcosensor.

Punishment, reparation and/or restitution can, therefore, be accomplished by any one or more of the following:

- Victim participation - sentencing and review committee,
- Community work service,
- Community service crew,
- Payment of fines and restitution,
- Payment for treatment received,
- Set off law (use of tax refunds to repay),
- Mandated residence,
- House arrest,
- Curfew,
- Structured activity and movement,
- Contact type,
- Payment for victim's treatments.

INITIAL ASSESSMENT OF RISK

VERMONT

IR	Add	Change	Client Name	Client ID Number
Officer Name	Officer Code	Location Code	Date	

Select the answer and enter the weight in the score column. Total all scores.

		SCORE
Number of Address changes in last 12 months: (Prior to incarceration for parolees):	0 None 2 One 3 Two or more	_____
Time Employed in Last 12 months: (Prior to incarceration for parolees)	0 7 months 1 5 to less than 7 months 2 Under 5 months 0 Not applicable	_____
Alcohol Usage Problems: (Prior to incarceration for parolees)	0 No interference with functioning 2 Occasional abuse; some disruption of functioning 4 Frequent abuse; serious disruption; needs treatment	_____
Other Drug Usage Problems: (Prior to incarceration for parolees)	0 No interference with functioning 1 Occasional abuse; some disruption of functioning 2 Frequent abuse; serious disruption; needs treatment	_____
Attitude:	0 Motivated to change; receptive to assistance 3 Dependent or unwilling to accept responsibility 5 Rationalizes behavior; negative; not motivated to change	_____
Age of First Conviction: (or Juvenile Adjudication)	0 24 or older 2 20 - 23 4 19 or younger	_____
Number of Prior Periods of Probation/Parole Supervision: (Adult or Juvenile)	0 None 4 One or more	_____
Number of Prior Probation/Parole Revocations: (Adult or Juvenile)	0 None 4 One or more	_____
Number of Prior Felony Convictions: (or Juvenile Adjudications)	0 None 2 One 4 Two or more	_____
Convictions or Juvenile Adjudications For: (Select applicable and add for score. Do not exceed a total of 5. Include current offense)	2 B&E, theft, auto theft (OOC or GL), or robbery 3 Worthless checks or forgery	_____
Total all scores then complete next page before continuing below.		TOTAL _____
Automatic Overrides: (Enter appropriate code when applicable)	1 Extended Furlough 2 First 3 months of parole 3 Community sensitive 4 Assaultive instant offense	_____
Officer Override: (Enter rationale)	5 Officer override	_____
Assigned Supervision Level: (Enter code for supervision level based upon total score and override policy.)	1 High 2 Medium High 3 Medium 4 Low	_____
Primary Casework Strategies System: (Enter appropriate code)	1 Selective Intervention 2 Casework/Control 3 Environmental Structuring 4 Limit Setting 0 Not Reported	_____

INITIAL ASSESSMENT OF NEED

VERMONT

IR	Add	Change	Client Name	Client ID Number
Officer Name			Officer Code	Location Code
			Date	

Select the answer and enter the weight in the score column. Total all scores.

				SCORE
ACADEMIC/VOCATIONAL SKILLS				
-1	0	+2	+4	
High School or above skill level	Adequate Skills; able to handle everyday requirements	Low skill level causing minor adjustment problems	Minimal skill level causing serious adjustment problems	_____
EMPLOYMENT				
-1	0	+3	+6	
Satisfactory employment for one year or longer	Secure employment; no difficulties reported; or homemaker, student, or retired	Unsatisfactory employment; or unemployed but has adequate job skills	Unemployed and virtually unemployable; needs training	_____
FINANCIAL MANAGEMENT				
-1	0	+3	+5	
Long-standing pattern of self-sufficiency; e.g. good credit rating	No current difficulties	Situational or minor difficulties	Severe difficulties, may include garnishment, bad checks or bankruptcy	_____
MARITAL/FAMILY RELATIONSHIPS				
-1	0	+3	+5	
Relationships and support exceptionally strong	Relatively stable relationship	Some disorganization or stress but potential for improvement	Major disorganization or stress	_____
COMPANIONS				
-1	0	+2	+4	
Good support and influence	No adverse relationships	Associations with occasional negative results	Associations almost completely negative	_____
EMOTIONAL STABILITY				
-2	0	+4	+7	
Exceptionally well adjusted; accepts responsibility for actions	No symptoms of emotional instability; appropriate emotional responses	Symptoms limit but don't prohibit adequate functioning; e.g. excessive anxiety	Symptoms prohibit adequate functioning; e.g. lashes out or retreats into self	_____
ALCOHOL USAGE				
	0	+3	+6	
	No interference with functioning	Occasional abuse; some disruption of function	Frequent abuse; serious disruption needs treatment	_____
OTHER DRUG USAGE				
	0	+3	+5	
	No interference with functioning	Occasional substance disruption of function	Frequent substance abuse serious disruption; needs treatment	_____
MENTAL ABILITY				
	0	+3	+6	
	Able to function independently	Some need for assistance; potential for adequate adjustment; mild retardation	Deficiencies severely limit independent functioning; moderate retardation	_____
HEALTH				
	0	+1	+2	
	Sound physical health; seldom ill	Handicap or illness interferes with functioning on a recurring basis	Serious handicap or chronic illness; needs frequent medical care	_____
SEXUAL BEHAVIOR				
	0	+3	+5	
	No apparent dysfunction	Real or perceived situation or minor problems	Real or perceived chronic or severe problems	_____
OFFICER'S IMPRESSION OF CLIENT'S NEEDS				
-1	0	+3	+5	
Minimum	Low	Medium	Maximum	_____
		60		Total _____

REASSESSMENT OF RISK

VERMONT

RR	Add	Change	Client Name	Client ID Number
Officer Name			Officer Code	Location Code
			Date	

Select the answer and enter the weight in the score column. Total all scores.

			SCORE			
Number of Address Changes in Last 12 months:....	0 None	2 One	3 Two or more	_____		
Age of First Conviction:..... (or Juvenile Adjudication)	0 24 or older	1 20-23	3 19 or younger	_____		
Number of Probation/Parole Revocations:..... (Adult or Juvenile)	0 None	2 One or more		_____		
Number of Prior Felony Convictions:..... (or Juvenile Adjudications)	0 None	1 One	3 Two or more	_____		
Convictions or Juvenile Adjudications For:..... (Select applicable and add for score. Do not exceed a total of 5. Include current offense.)	1 B&E, theft, auto theft (OOC or GL), or robbery	2 Worthless checks or forgery		_____		
RATE THE FOLLOWING BASED ON PERIOD SINCE LAST CLASSIFICATION						
Percentage of Time Employed:.....	0 60% or more	1 40% to 59%	2 Under 40%	0 Not Applicable	_____	
Alcohol Usage Problems:.....	0 No interference with functioning	2 Occasional abuse; some disruption of functioning	5 Frequent abuse; serious disruption; needs treatment		_____	
Other Drug Usage Problems.....	0 No interference with functioning	1 Occasional abuse; some disruption of functioning	2 Frequent abuse; serious disruption; needs treatment		_____	
Problems With Current Living Situation:.....	0 Relatively stable relationships	3 Moderate disorganization or stress	5 Major disorganization or stress		_____	
Social Identification:.....	0 Mainly with non-criminally oriented persons	3 Mainly delinquent persons			_____	
Response To Court or P&P Imposed Conditions:....	0 No problems or consequence	3 Moderate compliance problems	5 Has been unwilling to comply		_____	
Use of Community Resources:.....	0 Not needed	0 Productively utilized	2 Needed but not available	3 Utilized but not beneficial	4 Available but rejected	TOTAL _____
Total all scores then complete next page before continuing below.						
Automatic Overrides:..... (Enter appropriate code when applicable)	1 Extended Furlough	2 First 3 months of Parole	3 Community Sensitive	4 Assaultive instant offense	5 Officer override	_____
Officer Override:..... (Enter rationale)						_____
Assigned Supervision Level:..... (Enter code for supervision level based upon total score and override policy.)	1 High	2 Medium High	3 Medium	4 Low		_____
Primary Casework Strategies System:..... (Enter appropriate code)	1 Selective Intervention	2 Casework/Control	3 Environmental Structuring	4 Limit Setting	0 Not Reported	_____
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TERMINATION OF RISK			VERMONT		
TE	Add	Change	Client Name		Client ID Number
Officer Name			Officer Code	Location Code	Date

