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Incarceration : a rising population dilemma

Lessie Smith Jr.

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Abstract

Lessie Smith, Jr.

Master of Human Resource Management

Incarceration: A Rising Population Dilemma

University of Richmond

2007

Directed by Professor Marcia Gibson

(127)

The nation's incarceration growth continues to soar, having negative economic and societal effects. This research explores continued growth causes and possible answers to prevent, intervene, and slow down incarceration. Hampton Roads institutions' offenders and professional staff were surveyed. The survey focuses on preventive and intervention programs and their effectiveness, sociological and economical factors leading to imprisonment, and statistics supporting incarceration growth. The research goal is to validate program contents and components factoring into imprisonment. The study of others and information generated through this study are used to determine program needs and current effectiveness. This study explores reasons offenders frequent the penal system as well as successful programs available to repeat offenders from the institutions' staff viewpoint and from offenders who experience incarceration and a life of crime.

University of Richmond

**I certify that I have read this thesis and find that, in scope and quality, it satisfies
the requirements for the degree of Master of Human Resource Management.**

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**INCARCERATION:
A RISING POPULATION DILEMMA**

By

Lessie Smith Jr.

B.S., University of Richmond

A Thesis

Submitted to the Graduate Faculty

Of the University of Richmond

in Candidacy

for the degree of

Master

Human Resource Management

May 2007

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Warmest gratitude for the professionalism portrayed by the institutions that participated in this study: Portsmouth Sheriff's Office, Hampton Roads Regional Jail, Western Tidewater Regional Jail, Virginia Beach Sheriff's Office, and Chesapeake Sheriff's Office. Bless those family members and friends whose encouragement and patience gave the writer endurance to complete the study.

A special blessing to the memory of the author's loved and departed grandmothers Beulah Mae Sherrill and Fannie McEachin.

Table of Contents

Abstract	i
Approval Page	ii
Title Page.....	iii
Copyright Statement.....	iv
Acknowledgements	v
CHAPTER I: Introduction	1
Problem Statement	1
<i>Question 1</i>	2
<i>Question 2</i>	2
<i>Supporting Questions</i>	2
Definitions.....	3
Methodology Introduction.....	3
Rationale for Selection	4
<i>Personal Connections</i>	4
<i>Hampton Roads Virginia Area</i>	4
<i>Increase in Offenders Incarcerated</i>	5
<i>Intervention and Prevention Programs</i>	5
Delimitations	6
Client.....	7
CHAPTER II: Literature Review.....	9
Social and Economic Factors	9
Incarceration Growth Factors.....	10
Possible Resolutions.....	11
<i>Rehabilitation</i>	12
<i>Youth Programs</i>	14
<i>Drug Programs</i>	15
<i>Reentry Programs</i>	15
<i>Business Programs</i>	16
<i>Electronic Monitoring</i>	17
CHAPTER III: Methodology	19
Study Design	19
CHAPTER IV: Data Analysis.....	25
Correctional Facility Questionnaire	25
Offender Participant Questionnaire.....	25
Offender Data Analysis Findings	26
Institution Data Analysis Findings.....	47
CHAPTER V: Conclusion	64
<i>Recommendations</i>	66
<i>Personal Learning</i>	67
Appendix A Institution Response Letter and Consent Form	69

Appendix B Correctional Facility Questionnaire.....	71
Appendix C Offender Invitation Letter and Consent Disclosure.....	74
Appendix D Offender Participant Questionnaire.....	75
Appendix E Incarcerated Population Capacity vs. Growth Data Sheet	78
Appendix F Table 1: Offenders Participation Survey Data Sheet	79
Appendix F Table 2: Continued.....	80
Appendix G Table 1: Institution Survey Data Sheet.....	81
Appendix G Table 2: Continued	82
Appendix G Table 3: Continued	83
References.....	84
Biography	86
Pledge	88

CHAPTER I

Introduction

This study was motivated by the consistent increase in the population of the incarcerated. Just as there are many components that play a role in drawing people to a life of crime there are many solutions of solving the misfortunes of those incarcerated. The approach taken in this study is directed towards programs for offenders in an attempt to give voice to people who are incarcerated.

The study contains five chapters: 1) The introduction which provides the purpose of the study, questions of concern, client, and rationale motivating the research. 2) The literature review in chapter two provides citations and supporting information regarding the offender programs and prison population growth. 3) Chapter 3, Methodology presents the study design, apparatus or technique used to obtain data statistical methods for analyzing and providing results. 4) The analysis of the data in Chapter 4 provides the results and an interpretation of what was found as a result of studying the data provided. 5) Chapter 5, conclusion provides a summary and recommendations drawn from what was learned and accomplished as a result of the study. Recommendations are made to readers and institutions reading the study.

Problem Statement

What is the effectiveness of incarceration facilities' prevention and intervention programs for offenders? What sources are contributing to the continued population growth?

Question 1

What is the effectiveness of rehabilitative programs of the institutionalized?

Question 2

What sociological and economical factors contribute to incarceration demanding a need for rehabilitative programs?

Supporting Questions

In order to determine the effectiveness of rehabilitative programs for those institutionalized several questions need to be posed. Rehabilitation programs may be offered inmates while incarcerated but what mechanics are in place to monitor their effectiveness? What monetary amounts are being spent to support such programs? What level of obligation do the institutions housing the incarcerated play in reforming those incarcerated?

If sociological and economical factors are to be considered for their impact on a need for rehabilitative programs then other questions need to be asked. How do offenders' social and economic backgrounds factor into their incarceration and create a need for particular programs? All of these questions incorporate a need for researching programs provided to reform offenders and reduce the over-crowded prison population.

For this study the dependent variable is incarceration over crowdedness and the independent variables are prisoners' rehabilitation programs, institutional management of the programs and prisoners' demographics.

Definitions

For the purpose of common understanding of terms used in this study the following definitions are provided.

JEP- (Jail Education Program) Are remedial courses for all offenders with disabilities of literacy.

Distribution- The manner in which a variable takes different values in your data.

Dispersions- The spread of the values around the central tendency. The two common measures of dispersion are the range and the standard deviation.

Central Tendency- An estimate of the center of a distribution of values. The most usual measures of central tendency are the mean, median, and mode.

Internal Validity- The approximate truth of inferences regarding cause-effect or causal relationships.

Methodology Introduction

Researching institutions' preventive and intervention programs is a non-experimental design that consists of obtaining data from two sources: 1) an assigned sample that completed an administrative questionnaire of the correctional institutions in Hampton Roads Virginia and 2) a random survey of 100 offenders from each of the institutions in the region. The questionnaire results will provide data on population increase from the year 2000 through the year 2005, cost variation over the period, race percentages, and give insight on existing rehabilitative programs. The intent is for the survey to generate data reinforcing the premise that sociological and economical statuses are two factors contributing to incarceration. Further, it is the intent of this researcher to show how sociological and economical conditions data can be used in determining a need for

programs most beneficial in the reduction of repeat offenders and prisoner population growth. Graphs will be used to visibly illustrate the results of data demonstrating the incarcerated distribution, central tendencies and dispersion.

Rationale for Selection

The prisoner population growth has become a concern of many individuals, organizations, and governmental agencies. The offenses vary that cause offenders to come to jail or prison, the question is what preventions and interventions are in place to help rehabilitate them, their effectiveness and the sociological and economical factors that contribute to incarceration.

Personal Connection

There is a personal connection to this dilemma; the researcher is a member of a racial minority which represents the majority of those incarcerated, which peaks an interest. Secondly, the researcher's entire working career has been in the criminal justice field. Although the security in employment has always been there, the growth of those incarcerated has rapidly ascended as though there is no justifiable means of identifying and reducing those factors luring people to incarceration, creating a need for solutions.

Hampton Roads Virginia Area

The facilities selected for this study consist of jails and prisons in the Hampton Roads Virginia area. The responses from these institutions in the Hampton Roads region possibly represent what would be similar findings if conducted in other areas of the state. The convenience of being able to obtain information from these institutions due to their close proximity and the ability to personally collect data if needed assisted in expediting

the study. Conducting the study in the Hampton Roads area provided feedback which could be beneficial to the institutions of the targeted area being studied as well as for those beyond.

Increase in Offenders Incarcerated

Over a period of five years the number of offenders being confined to some form of penal institution has continued to rise. (SCB, 2005) The number has risen so high that there isn't enough bed space to facilitate those incarcerated. Local jails are over crowded awaiting beds in the state system and are dealing with managerial issues of how to accommodate the problems of health, security and safety within their respective institutions. (SCB, 2005) There is a need to determine what programs of rehabilitation and prevention measures are effective in reducing crime and the number of people coming to prison. What are the factors causing offenders to come to jail and how can the institutions in which they reside help to reduce recidivism or at least reduce the frequency of them coming?

Intervention and Prevention Programs

Studying the programs that help reform offenders and determining what are the reasons for so many of them becoming institutionalized can only help the overall economy. The government spends millions of dollars to house those incarcerated and now there are so many people in prison that some of the institutions are privatized, making a profit as in being in business.(BJS, 2006) In this researcher's opinion anything that the institutions of the incarcerated can do to minimize or reduce the population by studying the effectiveness of their programs and the factors that are causing people to

come to prison and jail would create a positive image to the taxpayers and possibly improve conditions of society. This researcher believes the benefit of programs that keep offenders from becoming repeaters and reach out into the communities are two-fold. First they reduce the “housing full to capacity” problem that exists in practically every institution in the state, and secondly, they indicate to the public that the problems can be identified with and that something is being done to gain control.

Delimitations

The awareness of incarceration population increase has surfaced as a result of over crowdedness which has so many contributing sources. The motivation for this study is the rise in the incarcerated population which directly or indirectly affects the economy, city and state agencies, family life, justice system, and the operations of the institutions empowered to oversee the welfare and housing of those incarcerated. This being such a broad area of affected entities and possible study, this study is targeted on the following areas: intervention and prevention programs, their effectiveness, and social and economical factors for determining a need for such programs. Delimitations of this study were that only five of the nine jail facilities in the Hampton Roads area participated in the study. No prisons in the area participated in this study.

Client

All of the correctional institutions in the Hampton Roads area were invited and targeted for this study. The local and regional jails would incorporate the cities of Chesapeake, Suffolk, Virginia Beach, Portsmouth, Norfolk, Newport News, and Hampton Virginia. The jails in each of these vicinities house inmates awaiting trial, those that have been adjudicated awaiting sentencing, and generally inmates with short term sentences. Long-term sentences over a year are generally transferred to the state incarceration system. Each facility's mission or purpose somewhat varies due to city, regional or state entities, their facility structure, and their governmental duties of operation.

Over the course of the last twenty years some of these institutions have been recently built or have added housing space to their original establishment to accommodate population growth. The impact of the over-crowdedness in some form affects budget, security provisions, health issues, recruiting and retaining personnel. The concern of over-crowdedness of housing facilities is problematic for all of the correction facilities in the area. Some of the localities are handling it differently than others and although some institutions' problems are not as severe as others, it is a dilemma. The purpose of the study is to find possible solutions that will help localities with the problem of over-crowdedness by focusing in on their prevention and intervention programs.

In a broad sense, the introduction covers the reasons that generated this study: incarceration over crowdedness and the need to focus on programs to reduce population growth. This researcher proffers that the ability to monitor the effectiveness of

intervention and preventive programs will help determine the level of recidivism as it relates to population growth. The research method is targeting the correctional institutions in the Hampton Roads area to participate in surveys to obtain an overview of institutional programs, to obtain offenders statistics, to obtain offenders' viewpoints at the various institutions on prevention and intervention programs, and to obtain statistics of economical and social factors contributing to offenders' incarceration.

Literature review given in the next chapter will provide supporting foundation on over-crowdedness and leading causes for the population increase. The chapter will cover statistics showing a continuous increase in population growth and how economical and social status enters into the equation. This chapter will reveal government's involvement with particular programs and their knowledge of the need for rehabilitation.

