

Inventory of Aftercare Provisions for 52 Boot Camp Programs.

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Table of Contents

Introduction

State Boot Camp Programs

Alabama: Disciplinary Rehabilitation Program

Arizona: Shock Incarceration Program

Arkansas: Department of Corrections Boot Camp Program

California: San Quentin Boot Camp Alternative Sentencing Program (ASP)

Colorado: Regimented Inmate Training Program

Florida: Basic Training Program

Georgia: Inmate and Probation Boot Camps

Idaho: North Idaho Correctional Institution "Boot Camp"

Illinois: Impact Incarceration Program (IIP)

Kansas: Labette Correctional Conservation Camp (LCCC)

Kentucky: First Incarceration Shock Treatment (F.I.S.T.) Program

Louisiana: Intensive Motivational Program of Alternative Correctional Treatment (IMPACT)

Maryland: The Herman L. Toulson Correctional Boot Camp

Massachusetts: Boot Camp

Michigan: Special Alternative Incarceration (SAI) Program

Minnesota: Challenge Incarceration Program (CIP)

Mississippi: Regimented Inmate Discipline (RID)

Montana: Swan River Correctional Training Center

Nevada: Program of Regimental Discipline

New Hampshire: Shock Incarceration Program

New York: Shock Incarceration Program

North Carolina: Intensive Motivational Program of Alternative Correctional Treatment (IMPACT)

Ohio: Shock Incarceration Program--Camp Reams

Oklahoma: Regimented Inmate Discipline (RID) Program Shock Incarceration Program (SIP)

Oregon: Success Using Motivation, Morale, Intensity, and Treatment (SUMMIT) Program

Pennsylvania: Quehanna Boot Camp Program

South Carolina: Shock Incarceration Program

Tennessee: Special Alternative Incarceration Unit (Wayne County Boot Camp)

Texas: Special Alternative Incarceration Program (SAIP)

Virginia: Shock Probation (Boot Camp) Program

Wisconsin: Challenge Incarceration Program (CIP)

Wyoming: Honor Conservation Camp

Federal Boot Camp Programs

Pennsylvania: Federal Intensive Confinement

Center, Lewisburg (Men)
Texas: Federal Intensive Confinement Center,
Bryan (Women) Local Boot Camp Programs
California: Practical Regimented Rehabilitation
for Inmates Determined to Excel Program (PRIDE)
Michigan: The Regimented Inmate Discipline
Program (Boot Camp)
New York: Nassau County High Impact Incarceration
Program (HIIP) Rikers Island High Impact
Incarceration Program (HIIP)
Texas: Brazos County Boot Camp Program
Convicted Offenders Re-Entry Program (CORE)
Harris County Boot Camp Program
Hidalgo County Boot Camp Program

Juvenile Boot Camp Programs

Alabama: Environmental Youth Corps
California: California Youth Authority
Leadership, Esteem, Ability, and Discipline
(LEAD) Program
Colorado: Rebound/Camp Falcon Juvenile Facility
Florida: Leon County Juvenile Boot Camp
Manatee County Sheriff's Boot Camp
Martin County Sheriff's Dept. Juvenile Boot Camp
Pinellas County Sheriff's Office Preparatory
School Boot Camp Program
New York: Sergeant Henry Johnson Youth Leadership
Academy and City Challenge
Ohio: Cuyahoga County Juvenile Boot Camp

Introduction

This inventory provides brief synopses of 52 residential boot camps and their aftercare provisions. The boot camp programs include: 34 adult programs run by State correctional agencies in 32 States; 8 local programs operated by sheriff's departments or local probation or correctional departments; the program operated by the Federal Bureau of Prisons in Texas and Pennsylvania; and 9 juvenile programs operated by a variety of public and private youth agencies.

The study employed a three-tiered process to identify and describe aftercare programming for boot camps:

- o Telephone interviews with extant juvenile and adult boot camps. Interviews were conducted with representatives from all 52 boot camp programs and, in most cases, with representatives from the aftercare programs. The list of programs drew upon three sources: State programs were identified from a 1993 survey of the 50 States and the District of Columbia conducted by the American Institute for Research (AIR) to determine the number of operational and planned boot camps; local programs were identified from Austin, Hones, and Bolyard's (1993) review of jail boot camps; and juvenile programs were identified from a survey conducted by the Institute for Criminological Research (1992). The group represents the vast majority of boot camps then in existence. Because this study

does not address the prevalence of boot camps, no systematic attempt was made to determine if additional programs were in operation. Several new programs were not included because the aftercare segment of the program was not developed.

- o Reviews of program documentation to produce individual case summaries. Information from the interviews and from written materials was combined to create individual case summaries for each program, which were then submitted to program staff for their review. Each of the program summaries was approved by a representative from the program.

- o Site visits to selected programs. Site visits were conducted at three boot camps -- the Minnesota Challenge Incarceration Program, the Herman L. Toulson Correctional Boot Camp in Maryland, and the Kentucky First Incarceration Shock Treatment Program -- and the aftercare programs located in the proximate urban areas of Minneapolis, Baltimore, and Louisville.

A companion document, A National Survey of Aftercare Provisions for Boot Camp Graduates, provides a synthesis of boot camp aftercare provisions, highlighting several innovative program features.

The inventory is intended to serve as a resource tool for practitioners interested in the aftercare programs and arrangements of other boot camp programs. Each synopsis includes:

- Jurisdiction
- Program Goals
- Eligibility Criteria
- Boot Camp Description
- Authority for Aftercare Decision
- Aftercare Host Agency and Staffing
- Supervision
- Integration of Boot Camp and Aftercare (where applicable)
- Aftercare Program Activities
- Program Effects
- Contact

Alabama: Disciplinary Rehabilitation Program

Jurisdiction: State of Alabama

Program Goals:

- o Divert younger, first-felony offenders from long-term incarceration into a regimented, short-term period of punishment in a restrictive setting.