Select the answer and enter the weight in the score column. Total all scores

Number of Address Changes in Last 12 months:.... 0 None
2 One
3 Two or more

Age of First Conviction:..... 0 24 or older
(or Juvenile Adjudication) 1 20-23
3 19 or younger

Number of Probation/Parole Revocations:..... 0 None
(Adult or Juvenile) 2 One or more

Number of Prior Felony Convictions:..... 0 None
(or Juvenile Adjudications) 1 One
3 Two or more

Convictions or Juvenile Adjudications For:..... 1 B&E, theft, auto theft (OOC or GL), or
(Select applicable and add for score. Do not robbery
exceed a total of 5. Include current offense.) 2 Worthless checks or forgery

RATE THE FOLLOWING BASED ON PERIOD SINCE LAST CLASSIFICATION

Percentage of Time Employed:..... 0 60% or more
1 40% to 59%
2 Under 40%
0 Not Applicable

Alcohol Usage Problems:..... 0 No interference with functioning
2 Occasional abuse; some disruption of functioning
5 Frequent abuse; serious disruption; needs treatment

Other Drug Usage Problems..... 0 No interference with functioning
1 Occasional abuse; some disruption of functioning
2 Frequent abuse; serious disruption; needs treatment

Problems With Current Living Situation:..... 0 Relatively stable relationships
3 Moderate disorganization or stress
5 Major disorganization or stress

Social Identification:..... 0 Mainly with non-criminally oriented persons
3 Mainly delinquent persons

Response To Court or P&P Imposed Conditions:.... 0 No problems or consequence
3 Moderate compliance problems
5 Has been unwilling to comply

Use of Community Resources:..... 0 Not needed
0 Productively utilized
2 Needed but not available
3 Utilized but not beneficial
4 Available but rejected

Total all scores then complete next page before continuing below. TOTAL

Automatic Overrides:..... 1 Extended Furlough
(Enter appropriate code when applicable) 2 First 3 months of Parole
3 Community Sensitive

Officer Override:..... 4 Assaultive instant offense
(Enter rationale) 5 Officer override

Assigned Supervision Level:..... 1 High
(Enter code for supervision level based upon 2 Medium High
total score and override policy.) 3 Medium
4 Low

Primary Casework Strategies System:..... 1 Selective Intervention
(Enter appropriate code) 2 Casework/Control
3 Environmental Structuring

4 Limit Setting
0 Not Reported

DEPARTMENT OF CORRECTIONS PROGRAM INVENTORY

Appendix F (1)

Facilities Program Inventory

WORK

Institutional Work - Involves inmate labor five days per week for each inmate, the objectives being work readiness and work performance. Examples are: cleaning maintenance, food preparation service, laundry service, library and learning center.

Supervised Work Crews - Involves inmates working outside the building under direct supervision of Department of Corrections staff, with the objective being work experience, capacity to take directions and development of a work ethic. These crews take two forms - institutional service and community service - with crews of the latter type receiving compensation through Vermont Institutional Industries as their employer.

Vermont Institutional Industries - All of Vermont Institutional Industries activities are designed to aid offenders in developing and practicing employable skills. Each of the work categories are targeted toward areas in the current job market so that eventually direct or related area employment is more accessible to the offender. Examples: dairy farming and allied activities, plate production, sign production, metal forming, printing, furniture making, wood finishing and name plate production.

Community On-The-Job Training - Institutions where a community custody level of programs have the capacity for inmates to go from the facility to job placements within the community for the specific purpose of learning job skills. In some cases these jobs are subsidized by funds available through Vocational Rehabilitation and other special Department of Employment and Training programs.

Community Based Employment - Inmates who have earned a community based custody level during their institutional stays are eligible to seek and hold jobs in the community. These non-subsidized positions are designed as part of skill building for community reintegration and self support by inmates, as well as for providing support for those who are financially and emotionally dependent upon them.

TRAINING

See Education Section.

	St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
Institutional Work	X	X	X	X	X	X
Supervised Work Crews	X	X	X	X	X	X
Vermont Institutional Industries					X	X
Community On-The-Job Training	X	X	X	X		
Community Based Employment	X	X	X	X		

RECREATION

Athletics - Traditional, competitive athletics are offered at the facilities. The majority of these activities occur within a facility and are an intramural process. There are some competitive events which are held with outside teams but participation depends on the custody level of the inmate members of the team. Basketball, softball, badminton and volleyball are examples.

Physical Fitness - There is space and equipment (weight lifting as an example) at a facility to allow inmates to engage in physical fitness activities. This type of activity is not formally scheduled at any of the facilities at this time. However, volunteers at a given facility often develop instruction and schedules on a casual basis.

Boxing - This is an organized, competitive activity specifically designed for those inmates who are interested in this regulated sport.

Film Discussion Groups - These activities involve the group viewing of a film, followed by an organized discussion with a group leader. The leader may be an inmate, a volunteer or a staff member. Inmates involved in this activity are (as with other recreational activities of the Department) provided with "quality of life" enhancement. The development of organized leisure time skill by an offender is essential in order to provide a clear alternative to negative social behaviors that have historically filled an inmate's leisure time.

Crafts - This activity, often supported by volunteers as well as staff, is designed to aid an inmate in developing creative expression. In some cases, items produced can be given as gifts or offered for sale in order to improve the inmate's income.

Library - Recreational reading is an activity which is supported by the Department of Corrections by the maintenance of libraries at each facility. These libraries contain reference materials designed to attract attention and hold interest. Each facility has a small legal library available to all inmates for their own research.

Musical Instruments - Wanting to play a musical instrument is a form of recreational activity that is encouraged and practiced within a correctional facility. This is an area to which the Department does not devote funds. Through staff, facilities make certain instruments (often donated) available and uses volunteers in teaching of musical instruments.

	St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
Athletics	X	X	X	X	X	X
Physical Fitness	X	X	X		X	X
Boxing			X			X
Film Discussion Groups		X	X			
Crafts	X	X	X		X	X
Library	X	X	X	X	X	X
Musical Instruments			X		X	X

EDUCATION

Remedial - Inmates reading, computing and writing at a sixth grade equivalency level or below are offered and encouraged to use educational services provided by the Vermont Department of Corrections (in cooperation with the Vermont Department of Education) to bring these skills at least to the seventh grade equivalency level.

High School Equivalency - Inmates who are functioning at below high school equivalency and who do not have a high school diploma or equivalent, are offered and encouraged to use instruction which is supported by the Department of Corrections (in cooperation with the Department of Education of the State of Vermont). Inmates who demonstrate an inability to function at a level necessary to receive a diploma or its equivalent, are supported in adapting their educational goals to more specific areas that will help them seek employment (without this education limitation controlling their ability to obtain and hold successful employment).

Post-Secondary Academic - Those inmates who are able to, are encouraged to seek post-secondary education of an academic nature, if so interested. The Department of Corrections (through its staff acting as case managers and resource brokers) supports and encourages inmates interested in post-secondary education to seek financial assistance available to them through other sources.

Vocational - Inmates of the Vermont Department of Corrections are offered and encouraged to accept vocational training which will lead directly or indirectly to an employable skill so that they may obtain and hold jobs in communities which they will re-enter upon discharge from incarceration. These are specific vocational skill foci conducted in cooperation with Vermont Institutional Industries. They are designed to coordinate with the pre-vocational and skill development which occurs in institutional work programs and on supervised work crews. At some facilities there also exists specialized vocational training not integrated into Vermont Institutional Industries production (i.e., Culinary Arts at the St. Johnsbury Correctional Center).