CHAPTER II

Literature Review

Interesting enough there are reasons behind why imprisonment populations are increasing. This study focuses on the continued growth of incarcerated populations. What is causing the incarceration population growth and what variables are in place to prevent, intervene, or slow down the growth--especially with a focus on programs? Billions of dollars are being spent annually for the upkeep of our prisons, local jails, and administrative programs of rehabilitation and diversion. (Banks, 2005) What focus has been given to rectify this problem? What monitoring channels are in place to see if we are making corrective progress?

Social and Economic Factors

Studies of incarceration overcrowding are still in the infant state due to the restriction of rights and privacy of the incarcerated regarding information. This makes it more difficult to obtain the requisite data. (Paulus, 1988)

A study in 1988 on prison crowding psychological perspectives, indicate that overcrowding increases aggressiveness which includes disruptive and assault behavior on both inmates and staff. Overcrowding also attributed a negative relationship between violence and crowding in that the more crowded institutions evidenced social withdrawals, and for others, institutions more social cohesiveness of inmates was evidenced as crowding grew. Factors that make some inmates susceptible to crowded conditions are previous visits to prison, growing up in large cities, having large families, and creating a familiarity with such conditions. Inmates from middle to wealthy income

backgrounds prefer single housing; more shy of dormitory housing, and demonstrate a negative response to overcrowding. (Paulus, 1988)

There are studies that indicate social concentration has an effect on incarceration. Inmates that come from heavily populated areas are more prone to criminal activity. Inmates who are victims of recidivism are those prisoners released into the same neighboring elements that originally got them arrested. (Fagan, 2003)

Incarceration Growth Factors

Incarceration has climbed in most of the big cities from 1985-96. Although incarceration has continued to rise, the crime rate took a downward fall. Incarceration rates have nearly doubled over a ten year span and tripled over the last 20 years. Figures show that America's incarceration rate escalated from 313 inmates per 100,000 people in 1985 to 615 inmates incarcerated per 100,000 people in 1996. Presently the United States has the highest incarceration rate in the world which is 714 inmates incarcerated per 100,000 people. The second leading country in incarceration rate is Russia at 564 inmates incarcerated for every 100,000 people. (Karberg. Beck, 2006)

Drug convictions account for the largest increase in incarceration and 39% of the growth population over a one year period in 1996 came from California, the federal system, Pennsylvania, and North Carolina. For a period of 10 years the average growth rate was 7.8 percent. (ndsn.org, 97) Logic would state more people are incarcerated as a result of more criminal activity. Two of the major factors for incarceration overcrowding are drug enforcement and sentencing laws that mandate imprisonment for repeat offenders. (Fagan, 2003)

Some additional factors that are leading to increased incarceration are more women prisoner involvement with drug charges, mandatory sentencing policies that apply to drugs and other offenses, like the “three strike” sentencing. The “three” strike sentencing requires non-violent offenders as well as violent offenders to serve terms of 25 years to life for some convictions. Racial disproportion of incarceration representation is also attributed to the lack of pretrial programs, like drug courts and being detained until the trial, court-appointed counsel, and other economic disadvantages.

Possible Resolution

Government officials and lobbyist are battling to find resolutions to this rising dilemma of increased incarceration. Avenues being considered are reconsidering sentencing lengths, drug offenders’ diversion programs, reconsidering the “three strike” sentencing laws, reconsideration of parole revocation, and reallocating justice system funds to support community justice programs and other pro-active services. (Karberg. Beck, 2005)

The federal prison system leads all correctional facilities in incarceration growth. The federal system has increased by 4.2 % during 2004 and is responsible for 26% of the national growth in prison population. The primary reason for the federal prison increase is the incarceration of non-violent offenders. Approximately 55% of federal prisoners are serving time for drug offenses, while only 11% are incarcerated as a result of violent offenses. (sentencingproject.org Apr, 2004)

Rehabilitation

From the early 1900s until the 1960s general policymakers' objectives of rehabilitation focused on the cause of crime. As a result of several studies focus was placed on the individual characteristics of offenders, their group and peer associations, and the environment in which they lived. The rationale proffered was that the more services for rehabilitation, the better the chances of rehabilitating prisoners. As a result of several theories of crime and punishment the viewpoint changed from reform to concentration on managing control and punishment. (Banks, 2005)

The idea of professionals consisting of staff sociologist, psychologists, caseworkers, and vocational counselors to address the offenders' treatment needs was implemented in the institutions. Therapeutic treatment in prison is still practiced today in the penal system but still many people wonder about its' effectiveness. Parole programs are in place to supervise those re-entering the community but its effectiveness is questioned due to the fewer resources available of parole officers versus case overloads. (Banks, 2005)

As a means to rehabilitate and counter recidivism, administrators and legislators must address inmate housing. More than 570,000 men and women were released from prison and jail during the year 2001. The question of where they will live once they reenter society and their preparedness is a major concern. After serving time in prison inmates are released with insufficient funds to obtain housing. In many incidences they are unable to return to their prior residences because of drug offenses which have barred them from public housing. (npr.org, 2006)

The Bureau of Prison has implemented an Intensive Confinement Center program which is geared towards rehabilitating first offenders. The shock incarceration program is called Boot Camp. This model of operation is based upon the traditional military boot camps. It is set up to expose the offenders to physical training, military drills, work details, and discipline. Those that successfully complete the program are transferred to community corrections center closer to their home where they will receive additional counseling and support to help integrate them back into the community. The final phase will place the offender back in his home with certain restrictions and reporting requirements like electronic monitoring for their remaining sentence. (The FBI Bulletin. V62, 1993)

Some of the major problems associated with offenders becoming repeat offenders are the level of unemployment, lack of vocational skills and the ability to obtain a good paying job. The evaluation of Merseyside's project, "Getting Out to Work" provided results indicating that their participants repeat rate was 15-20% lower than the national average of repeat offenders. (London: Nov. 11, 2005) The concept of this organization was to coordinate employment and trade services for those incarcerated in an attempt to reduce recidivism rates through collaborative efforts of private, public, and volunteer agencies on the local, state, and federal levels. Very little consideration is given to those incarcerated in jails in regards to rehabilitation because their average stay is 35 to 41 days. (London: Nov. 11, 2005)

Youth Programs

A great deal of government funding that is normally used for rehabilitation of inmates is now being used to build and support new prisons. Without preparation for reentry and some type of support mechanism in place, inmates are at odds with increases of child abuse, homelessness, family violence, infectious diseases, and community disorganization. (npr.org, 2002) A means to the end would be to direct more resources to pre-release training, counseling and education for ex-offenders. More effort is being considered for transitional housing that provides a place to stay along with drug treatment and job counseling.

There are a multitude of programs made available for offenders and ex-offenders but qualifications, awareness and funding creates difficulty in services being adequately supplied. The youth and young adults are a vulnerable class of people that have programs geared to provide awareness, vocational skills, education, and mentoring. The American Bar Association Commission on Domestic Violence created a program that informs school age children of the impact of domestic violence. They were shown a video entitled, "Its Not OK: Let's Talk about Domestic Violence", lectured by athletes, coaches, talk sessions and symposiums were orchestrated in communities to involve families and the public. (Stein, 1996) Programs such as the youth shelter in Mount Vernon, New York brought together teenagers from the shelter and the elderly from a local adult care community. In this program the youths were placed in the shelters as opposed to juvenile detention or jail and they had to participate in educational training and community service. The teenagers interaction with the elderly brought forth dialogue

of exchanged ideas, mentoring from shared knowledge offered by the elderly, and a form of mutual respect and understanding was established which helped the teenagers in their development of positive behavior. (Hoban, 2005)

Drug Programs

The use, possession, or intent to sell drugs accounts for a majority number of offenders entering jail either directly or indirectly, creating a need for drug treatment programs. Programs are now set up called “Treatment Drug Court” that addresses the issues of offenders arrested on drug use or possession charges. The program intent is not simply to process the offender through the system, but put them through treatment ridding them of their connections and dependency upon drugs. This court monitored program gives the offender the opportunity to have charges reduced from felony to dismissal upon successfully completing the program; thus giving them another chance in society. Studies on the success of the drug court program indicate that goals set forth are attainable and are showing positive results. (Senjo, 1998)

Reentry Programs

Congress is aware of the need for reentry programs and is supporting efforts of federal, state, and local agencies in obtaining this goal. According to information provided by the Re-Entry Policy Council the taxpayers spent 60 billion dollars on corrections in 2002 which increased by 9 billion dollars over a 20-year period. Reentry programs focus on the needs of offenders reentering the communities from which they came. The programs address the issues of education, employment opportunity, housing, and substance abuse counseling. The public are educated through awareness programs of

offenders reentering the community, and employers are informed of incentives for hiring ex-offenders. Those offenders that have long sentences receive preparatory counseling to help in their reintegration to society ((Fields, 2005).

The Savannah Impact Program (SIP) is a reentry program formed by police, pardons and parole, department of corrections, department of labor and the department of juvenile justice in the state of Georgia. Their focus is on providing intensive supervision and services to high risk offenders. Statistics provided indicated that over half of all offenders in the criminal justice system commit another crime within three years after being released. SIP views corrective measures directed towards offender's substance abuse, poor education and the need for better job skills is the key to keeping offenders from returning to prison. The program which was implemented in 2001 monitored the progress of its efforts through retaining records of referrals to the program, the number of participants, the training offered, the rates of revocation, the number employed, and drug testing results. The rate of return was overall positive with an 83% monthly average employment rate and a 15% reduction in drug screening positive over a two year period. (Anonymous, 2004)

Business Programs

With multitude of ways to support the needs of those incarcerated, avenues for profit and nonprofit programs are now being implemented to assist in an offender's corrective action. Prisons are literally turning into factories and shops for manufacturing goods. Limitations are placed upon the level of production provided by prisons but some

institutions turn a profit and offenders are provided with a skill and modest compensation. (Washington, 2004)

A nonprofit Prison Entrepreneur Program started by Catherine Rohr helps ex-offenders work in the business industry. Recognizing their skills of organizing, budgeting and managing people in the criminal sector she converted that energy and experience to accomplish positive, legal results. The goal was to teach ex-offenders how to be entrepreneur minded, to be able to provide for their livelihood and to put their talents to productive use. Less than five percent of those that participated in the program returned back to prison. (Tice, 2006) Regardless of whether or not the programs are for profit or nonprofit, they are creating opportunity that was not possibly made available before (Senjo, 1998).

Electronic Monitoring

The need for some sort of relief regarding over crowdedness has led some institutions to implementing electronic monitoring that allows offenders to be on home arrest while awaiting trial and also upon receiving sentencing. The programs require offenders to undergo psychological treatment, and counseling on the rules and conditions of their release. The offenders agree to wear the electronic bracelets that can be monitored by the installing agency thus enabling them to know the daily whereabouts of the offenders. The bracelet interacts with an electronic monitor that hooks into the offender's telephone. Violation of the rules incorporated with the program are grounds for dismissal from the program and would take away from offenders the opportunity to continue with their employment and play a part in the lives of their family until such time

their corrective affairs are settled. The program provides a valuable asset to both the offenders and to the correctional institutions. Offenders can continue to work and provide for themselves financially and the institutions have less overhead responsibility of housing the offenders. The downside is generally the cost that is associated with the hardware of electronic monitoring and staffing (Kirch, 2003).

The literature review provided information from other researchers and authors on the subject of programs for offenders, incarceration growth, and social and economical factors subjecting people to imprisonment. Information provided is an indication that the problem is nationally noted and moves are being made to make amends or corrections but the problem needs a major booster shot to speed up its process. The multitude of programs and organizations involved are unbelievable and are not publicly and privately known about throughout the country.

The methodology chapter covers the data obtained from studying institutions and offenders participating on the topic of effective programs and status factors contributing to incarceration.

CHAPTER III

Methodology

The purpose of this chapter is to describe in detail how this study was designed and implemented. It will describe who the target population is and how they were selected, apparatus or surveys that was developed and distributed, procedures, and processed.

Study Design

This non-experimental design study required the development of two questionnaires and supportive invitation and consent forms/letters. The following documents were developed: 1) an Institution Response Invitation and Consent Form (Appendix A) and a Correctional Facility Questionnaire (Appendix B) to be sent to an assigned sample located across the nine correctional institutions in Hampton Roads Virginia and 2) An Offender Invitation Letter and Consent Disclosure Letter (Appendix C) and Offender Participant Questionnaire (Appendix D).