- o Improve offenders' behavior upon their return to the community.

- o Encourage younger offenders to accept responsibility for their criminal activities and

impress upon them society's unwillingness to condone criminal behavior.

Eligibility Criteria:

- o Male offenders with no previous incarceration in an adult correctional facility.
- o Offenders with sentences of 1 to 15 years.
- o No offenders convicted of murder; first-degree rape; kidnaping; sodomy; arson; robbery; enticing a child to enter a vehicle, house, etc., for immoral purposes. No offenders with life conviction without parole.

Boot Camp:

The Alabama Department of Corrections (DOC) opened the "Disciplinary Rehabilitation Unit" (Boot Camp) at the Childersburg Community Work Center in 1988. The program normally lasts for 90 days but can be extended to 180 days. With a total capacity of 180, the program accepts new platoons of about 60 inmates each month. Judges sentence offenders directly to the program pending the outcome of DOC medical and psychological screening. Although there is no specified age limit for program participation, judges have sentenced offenders between the ages of 14 and 37 to the boot camp. The total budget in FY 94 was \$2,443,983, an estimated cost per inmate, per month of \$835.

Program activities include physical training, military drill and ceremony, hard labor, and counseling. Adult basic education, literacy, and pre-GED classes are mandatory for any inmate without a high school diploma or a GED. Drill instructors focus on developing self-discipline, self-confidence, and social conformity in each inmate. The treatment staff use rational decisionmaking/reality therapy to provide addictive behavior/substance abuse and interpersonal skills/socialization counseling.

Since the program started, 2,696 offenders have been sentenced to the program, 2,098 of whom graduated from the boot camp, for a 78-percent success rate. Fifty-seven percent of the nongraduates were dismissed for behavior problems, and close to a third were released for medical reasons.

Authority for Aftercare Decision:

The boot camp program sends a report to the sentencing court for each graduate. After successfully completing the program, offenders return to the sentencing judge for resentencing. The majority are placed on probation.

Aftercare Host Agency and Staffing:

No special staff is designated to monitor boot camp graduates, and no special requirements exist

for their treatment.

Supervision:

The majority of the boot camp graduates are placed on regular probation.

Aftercare Program Activities:

Not applicable.

Evidence of Program Effects:

Of the 2,098 graduates, 584 (27.8 percent) have subsequently returned to Department of Corrections custody. About 59 percent of the returns are for new crimes; the remainder are for technical violations.

Contact:

Alabama Disciplinary Rehabilitation Program
Department of Corrections
P.O. Box 368
Childersburg, AL 35044
205-378-3821

Arizona: Shock Incarceration Program

Jurisdiction: State of Arizona

Program Goals:

- o Divert youthful offenders from incarceration, saving prison beds and reducing costs.
- o Shock youthful offenders with a preview of prison life.
- o Instill and promote self-reliance, self-confidence, self-discipline, self-respect, respect for and adherence to authority, respect for others, teamwork skills, responsibility, and pride in accomplishment.
- o Promote personal growth by developing a work ethic and acquiring personal hygiene habits and social skills.
- o Enhance offenders' physical and mental health.

Eligibility Criteria:

- o Male and females between the ages of 18 and 25.
- o No prior adult incarceration.
- o No obvious or known contagious or communicable disease or physical limitation.
- o If sentenced as a condition of probation, eligible for intensive probation and convicted of a Class 2, 3, 4, 5, or 6 felony.
- o If referred from the Department of Corrections (DOC): a maximum sentence of 7 years, a nondangerous, nonrepetitive designation, and a

conviction for a Class 3, 4, 5, or 6 felony.

- o DOC inmates must volunteer for the program.

Boot Camp:

Following the passage of an Arizona law permitting the development of a boot camp as a condition of intensive probation in 1988, DOC opened its 150-bed Shock Incarceration Program (SIP) at the medium-security east unit in the Arizona State Prison Complex in Florence. Two years later the legislature authorized the placement of inmates from within the prison center at the boot camp. Diversions from prison currently account for about 5 percent of the boot camp population.

Inmates enter the 120-day boot camp in platoons of about 24. Participants, sentenced by a judge to the shock program as a condition of probation, are screened by an adult probation officer and held in a preshock compound for eligibility screening for up to 45 days or until the next platoon entry date.

Inmates who are recommended for shock incarceration by a correctional supervisor are interviewed by the Shock Incarceration Committee. They are held at a different facility until the next platoon entry date.

Inmates progress through four phases lasting approximately 1 month each. The intensive, 17-hour daily schedule employs a military model: drill and ceremony; physical training; education (ABE, GED, typing); substance-abuse training; anger management; discipline; work; and life skills training. Removal from the Shock Incarceration Program can occur as the result of medical illness, disciplinary problems, or court-ordered sentence amendment. About 60 percent of the participants graduate from the program.

Authority for Aftercare Decision:

SIP graduates are placed into one of two different aftercare programs, depending on their original boot camp referrals. Graduates who had been sentenced to boot camp as a condition of probation are released on intensive probation in their counties of origin. Graduates placed in SIP by DOC are granted inmate release status.

Aftercare Host Agency and Staffing:

The county intensive probation offices are responsible for the boot camp graduates released on probation, and DOC operates the shock release program. An average caseload for a parole officer is 85 parolees.