Guided Self-Instruction - The Department of Corrections has obtained a series of small, self-contained computers with educational programs in a variety of areas. These areas range from basic skills development through specific vocational training packages. Inmates who can use this vehicle of learning are able to proceed at their own pace in educational development. This method is of value for inmates who have had negative experiences with teachers and who find the impersonal quality of the computer to be of value in developing an initial sense of competence about a subject area.

	St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
Remedial	X	X	X	X	X	X
High School Equivalency	X	X	X	X	X	X
Post-Secondary Academic	X	X	X			
Vocational	X		X		X	X
Guided Self-Instruction	X	X	X	X	X	X

LIVING UNIT PROGRAMS

Incentive - Incentive programs within living units are designed to reward specific social behaviors identified as necessary for an inmate to succeed in an institution. They are designed to improve the potential for involvement in more complex social settings within the institution. These improved behaviors are essential prior to further movement towards community reintegration.

Authority Based Programs - These are traditional living units in which the Department staff are the primary source of feedback about the appropriateness of inmate behavior. The major source of reinforcement is not the disciplinary report system (a negative process) but the response of staff to inmate in support of pro-social inmate behavior. The goal of this type of program is to create appropriate social interactions among inmates and between inmates and staff.

Social Design

A. **Therapeutic Community** - The Vanguard units are designed so that all of the primary feedback and authority structures of a normal social community (reflected in miniature in the Social Design program) are vested in the inmates. Department personnel facilitate the development of this social structure and support specific inmate leaders in the program community. The Social Design model is a specific technique of shaping the social behavior of individuals. It leads to a high degree of socially functional appropriateness on the part of certain types of offenders and is supportive of successful reintegration into the community.

B. **Functional Community** - These units are designed to provide for formalized structures of communication and feedback among inmates and between staff and inmates. They provide for inmate involvement in decision making and formal authority structures. Department personnel facilitate the development of this social structure and to varying degrees train, support and direct the inmate leaders in the community. The intent of this model is to provide for a constructive pro-social living environment. It is not as treatment intense as the Vanguard Units described.

Community Reintegration Transition - This element of Departmental program design is specific to the needs of persons who have been incarcerated in institutions. It allows inmates to experiment with the application of behaviors they acquired during institutional stays to life in communities outside an institution. This involves measured, gradually increasing spans of time where the person is independent of direct departmental supervision, whether in working with the family, holding a job or engaging in community based recreational activities. The Department uses its personnel to randomly sample inmate behavior during this transition, to assure the public safety and to provide the inmate with feedback and reinforcement for positive and corrective action of negative behaviors which may occur during this span of difficult transition.

	St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
Incentive	X	X				X
Authority Based Programs				X	X	
Social Design - Therapeutic Community	X	X				X
Social Design - Functional Community						X
Community Reintegration Transition	X	X	X	X		

COMMUNITY REINTEGRATION

Supervised Furlough - These are situations in which inmates, singly or in small groups, are accompanied by Department staff to engage in specifically defined activities at specified locations. This is an element of transition which moves from intensely supervised activities within an incarcerative setting, to less specifically scrutinized activities on a community basis. The Department of Corrections personnel are available to support prosocial behaviors on the part of the inmate(s) and also to provide custody (if necessary) to protect the public safety if behavior is not appropriate during a furlough.

Unsupervised Furlough - These furloughs are for specific lengths of time and to specific localities, and are part of gradual community reintegration of inmates. Designed to increase dependence upon the inmates' own control systems, these passes are randomly sampled by Department staff to assure that the inmate is in the place prescribed and that behavior is appropriate.

Work Pass - These are passes to designated locations for the purpose of work. These are not supervised by the Department of Corrections, but are periodically sampled to assure that the inmate is at work and is performing as considered appropriate by the employer.

Education Pass - These passes are for the purpose of obtaining educational experience outside of an incarcerative setting and are usually unsupervised. As in other instances, there is a sampling of conduct to assure that the inmate is where the furlough dictates and is behaving in an appropriate manner. This is a part of community reintegration and is an essential experiment in the use of social behaviors learned in incarcerative settings.

Supervised Family Contact - Continued inmate involvement in family relationships (either with the family of origin or with families that the inmate has formed) is supported and encouraged by the Department. Part of effective community functioning is a responsible emotional and financial relationship with family. Supervision of family contacts outside a facility allows for departmental support during the often difficult emotional transition of an inmate experimenting with the use of new social behaviors.

Unsupervised Family Contact - These furloughs, which are specific as to locale and time period, are designed to help inmates experiment with ever increasing time spans for dealing with persons close to them. They are necessary for continued successful community reintegration following discharge.

	St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
Supervised Furlough						
Unsupervised Furlough	X	X	X	X	X	X
Work Pass	X	X	X	X		
Education Pass	X	X	X	X		
Supervised Family Contact	X	X	X	X	X	X
Unsupervised Family Contact	X	X	X	X		

Community Sponsorship - Some inmates can benefit from the availability of people outside the employment of the Department of Corrections and outside the activities which existed in the incarcerative setting. These people act as sponsor, guide and adviser when the inmate undertakes reintegration into community life. Volunteers from the community come forward and offer themselves as sponsors to inmates. The Department of Corrections counsels with sponsors and inmates in supporting the bond between them and assuring that the relationship which is formed is pro-social and desirable, not only to each of the people involved, but also to society and the Department.

Job Seeking Pass - These are passes that are designed to allow an inmate to go to specific areas of the community to seek employment. Often they are to specific potential employments for a specific time span and allow for getting to the job site, making contact and application and returning to the Center.

RELIGIOUS ACTIVITIES

Counseling With Clergy - Inmates are encouraged by the Department to maintain religious activities which have been important to them prior to their incarceration. They are also encouraged (if interested) to establish and maintain religious interests and activities which they discover for themselves during their incarceration. To support this, clergy from the community are invited to come to the facility and provide counseling to offenders about religious and personal issues.

Holiday Religious Observance

- A. During religious holidays, representatives from various religions in the community are invited to come to the facility and conduct appropriate religious ceremonies.
- B. Where the inmate is appropriately classified for community involvement, the inmate is allowed to go to activities on a pass to a particular locale of religious observance and for the time span necessary for that observance.

Regular Services - Clergy are invited to come to the facilities of the Department so that regular religious services can be provided to inmates who are interested in attending. In cases where inmates are classified for community involvement, the Department is supportive of their attending religious services on pass from the facility.

St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
X	X	X	X	X	
X	X	X	X	X	
X	X	X	X	X	X
X	X	X	X	X	
X	X	X	X	X	
X	X	X	X	X	X

Bible Study - If inmates wish to engage in Bible or other religious study, the Department is supportive of that activity. If an inmate has appropriate custody classification, the inmate is encouraged to continue that study outside of the facility. Community clergy are invited to provide religious study groups for interested inmates in the facilities.

SUBSTANCE ABUSE SERVICES

Alcoholics Anonymous - Alcoholics Anonymous (AA) conducts group meetings in the facilities of the Department and is a primary and necessary element for inmates whose behaviors have been marked by the abuse of drugs and alcohol. The Department of Corrections recognizes that AA is an essential and appropriate support for the maintenance of sobriety for many people.

Community Based Meetings

Facility Based Meetings

Group Counseling - These are services provided to drug and alcohol abusers who are inmates. These groups are operated and facilitated by Department staff, volunteers and/or contracted professionals who are specialists in the area of substance abuse management. These groups are designed to support inmates in obtaining and maintaining substance-free lifestyles and to assist them in developing behaviors which are supportive of maintaining appropriately controlled substance abuse or abstinence (when that appears necessary). These groups are also supportive of the emotional difficulties of the transition from a lifestyle manipulated by chemicals to a lifestyle which is free of any artificial chemical support.

Individual Counseling - As with group counseling for substance abusers, this activity is provided by volunteers, Department of Corrections personnel and/or volunteer and contracted professionals from community based agencies. The purpose is to support reorganization of lifestyles by inmates so that they may obtain and maintain socially and legally appropriate levels of substance use and/or abstinence, as necessary. Emotional support for the transition phases of substance use discontinuation is also provided.