Figure 1: Excerpt from URIRB for the Protection of Research Participants Notice of Action Form

The committee found that all seven of these conditions have been met by the revised proposal, subject to the following changes/conditions:

1. We first advised that the researcher have the research project first reviewed by Institutional review board that covers the institutions involved in this project in order to have the proposal reviewed by someone who could serve as a prisoner representative. Because of time limitations, we are revising this to allow that the proposal reviewed by someone who can serve as a prisoner representative who will then provide the IRB with a written statement that the project constitutes minimal risk to the subjects. Final approval is contingent upon receiving such a written statement.
2. The researcher must obtain written approval from appropriate authorities at the prisons before any prisoners can be recruited as subjects.
3. Please do not ask prisoners to sign consent forms. Signatures are waived in this case in order to protect confidentiality.
4. Incarcerated subjects need a way to report problems pertaining to or ask questions about their rights as research participants. Reporting to a "housing counselor" is not adequate. Please add the sentence: If you have questions concerning your rights as a research participant, please contact by mail the Chair of the IRB, Arts & Science Deans Office, University of Richmond, Richmond, VA 23173.
5. The questionnaire is somewhat confusing. Please make the following editorial changes:
 - a. Question 7; What aided you.... Replace with "What factors contributed to you being a repeat offender?"
 - b. Question 9: C) public assistance
 - c. Q11: What do you feel you missed out on as a juvenile
 - d. Q13: prisoners are not going to be asked to reimburse the state. Can you rephrase this question?
6. In the Sheriff's questionnaire, questions 11,12,and 13 don't "add up" and don't match with the questions asked of inmates. Did you mean to include percentage of Hispanics as a separate count in this questionnaire, since you asked inmates about this? Is question 13 necessary? In question 22, you should be your.

The documents were submitted to University of Richmond's Institutional Review Board (URIRB) for approval on November 4, 2006. The URIRB responded on November 15, 2006 disapproved until certain conditions were met. February 5, 2007 the URIRB responded with a conditional approval with guidelines that follows in Figure 2.

Figure 2: Excerpt from URIRB for the Protection of Research Participants Notice of Action Form

Your project has been **approved** by the University of Richmond Institutional Review Board for the Protection of Human Participants (IRB); this is based upon the conditions listed below. It is your responsibility to ensure that your research adheres to these guidelines.

1. IRB approval is for a period of one year. If this research project extends beyond one year, a request for renewal of approval (<http://as.richmond.edu/facstaff/irbresources.htm>) must be filed.
2. All subjects must receive a copy of the approved informed consent form. Unless a waiver of signature was given, researchers must keep copies of informed consent forms on file for three years.
3. Any substantive changes in the research project must be reported to the chair of the IRB. Changes shall not be initiated with IRB approval except where necessary to eliminate apparent immediate hazards to the subject. Based upon the proposed changes, a new review may be necessary.
4. Any adverse reaction or other complication of the research which involves real or potential risk or injury to the subject must be reported to the Chair of the IRB immediately.

The researcher made the URIRB recommended changes to the documents and developed a letter that included a paragraph indicating the URIRB has approved the forms with the caveat that the administration of the participating facilities also approved

the study. The researcher put the following paragraph in the initial letter inviting participation in the study.

“I have the support of The Institution Review Board at the University of Richmond on my thesis and I have addressed all concerns they had involving this study and the issue of it dealing with prisoners with the exception of approval from the administration of the participating institution” (See Appendix A).

A randomly distributed survey to a population of 100 offenders from each of the same institutions in Hampton Roads was also targeted for this study. The request was for 125 offenders to complete the survey to allow for 100 acceptable surveys per institution responding. Nine institutions were invited to complete 100 surveys each for a total of 900 surveys across the Hampton Roads area.

To validate the correctional facility survey used, the data was reviewed and critiqued by correctional administrators having knowledge of programs and experiences in corrections. The administrators were able to give constructive feedback as a result of knowing the basis for the study resulting in some changes of the questions. The questionnaire directed to the offender population was built upon asking relative questions to current offenders presently in programs of minimum security. Their responses to preliminary questions created the template for final questions used in the survey. The final questionnaire for offender participants was also critiqued by correctional administrators for quality, ethics, and to minimize potential risk to offenders.

Letters of invitation and consent forms of participation for the study was mailed to all of the jails in the Hampton Roads area. The letters were followed up by personal

telephone calls by the researcher soliciting support for the study. The institutions in agreement to participate faxed their consent forms back to the researcher and either emailed their completed administrative surveys or had them delivered to the researching party. The researcher made copies and delivered the offenders questionnaires to some of the institutions, conducted the surveys personally at one of the institutions, and the other institutions made copies to conduct the questionnaires themselves. At the agreed upon deadline all of the completed questionnaires were either retrieved by the researcher or they were delivered to the researching party.

The data collected by the participants in both surveys were tallied up by the researcher and two assistants not directly associated with the study. The three tabulated different institutions responses and the final numbers were summed up by the researcher and formatted into statistical charts and illustrations. The statistics targeted from the data collected included population growth, economical and social positioning determining a need for programs, race percentages, gender emphasis, programs effectiveness, offenders' program needs, and program costs.

The chapter on methodology shared facts on the participants used in the study, the study design, the surveys used, and the process of distribution. The researcher shared the procedures communication used to obtain approval of study and the URIRB guidelines governing the protection rights of those incarcerated.

Chapter four covers the analysis of data documented, giving insight of what conclusions are drawn from the data. The chapter explains the needs of offenders and points out what offenders are more susceptible to incarceration according to race,

education, and income. Data displayed includes information on the increase in penal population over a five year period, social and economical factors contributing to incarceration, most requested programs of rehabilitation, need of programs, and programs effectiveness. The analysis brings to life the results of the study and assists in the fact finding either confirming or nullifying the basis of the study.

CHAPTER IV

Data Analysis

This chapter provides the analysis of the data from the various sources. It will describe in detail the data collected.

Correctional Facility Questionnaire

Three of nine institutions sent the administrative questionnaires, completed and returned them, reflecting a return rate of 33.33%. The questionnaire showed the distinction of population increase from the period 2000 through the year 2005, cost variation over that period, race percentages, and gave insight of types of programs provided.

Offender Participant Questionnaire

The offender apparatus had 341 offenders responding out of a possible 900 to their drafted questionnaire resulting in a 37.88% response rate from offenders' participation.

The survey conducted generated data reinforcing the idea of the independent variables of sociological and economical status contributing to incarceration overcrowding. Sociological and economical conditions data were used in determining a need for programs most beneficial in the reduction of repeat offenders. Graphs provided visibly illustrate the results of data demonstrating the incarcerated distribution, central tendencies, and dispersion.

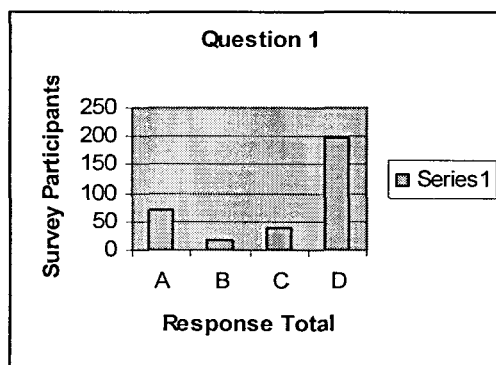
The following series of tables communicates data received from offenders indicating their personal involvement and need of programs along with social and

economical indicators used to correlate their incarceration. The illustrations give the results of the questions asked of the offenders, which are expanded upon by analyzing and discussion.

Offender Data Analysis Findings

The offender data provides a look into demographics of offenders supporting a need for rehabilitative and preventive programs.

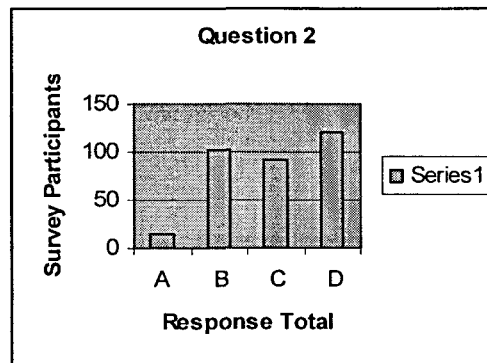
Table 1: Illustrates what programs offenders were in prior to coming to jail or prison



When asked this question the response was “21.6% were in drug treatment programs, 5.8% were in some other rehabilitation program, 11.4% were in job training programs, and 61% were either in no programs or GED programs.”

Over half of those incarcerated were not in any type of rehabilitation, self improvement or awareness program prior to their incarceration. The data supports the theory that very few people seek help through preventive or rehabilitative programs before being incarcerated. Awareness and rehabilitative programs such as education, drugs, and vocational training would have some reverse effect on the number of people entering the penal system.

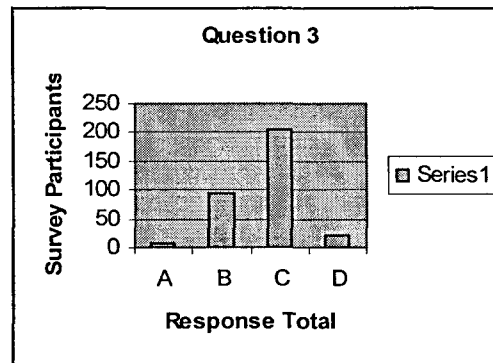
Table 2: Illustrates what offenders were involved in while in jail



When asked this question the response was “4.5% were in work release programs, 31.1% were in GED programs, 27.7% were in substance abuse counseling, and 36.5% were either not in a program or in vocational or anger management programs.”

The statistics shows that there is involvement in programs for those incarcerated but there is no indication of how many offenders are able to participate and the qualifications needed in order to receive treatment.

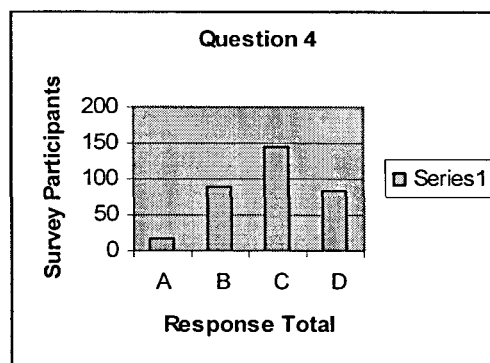
Table 3: Illustrates the highest grade completed by the offenders



When asked this question the response was “2.1% education was limited to 1st thru 6th grades, 28.3% education was limited to 7th thru 10th grades, 62.8% education was limited to 11th thru 12th grades or received a GED, and 6.7% were college graduates.”

Approximately 28% did not get past the 10th grade in school which would place these offenders more at risk for incarceration than those of higher education. Sixty-three percent got past the 10th grade or graduated from high school but the remarkable number were college graduates at a low six percent. Post education is indicative of a greater percentile of individuals free of incarceration.

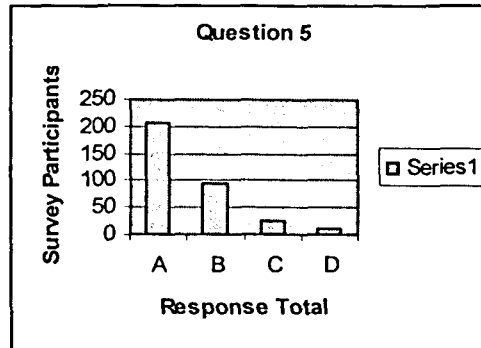
Table 4: Illustrates the highest pay range during employment



When asked this question the response was “4.8% were at minimum wage, 26.8% wages were \$6.00 to \$8.00 per hour, 43.5% wages were \$10.00 to \$17.00 per hour, and 24.7% wages were above \$17.00 per hour.”

Nearly 43% were within the national means for blue collar worker of \$16.67 an hour. (DOL, 2005) With 26% making between six to eight dollars an hour and 25% making over \$17.00, a need for money management could benefit all three ranges in prioritizing their funds.