Supervision:

For the first 90 days of aftercare, shock releasees supervised by the Parole Division of DOC

are placed on home arrest and receive electronic monitoring. Subsequently, they are placed on general supervision and are required to maintain a minimum of two face-to-face contacts per week with their parole officers.

Shock probationers released into all counties, except Maricopa, are placed under the same supervisory requirements as other county probationers. They are assigned to a probation officer's caseload. In Maricopa County, where the probation office runs the aftershock program, boot camp graduates are placed in a community house arrest program or a transitional shock house for 90 to 120 days. An aftershock team decides where a graduate is placed based on the graduate's performance in boot camp, the nature of the original crime, perceived risk to the community, and family situation. All Maricopa shock probationers are placed on a three-phased intensive probation supervision program lasting between 9 and 12 months. In the first 3 months of aftercare, contact requirements are four times per week. In the subsequent 3 months, the requirement drops to three contacts per week, and for the final 3 months, one contact per week.

Integration of Aftercare and Boot Camp:

A Maricopa County probation officer is assigned to the boot camp to work with offenders during the residential phase. All inmates from other counties are assigned to a probation officer's caseload.

Aftercare Program Activities:

The Department of Corrections does not provide any special services to shock releasees except for 90 days of electronic monitoring.

Unless they are placed in Maricopa County, shock probationers receive the same services that are provided to regular probationers. In Maricopa, the aftershock team develops individual treatment plans for the graduates. Participants must maintain full-time employment and provide 40 hours of community service. Program activities in the shock probation aftercare program include: educational classes (GED, ABE, typing); parenting classes; substance abuse classes; self-help groups; family counseling; recreation; group physical training; and random drug testing.

Evidence of Program Effects:

To date 1,341 offenders have graduated from the Shock Incarceration Program. The Maricopa County shock probation program reported an 88- percent success rate for its aftercare graduates. The Shock Incarceration Program reported a return-to-prison rate of 32 percent since the program started. Estimate dollar savings from the program were \$17,000 per year, per successful shock inmate for the first sentence. The program also reported that shock incarcerated labor had provided the

community 30,000 hours of free labor and 80,000 hours of prison facility labor during a year.

Contact:

Program Administrator
Arizona Department of Corrections
Shock Incarceration Program
Arizona State Prison Complex - Florence
East Unit
P.O. Box 629
Florence, AZ 85232
602-868-4011, ext. 5343

Arkansas: Department of Corrections Boot Camp Program

Jurisdiction: State of Arkansas

Program Goals:

- o Reintegrate inmates into society by changing their attitudes, norms, and lifestyles.
- o Reduce recidivism.
- o Ease prison overcrowding.

Eligibility Criteria:

- o Male, first-term, nonviolent, nonsexual offenders with less than 10-year sentences who are eligible for minimum-security status.
- o Volunteer for program.
- o Medical clearance.

Boot Camp:

Since April 1990, the Arkansas Department of Corrections has operated a 15-week, 150-bed boot camp on the grounds of the Wrightsville correctional facility. The boot camp strives to build self-esteem, self-discipline, cooperation, accountability, appropriate goals, and positive attitudes by providing discipline, academic education, substance abuse training, and mental health counseling. Through these efforts the program hopes to change criminal attitudes, norms, and lifestyles and ultimately to reintegrate inmates into productive roles in society. About 80 percent of participants graduate from the program.

Authority for Aftercare Decision:

At the 100th day of the residential program, a committee of counselors, teachers, drill instructors, the drill sergeant, the chief of security, and the boot camp warden/administrator reviews each participant's case and determines eligibility for graduation.

Aftercare Host Agency and Staffing:

All boot camp graduates are released to the supervision of the Arkansas Department of Community Punishment. No separate aftercare program for boot camp graduates is available.

Supervision:

Boot camp graduates are assigned to regular parole caseloads of about 58 parolees per parole officer.

Aftercare Program Activities:

The community aftercare program operated by the Department of Community Punishment provides intensive support and aftercare through counseling services and referrals to community treatment for releasees at high risk of returning to the drug culture. Boot camp graduates are required to attend 8 to 10 group counseling sessions. The planned treatment referral program will provide comprehensive statewide substance abuse assessment/counseling treatment, mental health assessment/ counseling/therapy, and transitional living services to offenders.

Evidence of Program Effects:

The Arkansas Boot Camp program reports a 16.7 percent recidivism rate for its graduates as compared with the institutional rate of 38 percent.

Contact:

Arkansas Department of Corrections Boot Camp Program
P.O. Box 1010
Wrightsville, AR 72183-1010
501-897-5806

Program Coordinator
Community Punishment
323 Center Street
Tower Building, Suite 1400
Little Rock, AR 72201
501-324-9710

California: San Quentin Boot Camp Alternative Sentencing Program (ASP)

Jurisdiction: State of California

Program Goal:

- o Serve as an alternative to long-term incarceration for nonviolent offenders committed to prison for the first time.

Eligibility Criteria:

- o Male volunteers from among offenders serving first prison sentences of 12 to 36 months.
- o Perpetrators of offenses that include: second-degree burglary, grand theft, vehicle theft, petty theft with priors, receiving stolen property, forgery/fraud, other property offenses, certain controlled substance/marijuana offenses, driving under the influence (DUI), and involuntary/vehicular manslaughter.

- o No offenders with physical or mental impairments, communicable diseases, or medical problems.
- o No offenders who have a major hold or detainer.

Boot Camp:

The California Department of Corrections opened the Alternative Sentencing Program (ASP) at the San Quentin prison in 1993. The 120-day boot camp for 176 males is based on the therapeutic community approach. This multifaceted approach includes: instruction in military bearing, courtesy, discipline, and drills; physical training; structured work programs; group and individual therapy; drug and alcohol abuse counseling; educational programming; reality therapy; and community living skills.