St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
X	X	X	X	X	X
X	X	X	X	X	
	X	X		X	
X	X	X	X	X	
X		X	X	X	X

Substance Use Education - These are activities which are provided within the incarcerative facilities of the Vermont Department of Corrections and/or are also available for inmates in the communities that surround those facilities, if the inmate is eligible for community custody. The focus of these activities is to educate inmates as to the effects that occur as the result of the use of certain specific drugs. This type of education has been found to be helpful in assisting individuals to decide what are appropriate levels of use or non-use of certain drugs in their lives, based on their goals for certain lifestyles. This also allows them to understand the addictive potential of drugs.

MENTAL HEALTH SERVICES

Evaluation - These are assessments performed by Mental Health professionals upon specific request and referral by the appropriate institutional personnel of the Department. The purpose is to determine specific information necessary to make case decisions about an inmate.

Referral To The Vermont State Hospital - When inmates display behaviors which are considered by Department personnel and Mental Health professionals to be symptomatic of a mental illness, the inmates may be referred to the Vermont State Hospital for the purposes of a voluntary admission to the Vermont State Hospital, or the inmate may be committed involuntarily (either on an emergency basis or non-emergency basis to the Vermont State Hospital through court action). This commitment is designed to provide inmates who are mentally ill with a therapeutic setting in which to stabilize and reduce the symptoms of their mental illness. They can then be returned (when possible) to a facility of the Vermont Department of Corrections to continue their case plan activities.

Medication Management - Inmates who display symptoms of mental illness and who have been appropriately diagnosed and evaluated, are prescribed medications for the purposes of controlling or changing the symptoms of that mental illness. The management of these psychotropic medications is the responsibility of Mental Health professionals contracted by the Department of Corrections, in cooperation with physicians who are also under contract. Medication is used solely for the purposes of addressing the symptoms of mental illness and is not designed for use as the control of other undesirable behaviors.

Group Counseling - These are groups operated by Mental Health professionals under contract to the Vermont Department of Corrections, and may be augmented by Department staff. The purpose of these groups is to support inmates as they learn to deal with their life situations in a way which will reduce and/or eliminate unproductive and inappropriate decisionmaking and behaviors.

St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
	X	X		X	X
X	X	X	X	X	X
X	X	X	X	X	X
X		X	X		

Individual Counseling - Like group counseling, this one-on-one contact between a Mental Health professional and an inmate is designed for the control and effective elimination (when possible) of the inmate's negative behaviors and decision making.

Furlough For Treatment - When necessary and when appropriately classified, an inmate may be furloughed for the purpose of receiving treatment either at specialized treatment centers (such as the Vermont State Hospital under voluntary commitment) or to specific treatment sources in communities outside of the facility. The purpose is to obtain necessary and appropriate treatment to establish the control of symptoms and to minimize the impact of inappropriate decision making and behavior.

Problems In Transition Discussion Groups - These are discussion groups held at some facilities which are designed to aid inmates in the transition from institutional life to community based behavior. They are either operated by volunteers, staff or contracted professionals from the community. These groups, in addition to dealing with some of the more painful but ignored questions associated with community reintegration, are also designed to help inmates learn that they can be supportive of one another and form pro-social structures in the group which can endure in the community.

SPECIAL POPULATIONS

Incarcerative Program For Sexual Aggressives - This treatment program is available to inmates of the Department who have committed unacceptable sexual acts and who meet the criteria for the program as established by the program director. The goals of this program are: to intervene in the socially and legally inappropriate sexual behaviors during the intensive span of the sexual offender program; to, upon discharge from the unit, be supportive of the changes that result from that intervention.

The Veterans Group - Inmates who are veterans often benefit from group meetings which allow them to use the experiences of military service and share some of the common problems which have resulted from that service. These groups serve as vehicles for discussing ways in which to be mutually supportive of behavioral change to a more pro-social form, this leading to better reintegration into community life. Such groups are encouraged to continue their move toward community reintegration through involvement in the complete community life of their members. The staff of the Department assist individual inmate veterans in identifying veteran oriented resources in the community at large in order to help them continue in their positive social adjustments.

St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
X	X	X	X	X	X
X	X	X	X		
X		X	X		
			X		
	X	X	X		

Probation and Parole Program Inventory

The Program Services activities for the Division of Probation and Parole are provided within the community at large in which the offenders are living and working. The Department pays for, and subsidizes offender payment for, those services which are unique to the aspects of criminal risk for an offender. When a service is available through a publicly supported resource, those services are available to offenders as citizens of the State and of the community.

The following lists identify the services and activities which are provided for or to offenders by the Division either through payment, brokerage, direct provision or encouraged.

Definitions

Purchased Services - Services which are wholly, or in part, paid for by the Department of Corrections.

Staff Provided Services - Services which are accomplished by employees of the Department of Corrections.

Staff Brokered Services - Services which are in a community as regularly available to any citizen of the State. The staff actively refer and coordinate the offenders use of the service with the service provider.

Staff Encouraged Services - These are services and activities which are normally a part of community life. In situations where offenders need encouragement and support in pursuing these activities to round out the normality of their lives or obtain special attention to a particular need related to normal living.

Purchased Services

- Case Consultation
- Program Consultation
- Pedophilic Treatment
- Violent Sex Offender Aftercare
- Alcohol Treatment - Group
- Alcohol Treatment - Individual
- Substance Abuse Education

- Mental Health Treatment - Group
- Mental Health Treatment - Individual
- Mental Health Evaluation
- Problems in Transition Discussion Group
- Alcohol Residential Treatment
- Drug Residential Treatment
- Sheltered Living
- Staff Provided Services**
- Victim Restitution/Victim Impact Statements
- Victim Reconciliation Services
- Supervised Family Contact
- Job Seeking Support
- Education Seeking Support
- Community Work Service
- Supportive Casework Counseling
- Staff Brokered Services to Community Resources**
- Community On The Job Training
- Vocational Rehabilitation
- Remedial Education/Home Tutorial
- High School Equivalency Education
- Post-Secondary Academic Education
- Psychiatric Medication Management
- Vocational Education
- Job Placement Services
- Work Experience Training
- Staff Encouraged Services Which Are Community Based (When Appropriate)**
- Counseling With Clergy
- Religious Observance
- Unsupervised Family Contact
- Bible Study
- Parenting Skills Enhancement
- Alcoholics Anonymous
- Planned Parenthood

Sex Offender Groups - These groups, which are led and facilitated by Mental Health professionals with support from Department of Corrections staff, are designed for inmates who have inappropriate social or illegal sexual behaviors. The purpose is to openly discuss sexual behavior and the behavioral sequences which lead to such inappropriate acting out. Inmates who participate in these groups may be awaiting admission to the Incarcerative Program For Sexual Aggressives, may have been found unacceptable for that program by its director or may have committed a sexual offense which is not eligible for admission to that program. The goals of these sex offender groups are to support open, direct personal confrontation of behaviors that create the acting out, as well as those that contribute to the support of the acting out.

Threshold Decisions - This is an organized and sequenced group process that assists inmates in understanding decision making processes and aids them in applying those understandings to their own decision making. The purpose is to improve the quality of those decisions. Currently this program is provided by volunteers. It is enthusiastically supported by Vermont Corrections and is a significant contributor in assisting inmates in community reintegration in a law-abiding and self-supportive manner.

Parenting Skills - These are facilitated groups designed for inmates who are parents. The purpose is to examine their styles of parenting, the goals of their behaviors as parents and to aid them in altering the way they behave as parents to more closely match their behaviors with their goals. In addition, these groups help eliminate the behaviors which are non-productive for parents in the rearing of children.

STRESS MANAGEMENT

Transcendental Meditation - This is an activity which is supported wholly by a volunteer system of providers and which is designed to teach interested inmates a technique of relaxation and increased awareness. The purpose is development of a greater capacity to control anger and a greater apparent sense of personal integration.