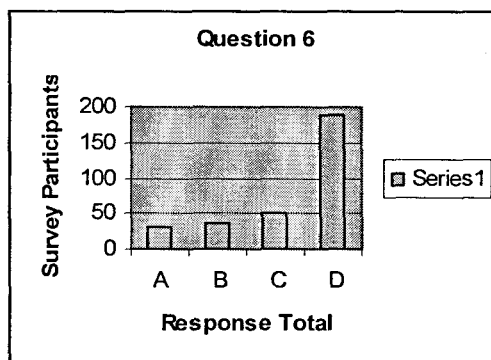
Table 5: Illustrates offenders that have ever been in the state prison system



When asked this question the response was “61.1% never been, 28.2% been 1 to 2 times, 7.6% been 3 to 4 times, and 2.9% been to prison 5 or more times.”

There were not a great number of respondents that have entered the state system but there was no indication of how often they frequented the jail system. From a social standpoint or an acceptance point of view the more visits into the system, the more comfortable an offender becomes to the environment of incarceration. Programs of corrective behavior need implementation to create an adverse response to institutionalized behavior.

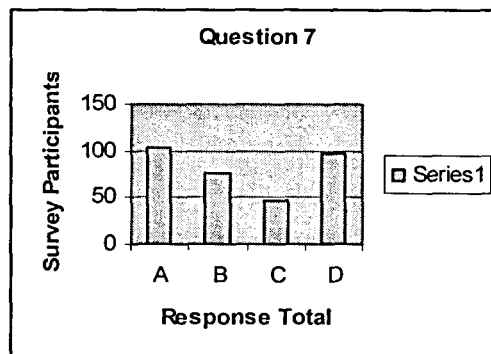
Table 6: Illustrates programs offenders were in while in state prison system



When asked this question the response was “10% were in drug counseling programs, 12% were in work programs, 16.5% were in educational programs, 61% were in no programs, never been to prison or in GED programs.”

Programs involvement in the state system was limited. The majority of this is due mainly to many of the respondents having never been to prison or stated that their involvement concentrated on education. Those that were able to participate in programs favored educational programs to improve upon their knowledge and marketability.

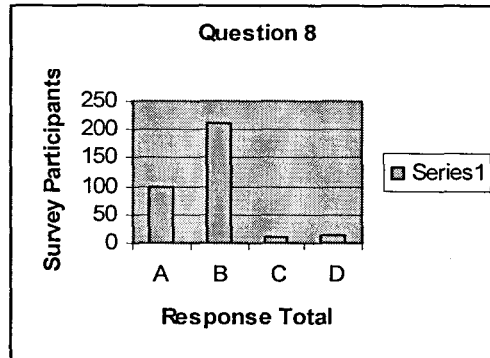
Table 7: Illustrated what factors contributed to being a repeat offender



When asked this question the responses was “31.8% were not repeat offenders, 23.5% continued a life of crime, 14.5% unemployment problems, 30% drugs and alcohol, mental issues, and driving infractions.”

Repeat offenders accounted for nearly 66% of those incarcerated and their reasons for returning ranged from unemployment, to drugs and alcohol, to a continued life of crime. The results presented indicate a need for preventive and intervention programs to keep offenders from reentering the system of incarceration. Addressing the program needs of offenders while incarcerated will reduce recidivism.

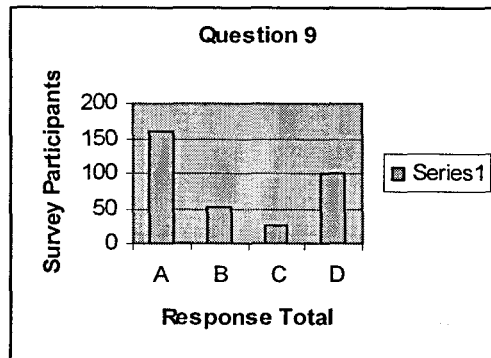
Table 8: Illustrates the race of offenders participating in survey



When asked this question the response was “29.8% were White, 62.9% were Black, 2.9% were Hispanic, and 4.1% were of other races.”

The participants by race were 63% Black and 30% White which expresses that the high concentration of intervention and prevention needs to address Black communities and lower income areas regardless of race.

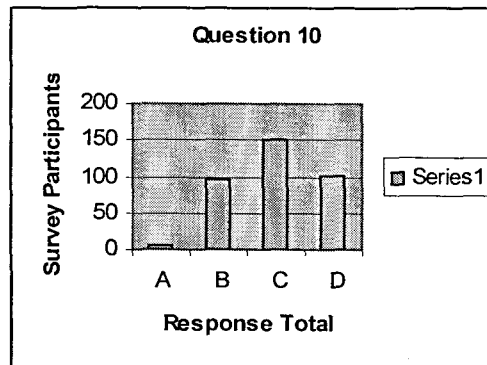
Table 9: Illustrates what programs would help keep offenders out of jail



When asked this question the response was “47.4% stated good employment, 15.1% stated more education, 7.7% felt public assistance, 29.6% stated other programs such as housing, religion, drug, and family counseling programs.”

Offender’s opinion on what programs will help keep them out of jail has merit to be considered. All of the factors mentioned imply that the programs that cover these issues need to increase their services to reach more people. There is a correlation or chain reaction in existence here where educational programs lead to opportunity of better jobs, housing, stronger stability to withstand issues as it relates to drugs, religion and family.

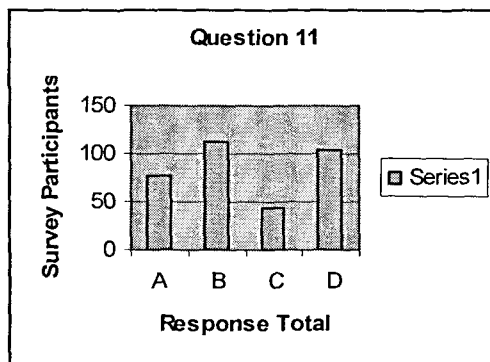
Table 10: Illustrates what offenders gain from being incarcerated



When asked this question the response was “1.5% stated room and board, 29.9% stated punishment for behavior, 47.3% stated rehabilitation of bad habits, 31.7% stated debt from fines and being locked up, nothing, free programs, and education.”

Less than two percent felt that they simply gained free room and board. Thirty percent saw it as simply being punished for their behavior and 47% shared that they gained rehabilitation of their bad habits. The last group shared they either got nothing from coming to jail or benefited from some other program offered by the system which accounted for thirty-two percent. The 47% group that saw it as rehabilitation of bad habits has a greater probability to overcome their conditions. More focus needs to be geared towards the offenders who see their incarceration as only a means of punishment which could lead to being a repeat offender if not addressing issues leading to their original arrests.

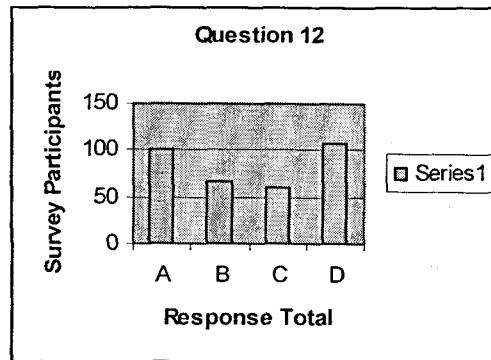
Table 11: Illustrates what the offenders missed out on as juveniles



When asked this question the response was “22.7% missed education, 33.4% stated not having two parents, 12.7% stated not participating in sports, 31% missed out on childhood, nothing at all, college, and being ones self.”

How you grow up can have an affect on the decisions one would make and that would include the life of crime. Two parent homes are not as traditional as years past but there are parenting classes that can be used to help single parents raise their children in a responsible, respectable manner.

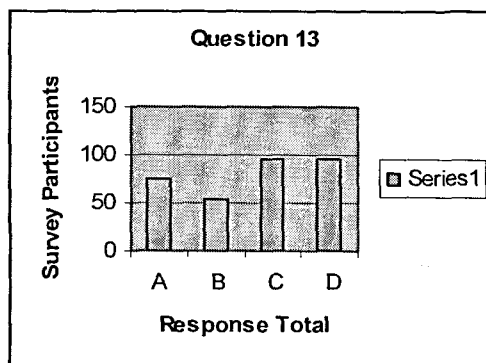
Table 12: Illustrates offenders' belief of taxpayers daily expenditure used for their incarceration



When asked this question the response was “29.8% stated \$30.00 daily, 20% stated \$50.00 daily, 17.9% stated \$100.00 daily, and 32.2% stated more than \$100.00 daily.”

The focus here was to establish or determine accountability on behalf of the offenders. All of them know that taxpayers' dollars are being spent but what roles are they willing to play in absorbing that cost? A goal to consider would be to help offenders develop a mindset of saving the taxpayers money by getting the necessary help through programs to prevent returning to the penal system.

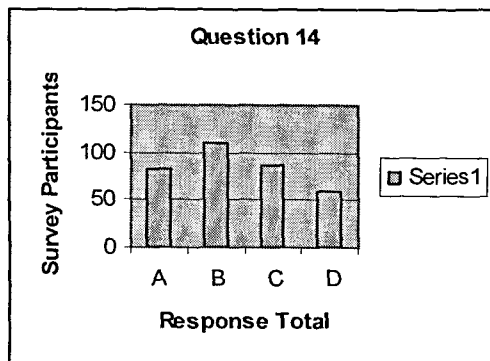
Table 13: Illustrates offenders belief of daily labor provided by them to work off their incarceration



When asked this question the response was “22.6% stated zero amounts, 16.5% stated \$30.00 daily, 29.4% stated \$50.00 daily, and 29.4% stated \$100.00 daily.”

Although the government does not require offenders to pay for their operational cost, more and more incidentals are now being implemented like co-pays for medical assistance and minimum charges of one to five dollars for daily operations cost, along with fines. With the exception of the 23% all of the other respondents are willing to take on some responsibility for their actions. This is an example of acceptance of their predicament and the willingness to rise above their present situation of incarceration and its many negative behaviors. With this kind of response there are many positive programs that could be both beneficial to the offenders and to the government which are advantageous.

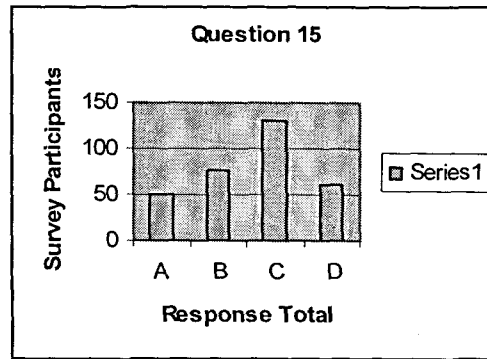
Table 14: Illustrates the offenders age classification



When asked this question the response was “24.1% were ages 18 to 24, 32.4% ages were 25 to 35, 25.6% were ages 36 to 45, and 17.6% were age 46 and up.”

Approximately 55% of the offenders’ ages ranged from 18 to 35 providing a targeted age bracket for programs. A great deal of focus needs to be placed on the younger offenders and their need of programs. The offenders incarcerated rate reduces as the age increases to 36 and up which is an indication that usually older offenders improve upon their social status, economical status, are responsive to programs, and their level of maturity increases.

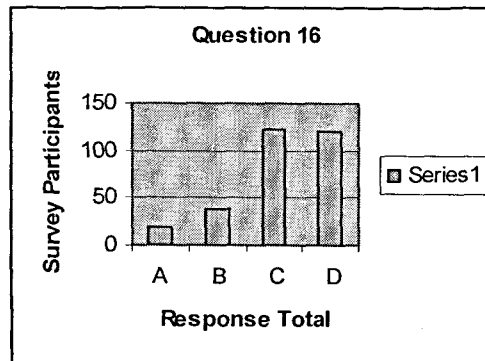
Table 15: Illustrates how many siblings the offender had



When asked this question the response was “15.4% had only 1 sibling, 23.9% had 2 siblings, 41.3% had 3 to 5 siblings, and 19.2% had 6 or more siblings.”

The size of the family could have some economical impact affecting the offspring susceptibility to a life of crime. The 41% group with three to five siblings has a higher tendency of being affected economically requiring some type of financial or social awareness support.