Approximately 80 percent of the participants graduate from the boot camp and enter aftercare.

Authority for Aftercare Decision:
California Department of Corrections.

Aftercare Host Agency and Staffing:

ASP has a two-tiered aftercare program. For the first 60 days after graduation from boot camp, participants enter a residential work furlough program at one of two locations. Participants are then released to their communities on intensive parole supervision for 120 days.

Supervision:

During the work furlough phase of aftercare, participants reside at one of two work furlough facilities. During this period they work in the community for 40 hours a week and are supervised at the work furlough facility during nonworking hours. On successful completion of the work furlough program, offenders are released on intensive parole supervision for 120 days. Intensive parole stresses employment, schooling, and a continuation of reality therapy, along with continued substance abuse programming.

Integration of Aftercare and Boot Camp:

The aftercare components, work training and intensive parole, are considered integral parts of the ASP program. Efforts are underway to integrate the programming at boot camp and work training sites. For instance, the boot camp commander conducts training for residential facility staff, work facility staff visit boot camp, and vice versa.

Aftercare Program Activities:

The intensive parole component stresses employment, schooling/ training, and reality

therapy. Boot camp graduates are expected to secure full-time employment while in aftercare. An additional 30 hours per week is devoted to rehabilitative program activities.

Evidence of Program Effects:

The program reports that 80 percent of all boot camp graduates have successfully completed the aftercare program.

Contact:

San Quentin Boot Camp
Alternative Sentencing Program (ASP)
San Quentin State Prison
San Quentin, CA 94964
415-459-2145

Colorado: Regimented Inmate Training Program

Jurisdiction: State of Colorado

Program Goals:

- o Reduce recidivism through alcohol and drug abuse treatment.
- o Decrease prison-bed needs, prison overcrowding, and incarceration cost in the Department of Corrections.
- o Promote personal development and self-discipline.

Eligibility Criteria:

- o Male and female nonviolent offenders between the ages of 18 and 30.
- o Volunteers for the program.
- o No offenders serving a sentence that was reduced to a nonviolent offense as a result of a plea bargain.
- o No offenders with a previous incarceration for a violent offense.

Boot Camp:

The Colorado Regimented Inmate Training Program, also known as the Colorado Correctional Alternative Program (CCAP), is a 90-day military-style boot camp that includes intensive physical training and discipline. It has slots for 92 males and 8 females at the Buena Vista Correctional Facility.

Candidates are screened on arrival at the reception center by the Colorado Department of Corrections (CDOC) and must volunteer for the program. Most are burglary or drug abuse offenders with an average sentence length of 4.7 years. CCAP excludes offenders who have served sentences for violent offenses. A platoon of approximately 40 offenders enters each month.

Each inmate is assigned a case manager who oversees his/her needs and progress. About half of

the daily schedule is devoted to military-style physical training and discipline. Considerable emphasis is placed on drug and alcohol treatment, with mandatory participation in a 96-hour addiction recovery program, consisting of group therapy and classroom study, that is run by a certified drug and alcohol counselor. The program also provides educational and vocational assessment and job skill-related training. GED and parenting classes are offered during the final 30 days. In addition, CCAP staff assist inmates in establishing short- and long-term goals that they can accomplish after release to their community. A 30-day transition period is provided to graduates while they are waiting for sentence reconsideration.

About one-third of the 778 males and 36 females admitted to CCAP since 1991 failed to complete the program.

Females had a higher dropout rate than males (74 percent versus 32 percent). Program failures were more likely to be nonwhites and have an extensive history of juvenile incarceration. They were also less likely to have been on probation or community residential status.

Authority for Aftercare Decision:

Sentencing judges, district attorneys, and probation departments receive a 30-day and a 60-day performance report as well as recommendations from CCAP staff regarding disposition. Graduates are referred back to their sentencing judges for sentence reconsideration. The majority of jurisdictions have requested formal hearings to reconsider the sentences, thereby extending the time required to process offenders over the 120-day statutory limitation for the program. As a result, CDOC had to move graduates to other facilities to await disposition of their cases.

In the first 2 years of program operation, judges agreed with recommendations from CCAP staff for aftercare release dates and placement in only 45 percent of the cases.

Aftercare Host Agency and Staffing:

No special aftercare program is available. Inmates may be released into community corrections, intensive probation, standard probation, parole, or have their sentences discharged.

Supervision:

As of July 15, 1993, 439 of the 539 graduates had been released from prison. Forty-two percent of the graduates were placed in community corrections, 38 percent on intensive or regular probation, and 16 percent on parole. The remaining 100 were still in the CDOC system awaiting parole or sentence reconsideration.

Aftercare Program Activities:

No special activities are offered to boot camp graduates.

Evidence of Program Effects:

The rate of return to CDOC after release was 34.7 percent for boot camp graduates, compared with 29.9 percent for a comparison group. The CDOC cautions that these data reflect only a few months of time out of the program and may look different in a 2- or 3-year followup.

CDOC estimated that boot camp had resulted in operating cost savings of nearly \$2 million and capital construction cost avoidance of more than \$4 million. However, sentence reductions for CCAP graduates had only a minimal effect on the length of time served. Only 2 out of 27 offenders who had their sentences reduced were released on their earliest release date.