Anger Control - This is an activity which, facilitated by Mental Health professionals and supported by Department staff, uses group processes to train individuals in techniques of avoiding anger outbursts and places them in control of what previously had been impulsively presented feeling, and the resultant behavior that flowed from it.

St. Johnsbury	Rutland	Chittenden	Woodstock	Windsor	Northwest State
X		X		X	
X	X	X	X		
				X	
X	X	X	X	X	X
X		X			

MISCELLANEOUS DATA
Appendix G (1)

OFFENSE TYPE OF
SENTENCED ADMISSIONS

	FY 73		Cal. 82*		% Change
	#	% of Tot.	#	% of Tot.	
Property	178	30.4%	551	37.9%	+210%
Person	65	11.1%	281	19.3%	+332%
Public Order	152	26.0%	31	2.1%	- 80%
DWI/MV	129	22.1%	522	35.9%	+305%
Other	69	11.8%	70	5.0%	+ 1%
Total	585		1489		+155%

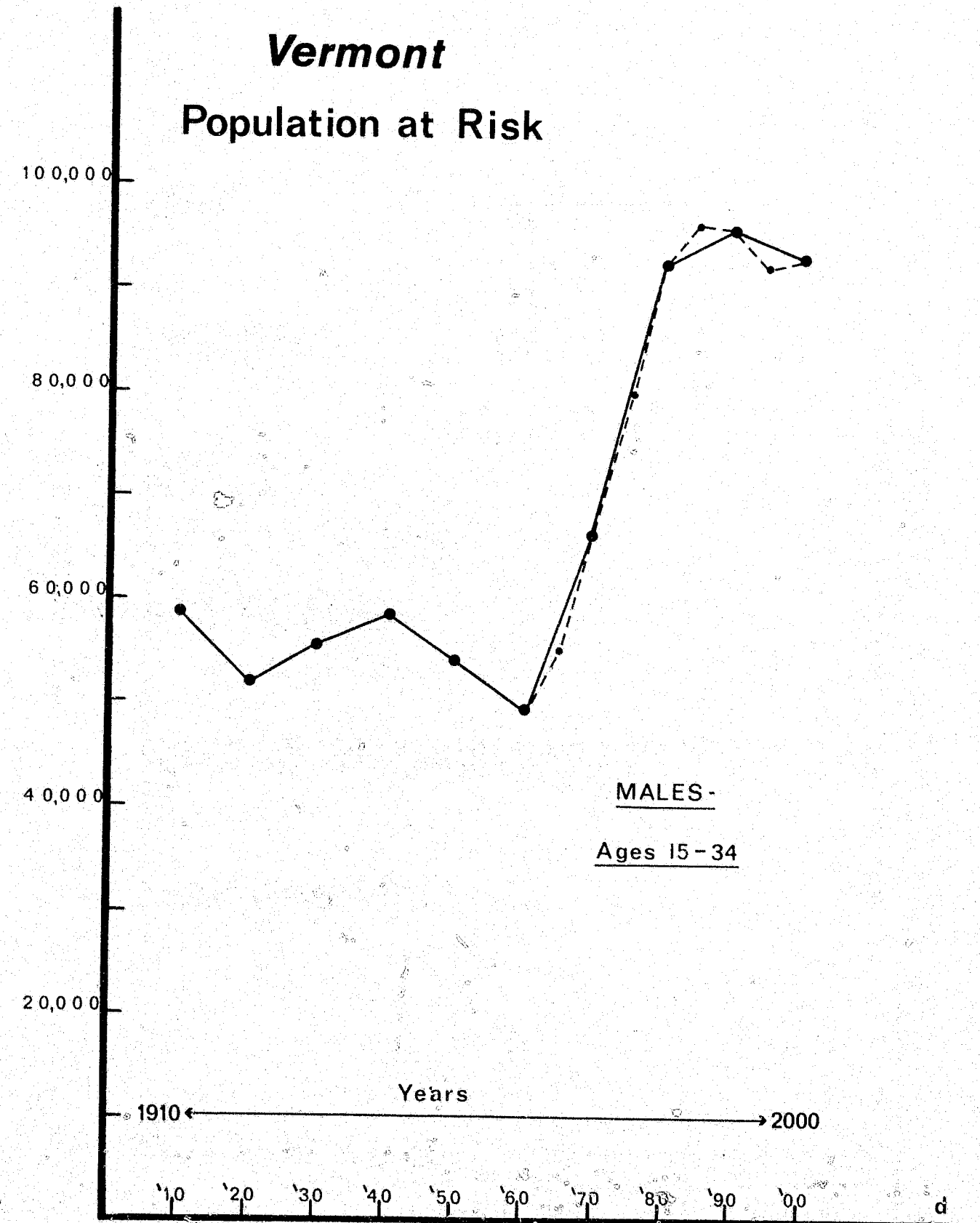
*Estimated, based on sample of admissions

MOST FREQUENT CRIMES

CRIME	n=	% of TOTAL
1. Breaking & Entering (D&N)	130	25.29
2. Sexual Assault	30	5.84
3. Driving While Intoxicated	28	5.45
4. Aggravated Assault	25	4.86
5. Grand Larceny	25	4.86
6. Simple Assault	23	4.47
7. Murder (2nd Degree)	16	3.11
8. Assault & Robbery	16	3.11
9. Armed Robbery	15	2.92
10. Driving w/License Susp.	14	2.72
Other		37.35
TOTALS	514	100%

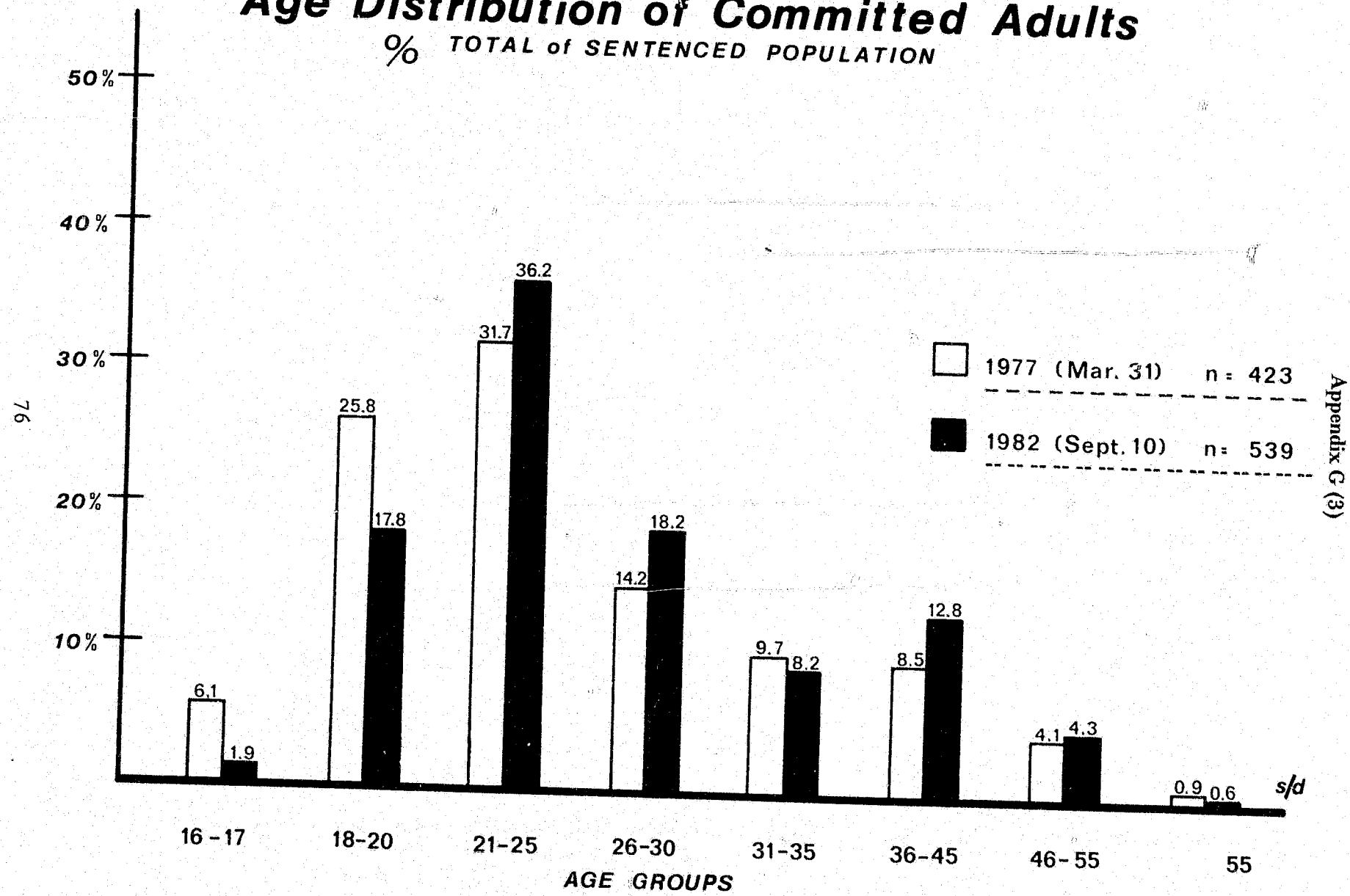
Appendix G (2)