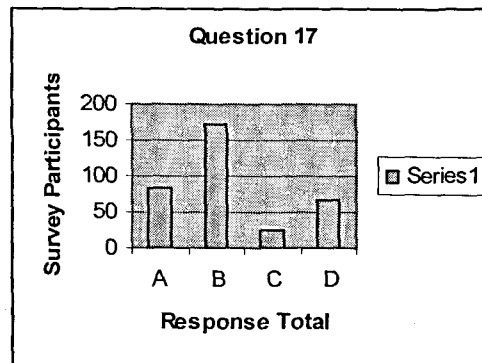
Table 16: Illustrates how many states the offender visited outside of Virginia



When asked this question the response was “5.8% visited 1 state, 10.8% visited 2 states, 36% visited 3 to 5 states, and 35.4% visited 6 or more states.”

Exposure to places and organizations can play a part in ones’ social well being. Seventy percent visited three or more states outside of Virginia showing that exposure to travel did not have an impact on the majority of the respondent’s social behavior relative to imprisonment but visiting places of better quality could have created a different impact.

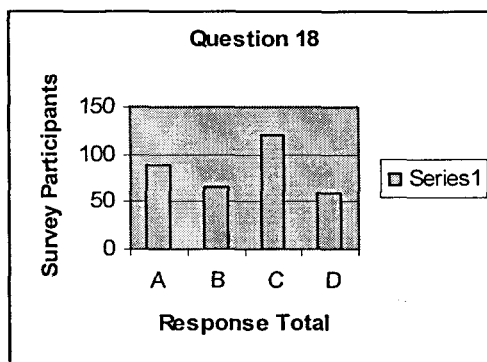
Table 17: Illustrates who was a mentor in the offender's life



When asked this question the response was “23.6% stated nobody mentored them, 49.5% stated their parents, 7.2% stated minister, 19.5% stated others such as family members, coaches, military, people of the streets.”

Childhood upbringing through some form of mentorship is very impressionable in a person's life. Nearly 50% stated that they saw their parents as mentors. Two focus points are derived from this and that is more mentoring is needed to motivate youth positively and parenting programs are needed to assist parents with raising their children.

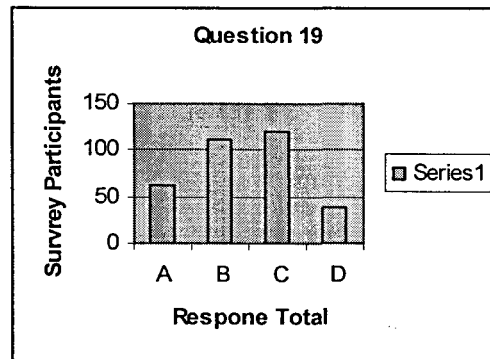
Table 18: Illustrates what programs offenders believe would help them in not returning to jail



When asked this question the response was “26.4% stated drug treatment, 19.5% stated educational programs, 36% stated job skill training, and 18% stated transition programs, religion, AA, women oriented programs, inner reflections, and financial support programs.”

The greatest area of support indicates a need for job skill training, followed by substance abuse treatment and educational support. Most offenders have a need for one or more programs of this magnitude. Taking the time to listen and assessing offenders will lead to what they are in need of.

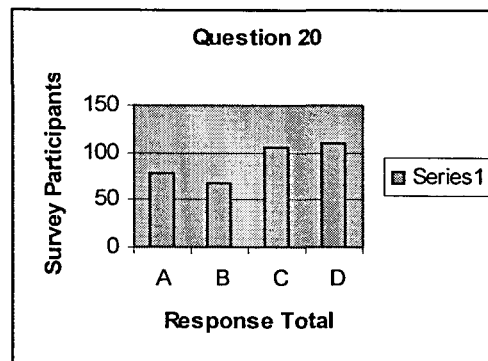
Table 19: Illustrates what awareness programs the offenders would benefit from the most



When asked this question the response was “19% stated consequences of crime, 33.5% stated drug and alcohol abuse, 35.9% stated importance of education, 11.4% stated job awareness, and family oriented programs.”

Awareness programs expressed as the biggest problem was the need for education. The need for drug and alcohol awareness was only two percent less popular than education. A logical theory could be that a lack of education could contribute to the indulgence of substance abuse. The ideology is to give offenders what they are in need of to help rehabilitate, reduce the over crowdedness, and reduce recidivism.

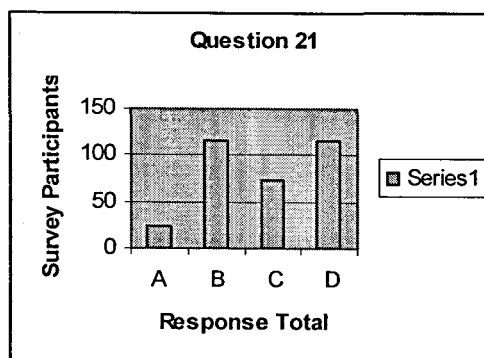
Table 20: Illustrates what the offenders felt is holding them back in life



When asked this question the response was “21.8% stated lack of money, 18.5% stated lack of education, 29% stated lack of opportunity, 30.4% stated nothing, drugs and alcohol, low self esteem, them, imprisonment.”

The lack of opportunity appears to be the biggest drawback to offenders. The lack of opportunity concerns were accompanied with issues of lack of money and a lack of education. Without being given an opportunity or creating an opportunity for ones self, chances are highly possible to have lack of money and education. Life empowerment and programs of a finance or business nature would help offenders develop skills to deal with everyday complexities.

Table 21: Illustrates what social organizations the offenders are members of or attended



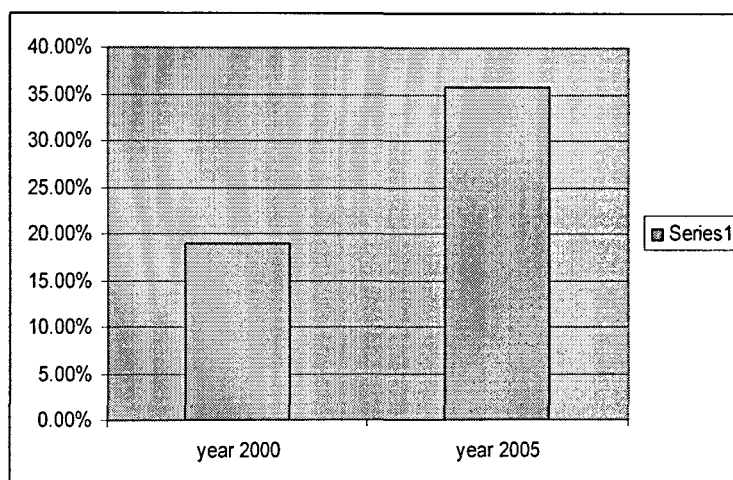
When asked this question the response was “7% stated civic league, 35.5 stated churches, 22% stated organized sports, 35.2% stated nothing or, health care for homeless, American Legion, Alcohol Anonymous, drug gangs.”

A religious background providing spiritual support can affect ones social behavior but with such a high number of the respondents stating church involvement, questions if their involvement is continuous. Connection with a religious program should be ongoing and not just in early childhood, when incarcerated, and done away with when reentering the community. The other 35% belong to several other organizations but the majority had no affiliation with organizations. Interests groups and hobbies can be social enhancers and need to be suggested through programs by getting feedback from offenders to keep their interest occupied in and out of prison to reduce recidivism.

Institution Data Analysis Findings

The institutional data provides a look into costs, the housing over crowdedness, and rehabilitation programs. Tables 22-34 provide the analysis results by each question asked of the institutions on the survey. The overall finding of data provided will be discussed after examining Table 35 and in the summary findings.

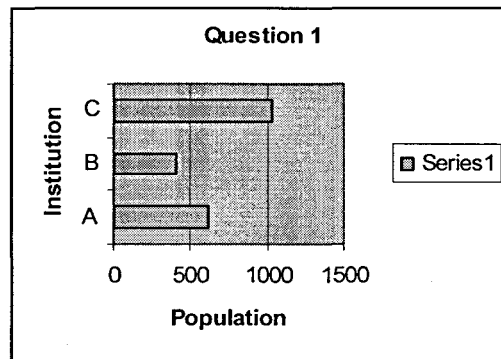
Table 22: Illustrates the average monthly population percentage comparison over housing capacity in Hampton Roads



Based upon publication from The Virginia Compensation Board the monthly average for 2000 was 19% over housing capacity. The information provided for 2005 shows that the monthly average was 35.4% over housing capacity which is a 16.4% increase over the five year period.

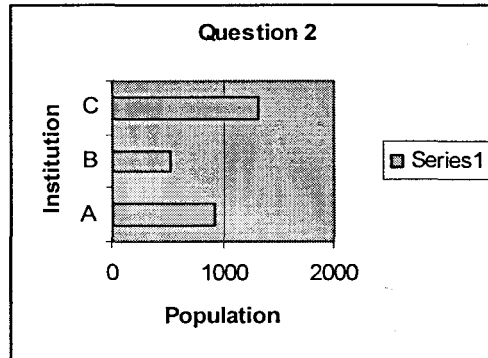
The dilemma with the population increase is greater than just more people imprisoned, it relates to jails and prisons filled beyond capacity requiring a need for more construction and funding. Viewing rehabilitative programs and the programs effectiveness as independent variables to the over crowded crisis is the study focus.

Table 23: Illustrates the average monthly population of offenders for 2000



Based upon publication from The Virginia Compensation Board the monthly average population of offenders for the Hampton Roads area was 5,493. (See Appendix E) The numbers here represents institutions responses submitted, which averaged 631 offenders monthly.

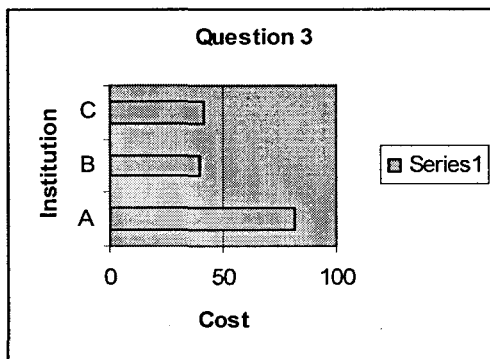
Table 24: Illustrates the average monthly population of offenders for 2005



Based upon publication from The Virginia Compensation Board the monthly average population of offenders for the Hampton Roads area was 6,937. (See Appendix E) The numbers here represents institutions responses submitted, which averaged 904 offenders monthly.

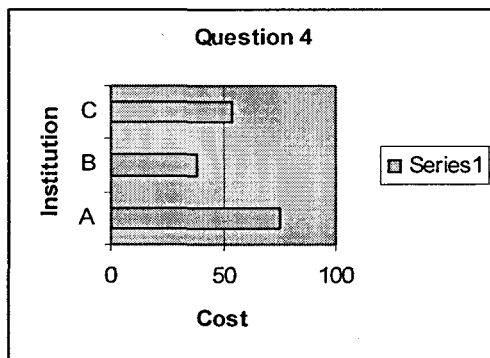
A 19% to 35% increase of offenders admitted to jail or prisons over a five year period are alarming numbers, and require some additional attention.

Table 25: Illustrates the average cost to house an offender in 2000



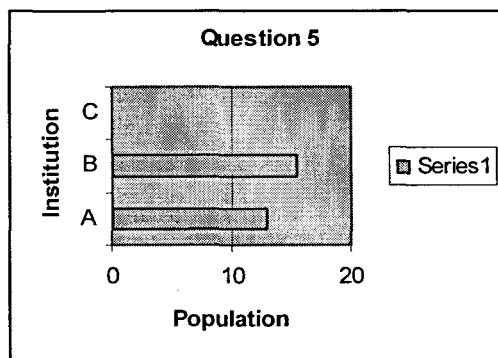
According to the information provided the average cost to house an offender daily in 2000 was \$54.26. Tables 25 and 26 show the average cost to house an offender in 2000 was \$54.26 and the cost rose by \$1.41 in the year 2005.