Contact:

Colorado Department of Corrections
Colorado Corrections Alternative Program
P.O. Box 1794
Buena Vista, CO 81211
719-395-2404, ext. 2701

Florida: Basic Training Program

Jurisdiction: State of Florida

Program Goals:

- o Divert selected youth offenders from long periods of incarceration.
- o Provide inmates with the opportunity to become involved in the decisionmaking process concerning their futures.
- o Instill confidence, self-respect, responsibility, and pride in accomplishments.
- o Promote the development of self-discipline through the military model of treatment.

Eligibility Criteria:

- o Male, first-time offenders between the ages of 15 and 24.
- o Offenders serving sentences of 10 years or less.
- o Offenders with no capital or life felonies, minimum mandatory sentences, or any sex offense.
- o Offenders sentenced under the Youthful Offender Act.
- o Offenders with no physical or psychological limitations.

Boot Camp:

The Florida Department of Corrections started the Basic Training Program at the Sumter Correctional Institution in Bushnell, Florida, in 1987. The program has a capacity of 100 inmates.

Participants enter as platoons and stay for 90 to 120 days. Staff include 13 drill instructors/platoon supervisors, 14 housing officers and supervisors, two human services counselors, and five supervisory correctional officers.

Candidates are identified at the Department of Corrections reception centers. The department requests approval from the sentencing court to place eligible inmates into the boot camp. The program employs shock incarceration training techniques such as intense physical training, military drill, verbally aggressive confrontation, and summary punishment to change youthful offender behavior. Offenders follow a prescribed schedule 6 days a week from 4 a.m. to 9 p.m. that includes: an hour of physical training, more than an hour of education and employability skills, 4 hours of work detail, more than 2 hours of challenge activities, an hour of group or individual counseling, and 3 hours of military drill.

As of May 1994, the program had admitted 2,442 inmates, of which 49.2 percent had graduated and another 4 percent were still enrolled. A third of the inmates had been dismissed as program failures, and 1 out of 11 was dismissed for medical reasons.

Authority for Aftercare Decision:

On completion of the program, the Department of Corrections provides the sentencing court with a performance report for each graduate. If performance were satisfactory, the court issues an order modifying the sentence and placing the graduate on probation for the remainder of his sentence.

Aftercare Host Agency and Staffing:

Currently, there is neither a special aftercare program nor probation staff designated specifically for boot camp graduates. However, the Florida Legislature recently mandated the development of an aftercare program for the boot camp graduates. Beginning July 1, 1995, boot camp graduates will spend 4 to 6 months in community residential centers before they are released to their communities. They will then serve the remainder of their sentences on probation in their counties of origin.

Supervision:

Currently, most boot camp graduates are on regular probation supervision.

Aftercare Program Activities:

Not applicable.

Evidence of Program Effects:

Between 1987 and 1992, 820 offenders successfully completed the boot camp program. During the

initial year following release from prison, 218 of these graduates were recommitted to State prisons, resulting in a recommitment rate of 26.6 percent. Accounting for the return to prison was either a conviction for one or more new offenses, generally felonies, or a violation of rules governing behavior while under formal supervision in the community.

Contact:

Florida Department of Corrections
Youthful Offender Program Office
2601 Blairstone Road
Tallahassee, FL 32399-2500
904-488-6903

Georgia: Inmate and Probation Boot Camps

Jurisdiction: State of Georgia

Program Goals:

- o Protect the public.
- o Ease overcrowding in State prisons and thereby end the prison early release program.
- o Begin a process of change in offenders' attitudes and behaviors through an intense prison experience and personal development program.
- o Reduce costs by using offender facilities that are less expensive to construct than prisons and by serving more offenders because of the shorter incarceration.

Eligibility Criteria:

Georgia Inmate Program

- o Males, 35 years or younger.
- o Sentenced to 10 years or less or convicted of a felony.
- o No violent offenders.

Georgia Probation Program

- o Between the ages of 17 and 30.
- o Physically and mentally capable of participating in the program.
- o Males (planning to develop a facility for females).
- o No violent offenders.

Boot Camp:

Since 1983 when Georgia opened the first boot camp, the Georgia Department of Corrections has expanded its boot camp program to reach its 1994 capacity of 1,693 in 9 facilities². All of the inmate boot camps are co-located with prisons.

Georgia distinguishes between two types of boot camps -- probation boot camps designed for young felony offenders with drug or alcohol problems, and inmate boot camps designed for nonviolent prison inmates with sentences of 10 years or less. Six of the existing facilities are inmate boot camps, and three are probation boot camps.

Participants in the inmate boot camp program are identified by the Board of Pardons and Paroles during the diagnostic process. Judges sentence young men directly to the probation boot camps.

2 Georgia's comprehensive correctional program has three components: Inmate Boot Camp, Probation Boot Camp, and Probation Detention Centers. The Inmate Detention Centers were not included because they do not utilize physical training and do little drill.

The 120-day program employs a military model. Inmates follow a highly structured routine that includes extensive heavy labor and physical training. They are trained in military drill and ceremony, and strict adherence to military dress and courtesy is enforced.

Substance abuse counseling, adult basic education (ABE) and GED preparation, and other support services are provided 2 to 3 hours per day.

Eighty-seven percent of inmate program participants and 91 percent of probation program participants graduate. Forty percent of inmate program failures stemmed from disciplinary problems, and 48 percent of probation program failures stemmed from medical reasons.

Authority for Aftercare Decisions:

The State Board of Probation and Parole concurrently approves referral to the program and parole eligibility on completion of boot camp. The boot camp commander determines when a graduate has completed the program, typically about 120 days. At this point, release on parole is automatic if there is an acceptable parole residence. If not, the graduate moves to a corrections facility until he can locate an acceptable residence or until the parole board can place him in a transitional center.