Vermont
Population at Risk



Age Distribution of Committed Adults

% TOTAL of SENTENCED POPULATION



Appendix C (3)

s/d

ESCAPES

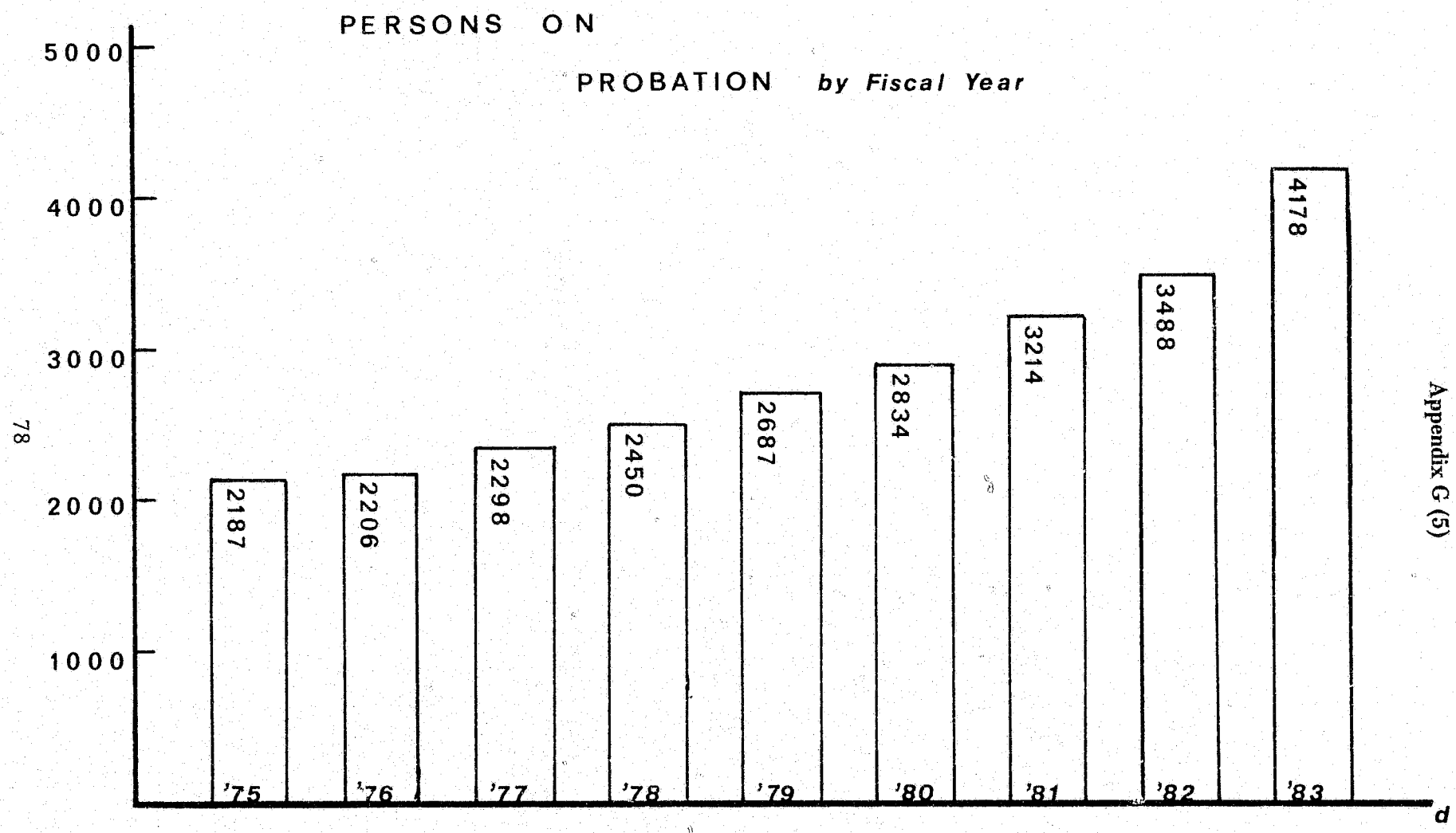
	FY72	FY73	FY74	FY75	FY76	FY77	FY78	FY79	FY80	FY81	FY82	FY83
1. From Medium or Higher	19	27	16	33	6	17	3	10	14	0	3	3
2. From Minimum -Minimum & Walkaway	14	13	15	20	21 36	19 22	10 16	11 28	21 28	10 19	11 21	10
3. Walkaways					15	3	6	17	7	9	10	
4. Failure to Return From Furlough	13	18	31	50	43	27	29	15	14	21	25	39
TOTAL FOR FY	46	58	62	103	85	66	48	53	56	40	49	52
AVE DAILY TOTAL POPULATION					423	472	469	480	469	514	585	643

Appendix G (4)

The above is a cumulative analysis of escapes in each fiscal year over the last decade. The reporting of escapes changed in FY76, differentiating escapes from minimum from escapes as walkaways.