Table 26: Illustrates the average cost to house an offender in 2005



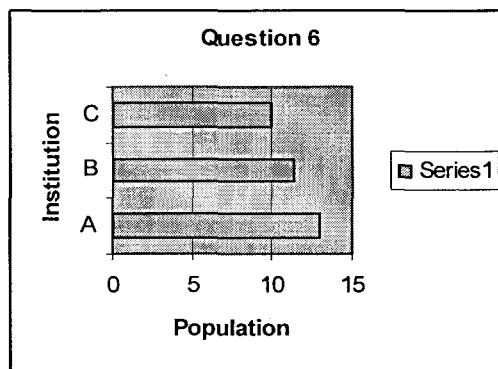
According to the information provided the average cost to house an offender in 2005 was \$55.67. The increase however slight is an increase that could be funneled to some other source. Some of the institutions operating cost per offender actually went down over the five year period but information was not available to establish why the cost reduction.

Table 27: Illustrates the average percentage of female offenders for 2000



According to the information provided the female offender housing population average was 9.49% of the total population in 2000. The female offender population was ventured into to see how their growth played a part in the continuous population growth.

Table 28: Illustrates the average percentage of female offenders for 2005



According to the information provided the female offender housing population average was 11.43% of the total population in 2005. There increase for the five year period was 1.94%. The growth rate being less than two percent would indicate that the female population is not the crux of the problem, having a greater need for special programs.

Table 29: Illustrates present rehabilitation programs and cost

Institution	Programs	Cost
A	Substance Abuse for Work Release Females, AA for General Population	Volunteers
B	GED ,Career Education, Substance Abuse, AA	Not Available
C	Substance Abuse, Life Empowerment, GED/JEP	400,000.00

Table 29 show that all of the institutions have some form of rehabilitation with the cost being free to a range of \$400,000.00 to operate.

The programs consisted of substance abuse, AA, GED, life empowerment, and career education. Some in house programs were also conducted like trustees and work release programs which kept offenders occupied doing chores of the institution and providing income through employment. There was no real indication of how much each program cost independently to run at the institutions or how specifically they are funded.

These are programs of rehabilitation and intervention and there is a need to know if what is offered is enough to meet the offenders' rehabilitative demands or should the supply of programs and opportunity to participate be expanded upon.

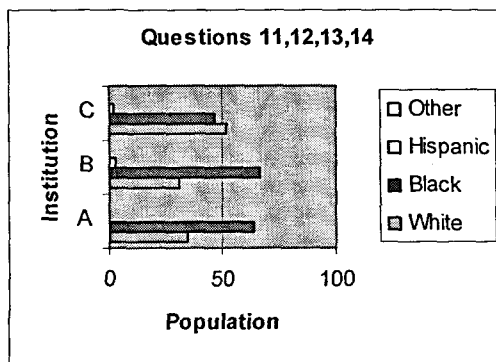
Table 30: Illustrates prevention programs of the incarcerated and cost

Institutions	Programs	Cost
A	None	Not Applicable
B	Educational and Work Programs	Not Available
C	Substance Abuse and Life Empowerment	4000,000.00

Table 30 shows that all of the institutions did not have some type of preventive incarceration programs. The cost to operate such programs reportedly cost as much as \$400,000.00.

Some of the institutions had no preventive programs in place to meet the needs of offenders which would include crime awareness and educational programs promoted in the communities and helping offenders with reentry into the communities. Some of the institutions offered substance abuse programs, religious support programs, work release programs, and educational programs, all in an attempt to prevent offenders and potential offenders from going to prison or jail. The estimated cost to run these programs ranged up to \$400,000 annually.

Table 31: Illustrates the average population by race during 2005



According to the information provided the average population by race for 2005 was 35% White, 59% Black, 5% Hispanic, and 1% other.

There was not a comparison conducted to see the growth of each race over a five year period. From the current status of representation imprisoned it is evident that the minority race is a majority. Program focus should be directed to the majority countering their behavior and inefficiencies. Race was factored into the questionnaire to determine who mainly needed help.

Table 32: Illustrates projected programs, cost, present programs and their effectiveness

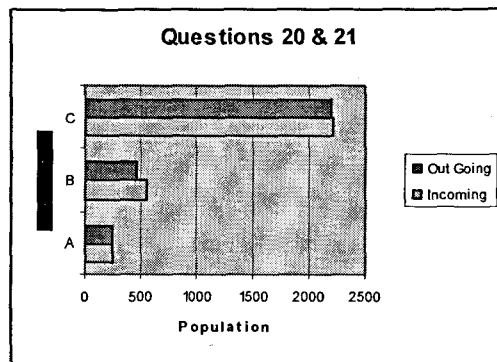
Questions	A	B	C
Program Wish List	Full-time Substance Abuse, Educational and Vocational	Community Corrections for Minor Offenses	College Courses
Program Cost	\$146,000.00	Not Available	\$500,000.00
Constructive Programs	GED Programs	Parenting Classes	Substance Abuse, Life Empowerment, GED/JEP
Top 3 Requested Programs	Substance Abuse, Educational and Vocational Programs	Trustee, Work Release and AA Program	Substance Abuse, Life Empowerment, GED/JEP
Programs Effectiveness	Effectiveness Unknown, Keeps Inmates Occupied	Trains Inmates to Work and Remain Employed After Jail	Life Learning Skills
How Effectiveness Measured	Unknown, Currently Volunteer Program	Not Available	Very Effective
Longest Ran Programs	Substance Abuse 15 years	Not Available	Substance Abuse, GED Life Empowerment (Christian Block) 20 years

Table 32 are the institutions listing what programs they would implement if funds were available, the approximate cost, what they considered to be constructive programs that kept offenders occupied, listing the top three programs requested by offenders, and what they believed to be the effectiveness of the programs.

The table also shows rehabilitation programs means of measuring effectiveness and shares the institutions longest running programs. Some of the longest running programs offered by the institutions were substance abuse, GED and life empowerment (religious

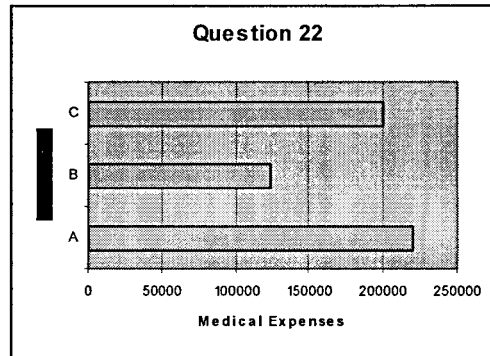
oriented program). The programs operating 15 to 20 years give them credibility of being purposeful and highly demanded in order to be in existence for such a long period.

Table 33: Illustrates average monthly intake and outtake of offenders



Responses to questions 20 and 21 indicate that there are more offenders (blue) coming into the institutions monthly than there are offenders (red) leaving at an average rate of 4.4%. This data supports the dependent variable of incarceration over crowdedness.

Table 34: Illustrates the average monthly medical expenses for offenders



Responses to question 22 states that the average monthly medical expenses for offenders are \$181,312. This amount is on medical needs only and does not include other amenities required in the daily operational cost involving offenders such as food, clothing, bedding, utilities, security, recreation, programs, etc. Numerical amounts are furnished to imply that the incarcerated welfare does not come cheap and that overcrowded institutions, basically intensifies matters. Looking into programs and their resourcefulness of reducing the population is a logical approach to assist in simmering down cost.

Table 35: Questions and findings most relative variables of over crowding

# s	Paraphrased Questions	Findings
1	The monthly average housing over capacity 2000/2005	19% over crowded in 2000, 35.4% overcrowded in 2005, increase of 16.4%
2	The average monthly population of offenders in 2000/2005	631 monthly average 2000, 904 monthly average 2005, increase of 273 monthly
3	The average cost to house an offender daily 2000/2005	\$54.26 daily cost in 2000 and \$55.67 daily cost in 2005, increase of \$1.41
4	Average percentage of female offenders in 2000/2005	9.49% average females in 2000, 11.43% average females in 2005, increase of 1.94%
5	Rehabilitative programs offered	Substance Abuse, AA, GED, Career Education, Life Empowerment, JEP
6	Cost to operate programs	Ranges from free via volunteers to \$400,000.00
7	Prevention programs offered	Educational and Work Programs, Substance Abuse, Life Empowerment
8	Cost to operate programs	Ranges from free of charge to \$400,00.00
9	Majority prison population, education, and income	59% Black population, 62.8% 11 th grade through graduation from high school, 43.5% earned \$10.00 to \$17.00 per hour
10	Majority family size, upbringing, social organizations, need for programs, age	41.3% had 3 to 5 siblings, 33.4% single parent homes, 35.5% church affiliation 30% drug and alcohol abuse, 32.4% ages were 25 to 35
11	Programs provided if funds were available	Full-time substance abuse, educational and vocational programs, community corrections for minor offenses, college courses
12	Cost to run wish list programs	Ranges from \$146,000.00 to \$500,000.00
13	Top three requested programs	Substance abuse, vocational and educational programs
14	Programs effectiveness and how effectiveness is measured	Effectiveness was either unknown, trained inmates to work or gave them learning skills, the measurements were either unknown, not available or very effective

Table 35 illustrations are to establish validity to the problem of over crowdedness and the impact of the independent variable used to influence a change in circumstances. Question 1 indicates an increase in population over housing capacity during a five year period of 16.4% creating a need for solutions to counteract the growth. Question 2 figure of an increase of monthly average housed offenders by 273 more a month substantiates correctional institutions' growth. The cost to house an offender daily rose over the five year period also establishing a relationship with over crowdedness and its association to taxpayers' dollars. Question 4 increases in the female population show that the males are not the only offenders in need of programs. Every increase in the population adds to the over crowdedness dilemma seeking means of relief.

Question 5 indicates that rehabilitative programs are offered in all of the institutions ranging from drug counseling to educational programs. Having these programs in place should relieve the institutions of some recidivism by meeting the needs of offenders on the road to recovery. Question 6 shows that cost involved to run programs could range from volunteer services to increased amounts of \$400,000.00 a year. What needs to be determined is which is the most cost effective: allowing the penal system to continue at its' over crowded pace or intervene with programs of correction and rehabilitation.

Question 7 prevention programs were not offered by all of the institutions. Some institutions don't work outside of their building by going into the community to educate people on awareness programs related to drugs, crime and education. Having an association with such programs could be advantageous to preventing some people from coming to jail. Question 8 states that the cost to run these programs also go as high as

\$400,000.00 a year to run. It is hard to put a price on what is too much to spend to rehabilitate offenders when the ante is being upped in prison population and its many negatives.

Question 9 demographics shows that the incarcerated population is majority Black, no higher than a high school education, and blue collar workers. Question 10 demographics of 3 to 5 siblings, high rate of single parent homes, questionable church affiliation, high drug and alcohol abuse, and majority age range of incarcerated 18 to 35 are all susceptible characteristics to imprisonment. The focus should be to address the needs of these characteristics to prevent, intervene, or rehabilitate individuals in an attempt to reduce the penal population.

Question 11 shares institutions desire for programs if funding was available and the programs listed seem to be programs of dire need. With a high enough desire and anticipation of implementing such successful programs, institutions should be led to being more creative in providing funding. Question 12 indicates the cost involved to run desired programs is higher than previously ran programs. Programs just as anything else are determined by the availability of funds. All the institutions have to put things into perspective of what is most important. If having these programs in place would make a dramatic improvement in success rate of treatment and reduce the population, additional efforts should be channeled into creating funding. Individual research needs to be done from institution to institution to determine value attached to programs as it relates to over crowdedness.

Question 13 listed the top three programs requested by offenders as substance abuse, vocational and educational programs. Covered in the offender data analysis findings there was mention that these very programs were attended the most. The majority of offenders know what programs they are in need of and providing them adequately, the over crowdedness will subside.

Question 14 displays the effectiveness of the programs and how effectiveness is measured regarding the programs. There was little response regarding measurement of effectiveness. With no mention of tools to measure the effectiveness of programs it is not possible to show how the programs will reduce over crowdedness or recidivism. There was no indication of evaluations, assessments, and follow up or out reach instruments, or measures in place to determine programs success. The institutions response to programs effectiveness did not indicate success rate regarding completion or not returning to prison but it did state offenders were trained in programs. Institutionalized programs have to be training that can be used upon re-entry into the community if not those offenders will become repeat offenders once again effecting the rise in incarceration population.