Aftercare Host Agency and Staffing:

Inmate boot camp graduates are remanded to parole custody under the responsibility of the State Board of Pardons and Paroles, as are other inmates in Department of Corrections facilities. There are no special boot camp caseloads or supervision requirements.

Supervision:

Previously a probation boot camp graduate was released routinely to intensive probation supervision if it was available in the graduate's county. Intensive supervision involves nearly daily contact with the surveillance officer, submission to random drug testing, and 96 hours of community service. Probationers are expected to either be employed or be full-time students. Intensive caseloads are designed to be about 25

per officer, but they are generally somewhat higher. Currently, boot camp graduates are released to standard caseloads. Standard caseloads average 200 probationers per officer and have fewer contact requirements.

Integration of Aftercare and Boot Camp:

A prerelease coordinator on the boot camp staff conducts a needs assessment for each individual and recommends, as appropriate, that special services or requirements be included as terms of the parole. This information is relayed to the assigned parole or probation officer through telephone calls as well as a written report.

Aftercare Program Activities:

The only special aftercare provision for boot camp graduates is automatic referral to a substance abuse counselor, if one is available on the staff to which they were assigned.

Evidence of Program Effects:

No data were available on the prison return rates for the 120-day boot camps. The Department of Corrections reports that boot camps cost less to construct, with construction costs estimated to be a tenth of those of prisons. Boot camp operating costs are also less: \$26 per inmate day compared with \$48 in a prison. Finally, because boot camp beds are turned over three or four times a year, they can serve larger numbers of offenders at the lower daily rate, thereby resulting in overall savings for the system.

Contact:

Georgia Department of Corrections
2 Martin Luther King, Jr. Drive, SE.
East Tower, Seventh Floor
Atlanta, GA 30334-4900
404-656-4593

Idaho: North Idaho Correctional Institution "Boot Camp"

Jurisdiction: State of Idaho

Program Goals:

- o Redirect youth and unsophisticated criminal offenders away from "hard-core" prison inmates and long-term incarceration in prison.
- o Conduct fair and impartial evaluations of inmate behavior to determine suitability for release into the community.

Eligibility Criteria:

- o Male offenders adjudicated as adults (youngest 14 and oldest 82).
- o Offenders with sentences of 1 year to life.
- o Volunteers for the program.

- o No murderers.

Boot Camp:

The North Idaho Correctional Institution (NICI) is the Idaho Department of Corrections' (DOC's) boot camp designed as a diversion program for unsophisticated (substance-involved) offenders. Of the institution's 250-plus beds, 210 are allocated for minimum-security boot camp enrollees. The remainder are accommodated in a small prerelease work program. NICI employs 64.75 staff, with an annual operating budget of approximately \$2.18 million from the general operating fund and \$180,000 from work project receipts.

Offenders are committed to DOC for a maximum of 6 months, with the sentencing judge retaining jurisdiction over the offender. Following the evaluation at boot camp, the offender is released on probation or incarcerated to serve the remainder of his sentence.

Through an integrated model that employs educational opportunities, group interaction, goal setting, meaningful work, and a boot camp regimen, the program attempts to improve offenders' sense of responsibility, work ethic, knowledge, and interpersonal skills. About half of the day is spent on education and counseling and 20 percent on military drill, discipline, and physical labor.

Since the boot camp began in 1989, more than 600 offenders have entered annually. This equates to more than 52 percent of the total incarcerated population each year in Idaho. Approximately 80 percent of those who enter boot camp complete it to be released on probation.

Authority for Aftercare Decision:

As part of the evaluation process at boot camp, staff prepare a report recommending that the offender either be released on probation or incarcerated at another institution to serve out the remainder of his original sentence. This report is sent to the sentencing judge, the probation officer, the prosecutor, and the defense attorney. In about 90 percent of the cases, judges follow the recommendations of the boot camp in the final disposition.

Aftercare Host Agency and Staffing:

No separate aftercare program or caseload structure for boot camp graduates is available. Former boot camp enrollees recommended for release are placed on probation like others released from the Department of Corrections facilities.

Supervision:

Supervision levels are the same for boot camp graduates and other probationers. Many are initially placed on intensive supervision that

requires contact twice a day, with a maximum caseload size of 25. Others are placed on a specialized probation caseload.

Integration of Aftercare and Boot Camp:

For those inmates completing the residential substance abuse program component, boot camp staff contact aftercare staff to make recommendations for additional treatment.

Aftercare Program Activities:

Probation officers are responsible for referring offenders in their caseload to community treatment services as needed. Boot camp graduates have priority on receiving substance abuse aftercare services.

Evidence of Program Effects:

The boot camp reports that recidivism rates for graduates released to probation are about 19 percent. The average recidivism rate for inmates on parole in Idaho is 43 percent.

Contact:

North Idaho Correctional Institution
Star Route 3, Box 147
Cottonwood, ID 83522
208-962-3276

Illinois: Impact Incarceration Program (IIP)

Jurisdiction: State of Illinois

Program Goals:

- o Promote public safety by employing risk management strategies to select participants and by gradually reintegrating them into the community.
- o Promote lawful behavior by developing responsibility and self-esteem.
- o Address the underlying issues that often lead to criminal behavior and substance abuse.

Eligibility Criteria:

- o Felony offenders between the ages of 17 and 35 who volunteer for the program.
- o Offenders serving first- or second-time adult prison sentences of up to 8 years.
- o No Class X felony, murder, armed violence, aggravated kidnaping, criminal sexual assault, aggravated sexual abuse or subsequent conviction for criminal sexual abuse, forcible detention, or arson.
- o No physical or mental limitations or disabilities that would prevent participation.
- o No history of absconding or escape.