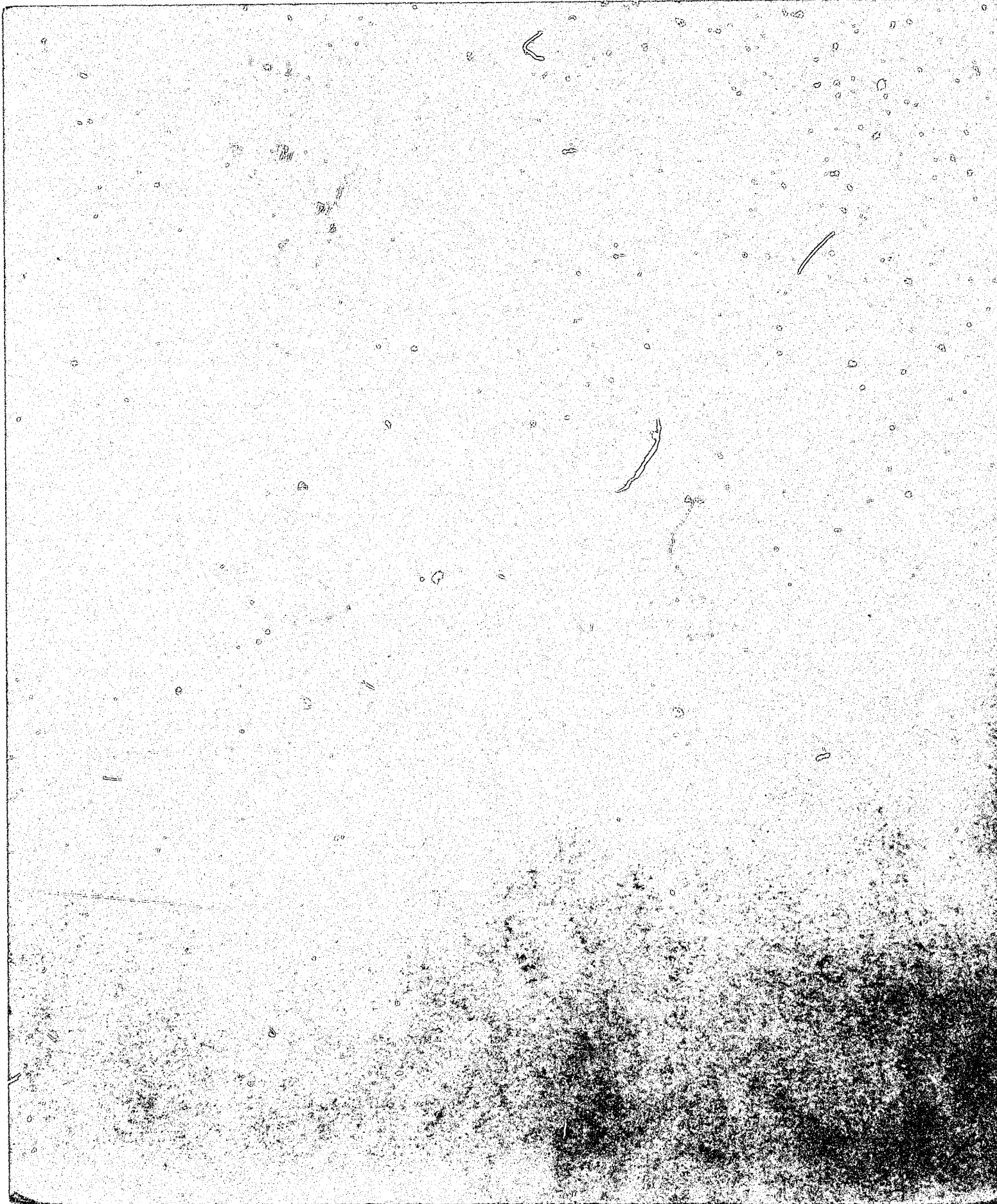
CONTINUED

1 OF 2



Appendix G (5)

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Appendix G (6)

COMMUNITY SERVICE CREW SITES

July, 1983

NORTHWEST

Burlington Parks
Colchester
Hinesburg

SOUTHWEST

State Forest
National Forest Crew #1
National Forest Crew #2

SOUTHEAST

Woodstock
Bridgewater
Tunbridge
Pownal
Reading

NORTHEAST

Northfield
St. Johnsbury
Barner
Green Mountain Cemetery
Barre Town
Berre City
Danville

INMATE WORK - December, 1983

FACILITY	# INMATES	AVAILABLE FOR WORK	CURRENTLY WORKING	FY 84 GOAL
St. Albans	80	46	46	44
Windsor	48	48	48	48
Chittenden	135	122	76	70
Rutland	91	81	58	72
St. Johnsbury	96	86	61	63
Woodstock	50	45	38	49
Totals	500	428	327 76%	346 81%

Fy 83 GOAL

Inmate Work - December, 1982

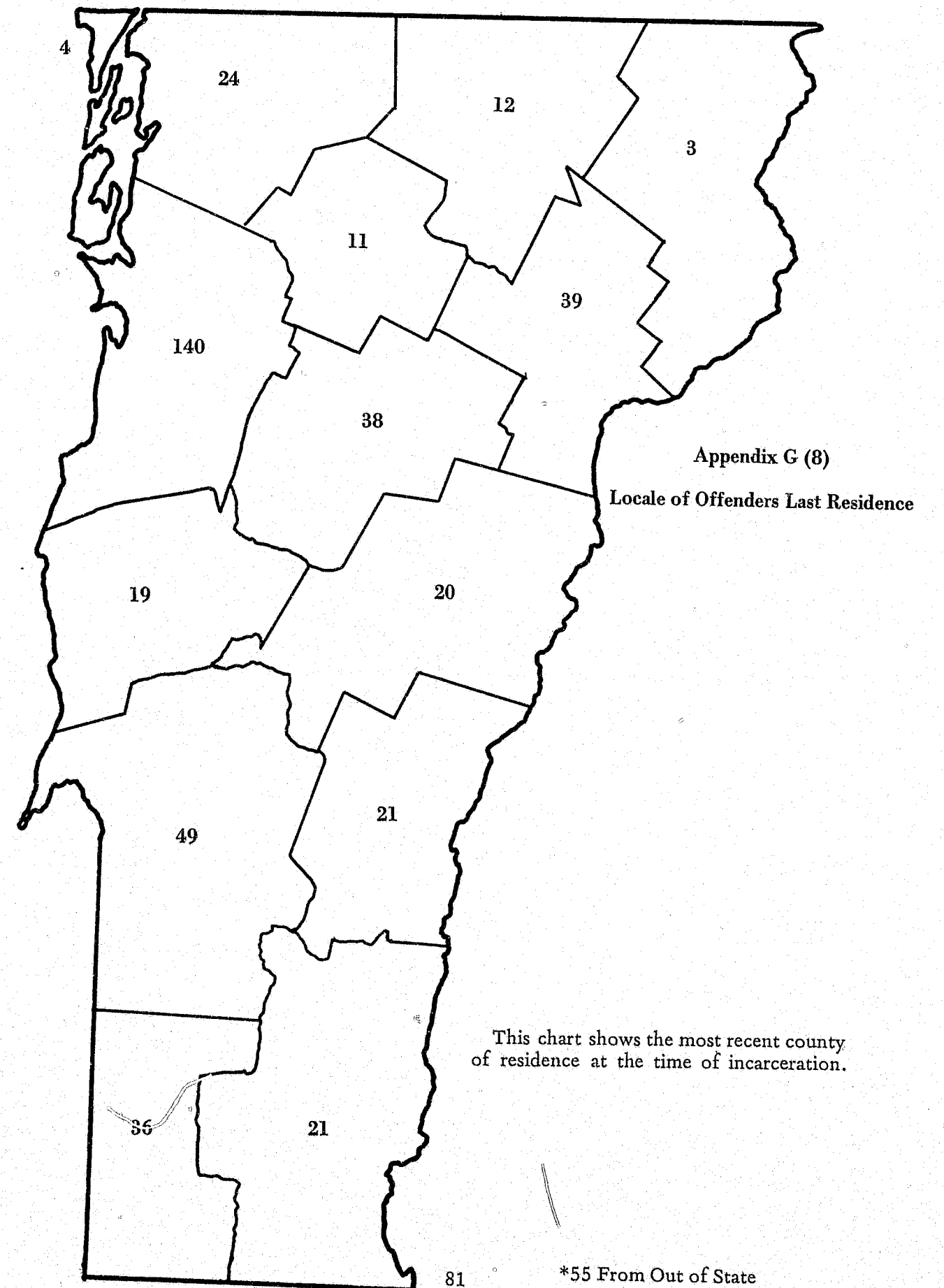
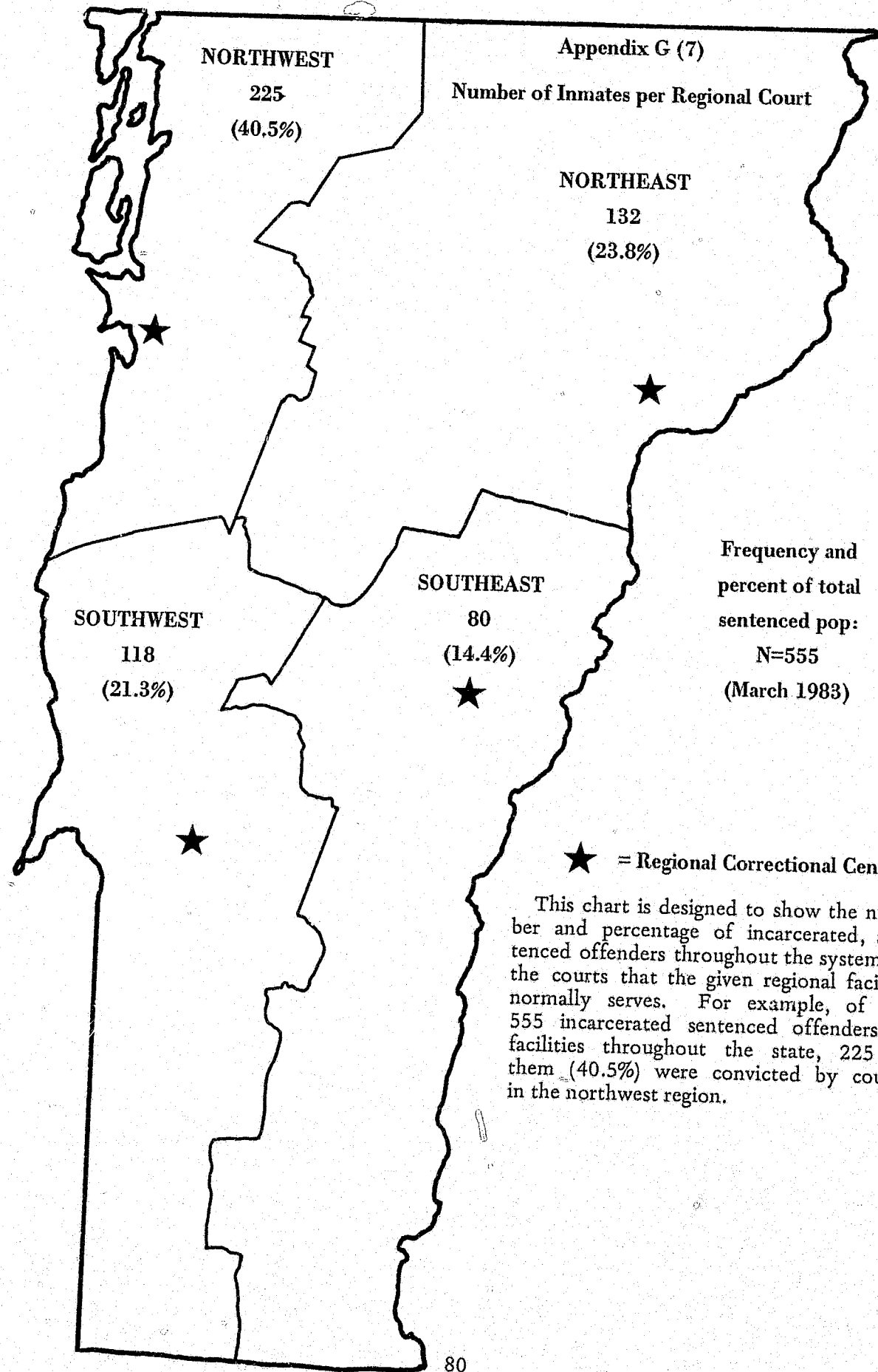
58%