Summary of Findings

Question 1

What is the effectiveness of rehabilitative programs of the institutionalized?

Table 32 shows that offenders were kept occupied, learned job skills, and life skills but none of those results concretely supports dependent variable of incarceration over crowdedness. All of the institutions have some sort of structured programs but the level of obligation taken on could only be measured if there was a means to determined the effectiveness of the programs in reducing recidivism to jail or prison which none of them presented, making it an inconclusive finding.

Question 2

What sociological and economical factors contribute to incarceration demanding a need for rehabilitative programs?

There were supportive facts conclusive to show that demographics of sociological and economical status and background contribute to incarceration and demand a need for particular programs of rehabilitation, education or prevention awareness. The offenders' data provided statistics of what was the majority race incarcerated, income levels, age median, social involvement, range of times imprisoned, need for programs, and family size.

Supporting Questions

Programs of rehabilitation may be offered offenders while incarcerated but what mechanics are in place to monitor their effectiveness? What monetary amounts are being

spent to support such programs? What level of obligation do the institutions housing the incarcerated play in reforming those incarcerated?

Response to Supporting Questions

Mechanics or tools needed to monitor the success or effectiveness of programs was not concretely answered making the question inconclusive. Table 32 data showed no tools of measurement such as graduation or completion of programs, offenders becoming drug free, or format to monitor re-entry to jail of offenders completing program.

The monetary amount needed to run the programs could be accepted in reference to the submission of responses received but its validity is questioned based upon the response accounted for 33% of the targeted assigned sample. All of the institutions are not spending money to run their programs. Some of them are done voluntarily while others have incorporated programs into their operational budget. Table 29 and 30 indicated money used for programs and Table 32 shows what other programs some of the institutions would implement if funding was available.

All of the institutions offered some type of programs to support the needs of offenders being housed. The level of obligation the institutions take in rehabilitating offenders varied from locale to locale based upon operational structure, availability of funds, and the assessments of offenders needs. Table 32 shows a level of concernment from two of the institutions having programs in existence from 15 to 20 years.

CHAPTER V

Conclusion

The research obtained indicates that the incarceration system is not perfect in addressing the needs of offenders; yet, it also indicates that the problems are not going unnoticed and that efforts are being made to provide some services of rehabilitation and reentry to meet necessities of offenders. Governmental agencies are fully aware of the growth in population of the incarcerated and acknowledge drastic efforts need to be taken to combat the trend of continued growth and warehousing of offenders. Thousands of offenders enter the penal system yearly and millions of dollars are being spent to maintain its operation. Addressing the needs of those incarcerated will not eliminate people subjected to being imprisoned but it will reduce the rapid pace at which people are entering the system.

It is more than stereotypical that people of low economical and social settings account for the majority of offenders incarcerated. Without more education, awareness of the importance of education, and the offering of more educational services for those incarcerated the probability of ex-offenders becoming re-offenders are immense. Job opportunities are limited as a result of lack of skills, second chance opportunities, and education, leading to sub-par employment which creates high intensity for criminal acts. Authorities cannot make decisions for offenders but they can educate them on decision making, what options and resources are available, and create an environment that is not set up for failure.

The offering of programs in some cases is a discretionary option of the institution where in other cases programs are mandated. Institutions that have the ability to offer more programs to better offenders chances of remaining free of jail should consider implementing such services as it can reduce other problems associated with overcrowding such as the amount of tax dollars spent, the need of more staff, security issues, and new construction. Money is always a hurdle in accomplishing goals but institutions need to be more creative and resourceful in obtaining the necessary funds to complete their respective objectives regarding programs. Not only should institutions consider helping offenders through means of intervention but where allowable prevention programs that are proactive will favor well in the eye of the public, possibly creating outside support.

There are a multitude of programs which try to cater to the every need of offenders but so many programs do not come to fruition due to funding, programs not being in great demand, or offenders not qualifying due to policies of the institution. Facilities of incarceration need more organization as to how they assess programs and communicate the need for such programs. Programs that have been in existence for long periods at institutions show that such programs are providing a service that is helpful in some essence or it would have folded. As history repeats itself administrations at institutions have to go back to addressing the needs of offenders through therapeutic treatment instead of concentrating on processing, managing, and simply housing offenders.

At this point being reluctant in admitting a need to reassess programs and their effectiveness offered to offenders is like a metaphor of a fire engine whisking past a

burning house. Counselors address some of the issues presented by offenders but a great deal goes undetected, ignored, or basically unattended to due to lack of resources.

Classification departments within institutions govern programs of offenders and have basic knowledge of what is needed and what is attainable but their hands are forced by higher management whose actions are driven as a result of budgetary restraints. There must be a weighing measure put into effect to draw conclusions between programs provided and the cost relative to such services and the continued abomination of population growth and over crowdedness.

Money is surely the root of all evil as the saying goes. Not providing programs that will turn around the lives of so many people with funding as an excuse is no longer acceptable. Taxpayers are beginning to do the math and want to see results that will bring down the numbers of people going to jail affecting how tax dollars are being spent. Just as reform was done with welfare programs, reform needs to take place regarding incarceration and its programs. You can feed a man a fish and he is fed today or you can teach a man to fish and he can provide for himself forever. Surely we can take heed to this philosophy or we will have everlasting problems concerning overcrowding and rehabilitating programs issues.

Recommendations

1. Conduct two assessments of offenders on their need for programs and treatment (an initial population survey and an individual questionnaire on offenders during intake screening).

2. Conduct an assessment/evaluation of the institution currently operating programs. Determine what is working, what needs improved upon, and what programs need to be discontinued. Have tools of measurement in place to evaluate the programs that give knowledge of how many offenders successfully completed the program and are not recommitted and open up lines of communication concerning programs coordinators with documented and verbal reports.
3. Upon conducting all assessments of programs, set goals and objectives determining which programs that will continue to be provided and what programs that need to be added to support offenders' rehabilitation.
4. Determine a means to fund the operation of programs offered. Some programs will be funded within the budget, volunteer services is always welcomed, grants from government is an option, and partnering with outside agencies both publicly and privately should round out resources.
5. Create an outreach program which help offenders in rehabilitation, reentry to the community, and support them when back in society for a predetermined period of time. Create an alliance with outside agencies that can assist offenders once they leave the institution. Offenders need continued support of drug abuse, religious study, housing, vocational training, continued education, family counseling, job placement, transportation, and sometimes criminal justice supervision.

Personal Learning

Upon researching the programs of the incarcerated and their effectiveness on rehabilitating offenders and reducing population growth so much has been shared. There

is no doubt, still a need for more programs and the lines of communication between the offenders, program counselors, institutions and government need to be improved upon. Some of the institutions don't know if their programs are producing positive results or not. Tools of evaluation and statistics need to be in place showing how many offenders participated in a program, what was the completion rate, was the offenders' issues resolved, and what number of repeat offenders has gone through treatment.

No two people are alike which means that different treatment or programs are needed to meet the problems of so many offenders that are incarcerated. Just listen to what offenders are saying and they will tell you what they need. The majority of those incarcerated want help and are willing to participate in programs that will improve their fate and outlook on life. Somehow we as taxpayers and administrators have to meet the demands that are being requested more than halfway.

The class of offenders is mainly minorities, low income and uneducated which places them on a list of the less fortunate or the insignificant population of society. Concentration need to be placed upon bringing as many offenders up to the standards of productive citizens contributing to their cities and communities. The main areas affecting those incarcerated are drug and alcohol addiction and drug associated crime, lack of education and minimum job skills decreasing marketability. Improve offenders' ethics in these areas through programs and the numbers in jails and prisons will decrease.

Appendix A

Institution Response Invitation and Consent Form

Dear Sheriff _____,

My name is Lessie Smith and I am a student at Richmond University School of Continued Studies. I invite you to participate in a study investigating the increase imprisonment population and means of prevention and intervention. Enclosed is a data sheet consisting of a series of questions which ask your department for statistics related to increased populations, prevention and intervention programs. Please note that your responses are strictly confidential, that your participation is completely voluntary, and that you may choose not to answer any or all of the questions or withdraw from the study at any time with no effect on your status. Should the results of the study be published, your name will not be used. Data collected will be documented as overall results and not reflect individual institution responses separately.

If you have any questions about the conduct of this study or your rights as a research participant, you may contact me at (757-382-8244 work or 757-724-3164 cell). Signing the consent form indicates your consent to participate in the study. I would also ask that a questionnaire be presented to 125 inmates randomly selected from your facility to be completed and returned on the same issue of increased populations and programs of prevention and intervention. The completed questionnaire by the 125 inmates will be considered their volunteered consent to participate. To maintain confidentiality on behalf of the participants (inmates), we ask that their questionnaires be deposited in some makeshift drop box. Please have these drop boxes collected by an official outside of the housing officers.

I will call to see if you are in receipt of this letter and confirm you being a willing participant in this study requesting your completed returned forms by February 15, 2007. Please assist me by appointing a point of contact from your office to relay information regarding administering the surveys.

I look forward to hearing from you, and wish to thank you again for your time and participation.

Yours sincerely,

Lessie Smith
Graduate Student
P. O. Box 1452
Chesapeake VA 23327

Consent Form

Research Project Title: Incarceration: A Rising Population Dilemma

I have read the letter of information, and agree to participate. All questions have been answered to my satisfaction.

Name (please print) _____

Signature _____

Date _____

Person Obtaining Consent _____

Signature _____

Date _____

Please return completed consent forms and questionnaires to classification department or administration. Classification or Administration Department please forward these documents to c/o Lessie Smith, Incarceration Research, Post Office Box 1452, Chesapeake VA 23327

Appendix B

Correctional Facility Questionnaire

Research Data: Information requested from Hampton Roads Jails and Correctional Facilities.

1. What was your total inmate population count for the year 2000 (this count does not include bullpen status count)? _____
2. What was your total inmate population count for the year 2005 (this count does not include bullpen status count)? _____
3. What was the total average cost to house an inmate daily in the year 2000?

4. What was the total average cost to house an inmate daily in the year 2005?

5. What percentage of your facility was housed by women in the year 2000?

6. What percentage of your facility was housed by women in the year 2005?

7. What programs do you presently have to rehabilitate inmates?

8. What is the estimated yearly cost to run these programs?

9. What programs do you presently participate in to prevent people from coming to jail? _____

10. What is the estimated yearly cost to participate or run such programs?

11. What percentage of your institution's population was White in 2005?

12. What percentage of your institution's population was Black in 2005?

13. What percentage of your institution's population was Hispanic in 2005?

14. What percentage of your institution's population was with other races in 2005?

15. If money was not an issue what other program would you suggest helping reduce the rise in population? _____
16. What amount of money would you estimate is needed to support such programs?

17. What programs do you presently have to preoccupy or constructively involve inmates? _____
18. What are the top three requests of programs suggested by inmates in your facility?

19. What would you say is the effectiveness of these programs?

20. What is the average intake of inmates monthly in your institution?

21. What is the average outgoing of inmates monthly in your institution?

22. What are the average monthly medical expenses attributed to inmate care?

23. How do you measure the effectiveness of your rehabilitation programs?

24. Name the three of your longest running rehabilitation programs and the number of years each ones inception, respectively? _____

Appendix C

Offender Invitation Letter and Consent Disclosure

Dear Research Participant,

The purpose of this study is to research social and economical factors increasing incarceration and determining the effectiveness of prevention and intervention programs. The survey is provided in the most common language of the United States which is English. Participation in this study will not have any effect on your position regarding parole or probation.

You were randomly selected to participate in this study and your participation is strictly voluntary. Your willingness to participate in this study will have no effect on your current treatment or status within the institution. The survey has none to minimum risk involved and would only take approximately 20 minutes to complete.