Boot Camp:

The Illinois Impact Incarceration Program (IIP) is a prison alternative operated by the Department of Corrections (DOC) since 1990. IIP operates at three locations -- the Dixon Springs facility in the Shawnee National Forest, the Greene County facility in central Illinois, and the DuQuoin facility in southern Illinois. The total IIP capacity is 620 males and 24 females.

Sentencing judges recommend candidates for the program, specifically targeting drug and property offenders. DOC makes the final selection after conducting physical and mental screening of recommended candidates. More than two-thirds of participants are from Cook County. Participants join platoons for 120 days, extendable to 180 days.

The program offers a highly structured, quasi-military environment that includes military bearing, drills, physical training, and hard labor. In addition, IIP provides the following services: a multileveled treatment approach to substance abuse; an integrated educational program including both basic education and GED preparation; a life skills curriculum that covers employment skills, managing money, and using public services; and prerelease preparation. The latter function includes the development of individual development plans.

The program reports that 87 percent of those who take the GED test pass. The majority of the participants complete the program, with 21 percent of them dropping out voluntarily and 9 percent terminated for disciplinary reasons. Dropouts spent an average of 22 days in IIP.

Authority for Aftercare Decision:

Boot camp participants are committed to DOC. If they successfully complete the boot camp, the program staff will release them to aftercare.

Aftercare Host Agency and Staffing:

Aftercare is the responsibility of DOC's Community Services Division, with supervision provided by officers in the community service centers distributed across the State. For the first 3 months releasees are monitored by Special Intensive Supervision Units.

Supervision:

Boot camp graduates are placed on intensive parole supervision for a minimum of the first 3 months after release and are monitored electronically. They are then transferred to regular parole supervision for 1 or 2 years, depending on their original sentence. Initially, the graduates were placed on intensive supervision without electronic monitoring for another 3 months, but this requirement was removed in 1992 because of the low recidivism rates of program participants.

Integration of Aftercare and Boot Camp:

An officer from the Community Services Division is located at boot camp to coordinate release strategies with the supervising agents. While at IIP, participants are introduced to the services available to them in the community -- such as the Department of Children and Family Services, Correctional Employment Services, or Title XX.

Aftercare Program Activities:

There are no organized activities specifically for boot camp graduates during aftercare. Individual parole officers are responsible for locating appropriate services. Graduates in need of substance abuse treatment are referred to four community drug intervention programs located across the State.

Evidence of Program Effects:

Among the first 199 graduates of the program, 21 percent returned to prison for new felony offenses for 2 years, compared with 34 percent among a comparison group. However, the return rate for technical violations was considerably higher in the IIP group than in the comparison group.

The program estimates that IIP has saved the State nearly \$8 million by accelerating the release of boot camp graduates from prison.

Contact:

Illinois Impact Incarceration Program
Illinois Department of Corrections
1301 Concordia Court
Springfield, IL 62794-9277
217-522-2666

Kansas: Labette Correctional Conservation Camp
(LCCC)

Jurisdiction: State of Kansas

Program Goals:

- o Serve as a sentencing alternative for youthful felony offenders before the Kansas Judiciary.
- o Provide a positive life experience that will increase self-esteem, self-respect, respect for others, responsibility, accountability, and a work ethic.
- o Develop coping skills.

Eligibility Criteria:

- o Adult male felony offenders between the ages of 16 and 27.
- o Volunteers for the program.
- o Physically and mentally able to participate in the program.
- o No offenders with more than five felony

convictions, a prior conviction in an adult penal institution, or a record of violent crimes.

Boot Camp:

The minimum-security Labette Correctional Conservation Camp (LCCC) opened in March 1991. The camp is county-owned and operated under contract with the State of Kansas and is privately managed by Correction Partners Inc. Camp capacity is 104, but the daily population is typically between 60 and 70.

Inmates enter the 180-day program in platoons every 3 weeks. Kansas courts nominate offenders for the program and provide presentence investigations and medical information to the camp screening staff. Approximately 78 percent of those nominated are accepted into the facility.

LCCC is a highly structured and disciplined program that stresses accountability and consequences of actions. In addition to paramilitary and physical training, the program offers approximately 3 hours per day in rehabilitative and educational programs, including: GED preparation, literacy tutoring, life-skills training, substance abuse programs, and counseling. Inmates progress through four levels: orientation, challenge activities, work programs--both camp and community improvement projects--and reintegration. Individuals who do not progress by mid-program may be discharged after review by an administrative review board.

The graduation rate for the 619 offenders who entered the program during the first 3.5 years was 59 percent. About 27 percent of the participants were discharged for disciplinary reasons, and 7 percent were discharged for medical reasons.

Authority for Aftercare Decision:

The 1994 Kansas Legislature passed a law requiring all offenders who successfully complete LCCC to be supervised by a community corrections program on intensive supervised probation for 180 days. Further assignment to community corrections and assignments for unsuccessful LCCC discharges are made according to the court's discretion or sentencing guidelines, as appropriate.

Aftercare Host Agency and Staffing:

Supervision of an LCCC graduate is the responsibility of 1 of the 30 different community corrections programs serving the 105 counties in Kansas.

Supervision:

LCCC graduates receive the highest level of intensive supervised probation available. Although caseload levels vary from agency to agency, the Kansas Department of Corrections Standards specify

maximum caseload sizes of 25.

Aftercare Program Activities:

LCCC graduates receive the standard activities available for other offenders on intensive probation.

Evidence of Program Effects:

An informal study in 1993 indicates that about 20 percent of the LCCC graduates were subsequently incarcerated in Department of Corrections facilities, mostly for technical revocations.