73%

MINIMUM CUSTODY COMMUNITY WORK PROGRAM

July, 1983

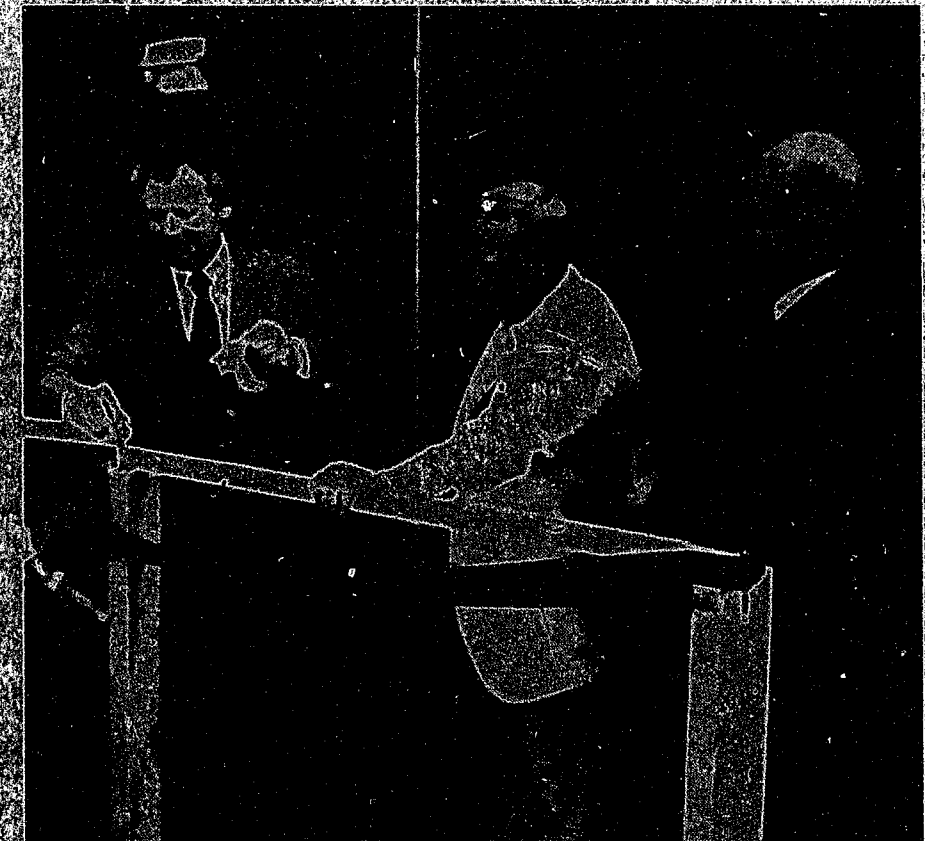
	# Minimum Custody Control	# Work Crews	# Work Sites	# Inmates On Crews	# Inmates On Work Release	% Working In Community
CHITTENDEN	51	3	3	18	11	57%
RUTLAND	34	4	4	24	4	82%
ST. JOHNSBURY	43	6	8	36	7	100%
WOODSTOCK	26	2	4	10	5	58%
TOTAL	154	15	19	88	27	75%



Appendix G (9)
INMATE EDUCATION STATUS

Average Grade Completed	9th
Kept Back 1+ Years	51%
H.S. Graduate	13%
Ave. Reading Achievement	8th Grade, 4th Mo.
Ave. Math Achievement	6th Grade, -0- Mo.
Reading or Math Below 6th Grade	75%

An End & Another Beginning



On September 1, 1983, Gov. Richard Snelling officially opened the building he broke the ground for on September 21, 1982. This particular work site is now in full production and employs 107-14 inmates in furniture building and refinishing. Pictured with the Gov. are (center) Northwest State Correctional Facility Superintendent Richard Bashaw and (right) Commissioner of Corrections A. James Walton.

Department of Corrections personnel are available to speak with schools and other groups about Department programs and policies.

FOR MORE INFORMATION regarding the Department, your nearest facility or probation and parole office please contact the:

Commissioner of Corrections
 103 South Main Street
 Waterbury, Vermont 05676
 (802) 241-2263

THE COMMUNITY

"The Department shall utilize the increased participation of the citizens of the state in attempts to achieve correctional purposes and objectives." 28 V.S.A. § 1 (Supp. 1980)

"The Department of Corrections . . . shall have the purpose of developing and administering a correctional program designed to protect persons and property against offenders of the criminal law and to render treatment to offenders with the goal of achieving their successful return and participation as citizens of the state and community, to foster their human dignity and to preserve the human resources of the community."

(Vermont Statutes Annotated, Title 28, Chapter 1)

THE OFFENDER

THE DEPARTMENT OF CORRECTIONS

"The Department shall formulate its programs and policies recognizing that almost all criminal offenders ultimately return to the community." 28 V.S.A. § 1 (Supp. 1980)

"The Department shall strive to develop and implement a comprehensive program which will provide necessary closed custodial confinement of frequent, dangerous offenders, but which also will establish as its primary objective the disciplined preparation of offenders for their responsible roles in the open community." 28 V.S.A. § 1 (Supp. 1980)

A Shared Responsibility

END