The study is being conducted by a college student interested in the field of criminal justice, attempting to bring forth information that would possibly be advantageous to both the institutions and the welfare of those incarcerated. If you have any questions concerning your rights as a research participant, please write the Chair of the IRB, Arts & Sciences Deans Office, University of Richmond, Richmond, VA 23713. Your honest responses and opinions would greatly assist in conducting this study and may prove beneficial to those incarcerated in the future.

Thank you,

L. Smith Jr.
Student Researcher

Appendix D

Offender Participant Questionnaire

Research Questionnaire on Incarceration

This questionnaire is being administered in the study of social and economical factors increasing incarceration and determining the effectiveness of prevention and intervention programs. This survey should take about 20 minutes to complete. Your completion and deposit of this questionnaire is your consent of voluntary participation. If you have any questions concerning your rights as a research participant please write the Chair of the IRB, Arts & Sciences Deans Office, University of Richmond, Richmond, VA 23173. **Please circle one answer only or the questionnaire answers will not be valid (accepted).**

I do not know of any risks to you if you decide to participate in this questionnaire and your responses will not be identified with you personally. **Please do not put your name on the questionnaire.** If you do not feel comfortable handing in your questionnaire to the officer in charge, you may drop it into the make shift drop box made available to you.

1. What programs were you involved in before coming to jail?
A) drug treatment B) rehabilitation program C) job training program
D) other program _____
2. What programs are you involved in while in jail?
A) work release B) GED program C) substance abuse counseling
D) other _____
3. What is your highest grade of school completed?
A) 1 thru 6th grade B) 7 thru 10th grade C) 11 thru 12th grade or GED
D) college graduate
4. What was the pay range of your highest paid employment?
A) minimum wage B) 6.00 to 9.00 per hr. C) 10.00 to 17.00 per hr.
D) 17.01 and up per hr.
5. Have you ever been in the state prison system?
A) never B) 1 to 2 times C) 3 to 4 times D) 5 or more times

6. What programs were you in during state incarceration?
A) drug counseling B) work program C) educational program
D) other _____
7. What factors contributed to your being a repeat offender?
A) not a repeater B) continued crime life C) unemployment
D) other _____
8. What is your race?
A) White B) Black C) Hispanic D) other _____
9. What is one thing that will help keep you out of jail?
A) good employment B) more education C) public assistance
D) other _____
10. What do you gain from coming to jail?
A) free room and board B) punishment for bad behavior
C) rehabilitation of bad habits D) other _____
11. What do you feel your missed out on as a juvenile?
A) an education B) two parents C) did not participate in sports
D) other _____
12. What do you think that the taxpayers spend on you daily while you are incarcerated?
A) \$30.00 B) \$50.00 C) \$100.00 D) more than \$100.00
13. What do you feel is a good money amount daily for you to work off in labor for time you spend incarcerated (in jail or prison)?
A) 0 B) \$30.00 C) \$50.00 D) \$100.00
14. What age group are you in?
A) 18 to 24 B) 25 to 35 C) 36 to 45 D) 46 or up
15. How many brothers and sisters do or did you have in your family?
A) 1 B) 2 C) 3 to 5 D) 6 or more
16. How many states have you visited outside of Virginia?
A) 1 B) 2 C) 3 to 5 D) 6 or more
17. Who was a mentor (someone who taught you or you looked up to) in your life?
A) nobody B) parent C) minister D) other _____

18. What program do you think would best serve you not returning to jail?
A) drug treatment B) educational program C) job skill training
D) other _____
19. What awareness program would you benefit from the most?
A) consequences of crime B) drug and alcohol abuse C) importance of
education D) other _____
20. What issue do you feel is holding you back from succeeding in life?
A) lack of money B) lack of education C) lack of opportunity
D) other _____
21. What organizations (social involvement) have you been a member of or
attend?
A) civic league B) church organization C) organized sport
D) other _____

Appendix E

Incarcerated Population Capacity vs. Growth Data Sheet

Note: Information provided by the Virginia Compensation Board

Offender Population 2000 in Hampton Roads

Facility	Housing Capacity	Actual Housed	Differential Housed	Differential Housed Percentage
A	1644	2691	1047	38.91%
B	9576	10188	612	6.01%
C	6516	6544	28	0.43%
D	6624	4819	-1805	-37.46%
E	5616	4361	-1255	-28.78%
F	2976	6292	3316	52.70%
G	9996	15347	5351	34.87%
H	3456	4295	839	19.53%
I	7080	11384	4304	37.81%
Total	53484	65921	12437	18.87%

Offender Population 2005 in Hampton Roads

Facility	Housing Capacity	Actual Housed	Differential Housed	Differential Housed Percentage
A	1644	1873	229	12.23%
B	9576	11502	1926	16.74%
C	6516	10265	3749	36.52%
D	6624	6170	-454	-7.36%
E	5616	5027	-589	-11.72%
F	2976	7702	4726	61.36%
G	9996	19552	9556	48.87%
H	3456	5710	2254	39.47%
I	7080	15447	8367	54.17%
Total	53484	83248	29764	35.75%

Appendix F

Offenders Participation Survey Data Sheet

Table 1

	A	B	C	D	Total	% A	% B	% C	% D
Q1	70	19	37	198	324	21.6	5.8	11.4	61
Q2	15	103	92	121	331	4.5	31.1	27.7	36.5
Q3	7	93	206	22	328	2.1	28.3	62.8	6.7
Q4	16	89	144	82	331	4.8	26.8	43.5	24.7
Q5	208	96	26	10	340	61.1	28.2	7.6	2.9
Q6	32	37	51	188	308	10	12	16.5	61
Q7	103	76	47	97	323	31.8	23.5	14.5	30
Q8	100	211	10	14	335	29.8	62.9	2.9	4.1
Q9	160	51	26	100	337	47.4	15.1	7.7	29.6
Q10	5	96	152	102	321	1.5	29.9	47.3	31.7
Q11	77	113	43	105	338	22.7	33.4	12.7	31
Q12	100	67	60	108	335	29.8	20	17.9	32.2
Q13	74	54	96	96	326	22.6	16.5	29.4	29.4
Q14	82	110	87	60	339	24.1	32.4	25.6	17.6
Q15	49	76	131	61	317	15.4	23.9	41.3	19.2
Q16	20	37	123	121	341	5.8	10.8	36	35.4
Q17	82	172	25	68	347	23.6	49.5	7.2	19.5
Q18	88	65	120	60	333	26.4	19.5	36	18
Q19	63	111	119	38	331	19	33.5	35.9	11.4
Q20	79	67	105	110	361	21.8	18.5	29	30.4
Q21	23	116	72	115	326	7	35.5	22	35.2

Appendix F Continued

Offenders Participation Survey Data Sheet

Table 2

	Response D Qualitative Explanation
Q1	N/A, None (61), PDRC, ASB, GED (2), Education (2)
Q2	None (29), Pre Release, Anger Management (5), Trade & Religion Programs
Q3	
Q4	
Q5	
Q6	N/A (39), GED, AB&C (2), Work Program, None (25), A&C
Q7	None, Driving, Addiction (2), Mental Health, Drugs, N/A, Psychiatric
Q8	
Q9	Family, Drug Program (2), Housing, AB&C (2), Self Help
Q10	Nothing (21), Bad Reputation, Free Programs, Time to Serve, Education
Q11	Nothing (23), College, AB&C, Being a Child (4), A&B, Self
Q12	
Q13	
Q14	
Q15	
Q16	
Q17	Brother, Grandmother, Aunt, Uncle (2), Friend, B&C, Coach, Teacher
Q18	Inner Reflections Long Term, AB&C (3), B&C (3)
Q19	Job Awareness, Family/Home Programs, None, Unknown (3)
Q20	Nothing (3), None (2), Low Self Esteem, A&B (2), B&C (2), Drugs (2)
Q21	N/A, None (10), Health Care for Homeless, AB&C, B&C (2)

Appendix G

Institution Survey Data Sheet

Table 1

	Institution A
Q1	613 monthly average
Q2	913 monthly average
Q	\$81.81
Q4	\$74.88
Q5	13%
Q6	13%
Q7	Substance Abuse for Work Release Females, AA for General Population
Q8	Volunteer Staffing
Q9	None
Q10	N/A
Q11	34%
Q12	64%
Q13	1%
Q14	0
Q15	Full-time Substance Abuse Program, Educational and Vocational Programs
Q16	\$146,000
Q17	GED Program
Q18	Substance Abuse, Educational and Vocational Programs
Q19	Effectiveness Unknown, Programs believed to keep inmates occupied
Q20	244 monthly average
Q21	252 monthly average
Q22	\$220,000 monthly
Q23	Unknown, Currently A Volunteer Program
Q24	Substance Abuse -15 years, State Funding determines accessibility of counselors

Appendix G Continued

Table 2

	Institution B
Q1	401 monthly average
Q2	514 monthly average
Q3	\$39.84
Q4	\$38.17
Q5	15.4%
Q6	11.3%
Q7	GED, Career Education, Substance Abuse, AA
Q8	N/A (Not Available)
Q9	Education Programs, Work Programs
Q10	N/A (Not Available)
Q11	31%
Q12	67%
Q13	3%
Q14	0
Q15	Community Corrections for minor offenses
Q16	N/A (Not Available)
Q17	Parenting Classes
Q18	Trustee Program, Work Release Program, AA Program
Q19	Train Inmates to work and remain employed after incarceration
Q20	551 monthly average
Q21	473 monthly average
Q22	\$123,577
Q23	(Not Available)
Q24	(Not Available)

Appendix G Continued

Table 3

	Institution C
Q1	1032 monthly average
Q2	1312 monthly average
Q3	\$41.14
Q4	\$53.97
Q5	0.08%
Q6	10%
Q7	Substance Abuse Program, Life Empowerment Program, GED/JEP
Q8	\$400,000
Q9	Substance Abuse Program, Life Empowerment Program
Q10	\$400,000
Q11	51%
Q12	46%
Q13	1.8%
Q14	1.2%
Q15	College Courses
Q16	\$500,000
Q17	Substance Abuse, Life Empowerment, GED/JEP
Q18	Substance Abuse, Life Empowerment, GED/JEP
Q19	Learning Life Skills
Q20	2220 monthly average
Q21	2190 monthly average
Q22	\$200,361 monthly
Q23	Very Effective
Q24	Substance Abuse, GED, Life Empowerment (Christian Block) 20 years

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Lessie Smith, Jr.

Biography

Lessie Smith, Jr. a Norfolk native earned a Bachelor of Science Degree in Business Administration from St. Paul's College in Lawrenceville, Virginia in 1983. He was first hired with the Sheriff's Office as a Deputy Sheriff in Corrections during 1984 where he was responsible for security and the welfare of offenders. In 1988 he was promoted to Deputy-Sergeant where he supervised courtroom security for Juvenile and Domestic Relations Court. In 1993 the author was promoted to Deputy-Lieutenant in Corrections where he chaired a disciplinary hearing board and supervised a platoon of 41 deputies and first line supervisors. He was transferred to Booking in 2000 responsible for intake supervision of arrestees. In 2004 he was transferred to his present position as Deputy-Lieutenant in Civil Enforcement providing supervision, setting guidelines, workload projections, and deputy development. In 2005 he became a certified general instructor for his department.

Professional memberships consist of former chapter president of NABCJ (National Association of Blacks in Criminal Justice) setting chapter goals, interacting with and educating the community on criminal justice, CLEBA (Chesapeake Law Enforcement Benevolence Association) VSCEA (Virginia Sheriff's Civil Enforcement Association), and former chapter president and treasurer of Alpha Phi Alpha Fraternity, Incorporated.

The author's objectives are to share his finding on this study with all of Hampton Roads Correctional Facilities and others, retire from the Sheriff's Department in the year 2012, provide

mentoring programs for the youth over a five year period, start a consulting firm in criminal justice and reform programs, and become a high profile administrator in the criminal justice field.

Pledge

On my honor I hereby affirm that this work was created by me, the writings and conclusions are entirely my own, I actually completed the research (surveys, interviews, etc.) noted in this thesis, and all ideas from others are properly cited and referenced. In addition, this work is original for this class and none of it had already been written for another class nor have I received credit for this in any other class.

Signed 