Contact:

Administrator
Labette Correctional Conservation Camp
P.O. Box 306
Oswego, KS 67356
316-795-2925

Kentucky: First Incarceration Shock Treatment
(F.I.S.T.) Program

Jurisdiction: State of Kentucky

Program Goals:

- o Reduce the demand for bed space in the Department of Corrections.
- o Provide more effective services to inmates to prevent future crime and incarceration.

Eligibility Criteria:

- o Male and female volunteers between the ages of 17 and 29.
- o Inmates with 6 months and no more than 10 years remaining in a sentence to State Department of Corrections (DOC), or between 4 and 24 months remaining to parole board hearing.
- o Medical/psychological clearance required.
- o Target offenders with drug and alcohol offenses.
- o No one who reads below 6th grade level.
- o No violent felons, sex offenders, those with prior terms in a State institution, or history of escape.

Boot Camp:

The 50-bed boot camp opened in 1993 on the grounds of the Roederer Correctional Complex in LaGrange, Kentucky. Inmates are screened and assessed for entry to boot camp at the DOC intake and assessment center, also located at Roederer.

Inmates are admitted in 25-person platoons: 20 men and 5 women. The program begins with an "intake procedure" designed to break down inmates' pride in lawbreaking behavior and to examine the consequences of their previous attitudes and behaviors regarding self and others. The balance

of the 126-day program is designed to build up the morale and physical condition of the inmates and to provide them with support, counseling, and training.

The program is conducted in a structured and regimented environment. It includes strict military discipline, drill and ceremony, military courtesy, uniforms, and inspections. Inmates are required to participate in daily physical training and work details on the correctional complex grounds.

A strong emphasis is placed on academic education. Classes are held 15 hours per week (and study hall 2.5 hours per week) for the first 3 months of the program (the GED test is given at the end of the third month). Those without a high school diploma are given GED preparation coursework. Those with a high school diploma or more receive adult basic education in their weaker academic areas and serve as tutors in their stronger areas. During the fourth month of the program this time is used for an employability skills program.

Inmates are also required to participate in a substance abuse program. Classes are held 2.5 hours each weekday. Inmates attend four Alcoholics Anonymous meetings and two Narcotics Anonymous meetings per month. The classes involve drug education, group counseling, and individual counseling, as well as reading and writing assignments.

Approximately 90 percent of the inmates entering boot camp graduate. Inmates have improved their math and reading skills by an average of two grade levels, and 75 percent of those taking the GED exam have passed it.

Authority for Aftercare Decision:

State of Kentucky Parole Board

Aftercare Host Agency and Staffing:

Boot camp graduates are released to the supervision of the Division of Probation and Parole. All boot camp graduates in a metropolitan area are assigned to the same parole officer, and all must attend a substance abuse program. Otherwise, parole is no different for boot camp graduates than it is for other parolees.

Supervision:

Boot camp graduates are assigned to intensive supervision, if it is available in the area to which they are returning for the first 4 months after release. Under intensive supervision, graduates must be employed, frequently contact a parole officer, be subject to home and work visits by a parole officer and random drug tests, and attend meetings of a substance abuse prevention program. They are then placed in regular

supervision for the balance of their sentences.

Integration of Aftercare and Boot Camp:

Modest efforts have been made to integrate aftercare programming with that in boot camp. The majority of parole officers have visited the boot camp and learned about its objectives and type of programming. Those from counties near the boot camp may visit the inmates while they are still in camp. Similarly, the boot camp staff assist in preparing the prerelease report and occasionally attend parole activities.

Aftercare Program Activities:

Graduates returning to the Louisville area may go to a halfway house for men who need continued substance abuse treatment or who are unable to find suitable living arrangements. The halfway house conducts an intensive treatment program, keeping men within the facility for the first month, and then letting them out for limited job search or employment purposes. The facility is shared with a "halfway-back" program for nonboot camp parolees, who have committed technical violations of the terms of their parole, and graduates from a substance abuse program at the Roederer Correctional Complex. There is another halfway house for women who cannot find suitable living arrangements. It does not have a substance abuse treatment emphasis.

Boot camp graduates in Louisville also meet monthly to share experiences and provide mutual support.

Evidence of Program Effects:

Ten percent of boot camp graduates have been reincarcerated, all on technical violations, compared with 37 percent of the members of a comparison group, some of whom committed new crimes.

Contact:

F.I.S.T. Program Commander
Roederer Correctional Complex
Box 69
LaGrange, KY 40031
502-222-0170

Louisiana: Intensive Motivational Program of
Alternative Correctional Treatment (IMPACT)

Jurisdiction: State of Louisiana

Program Goals:

- o Provide an alternative to long-term incarceration for primarily youthful first- and second-time offenders.
- o Reduce costs without undue risk to public safety.

- o Develop participants' self-discipline, self-confidence, self-respect, individual responsibility, and respect for others.

Eligibility Criteria:

- o Male and female volunteers under the age of 40 serving sentences in State prison.
- o First felony offenders committed to State custody for 7 years or less for an offense with parole eligibility.
- o Second-time felony offenders who have not previously spent time in State prison and who have been committed to State custody for 7 years or less for an offense carrying parole eligibility.
- o No offenders with outstanding felony charges, numerous outstanding misdemeanor charges, outstanding immigration detainer, mental or physical health problems, history of assaultive behavior or escape, overt homosexuality, sex offense against a child or any violent sexual offense, or absence of postrelease residence plan.

Boot Camp:

In 1987 the Department of Public Safety and Corrections began operating a 136-bed military-style boot camp program at the medium-security Hunt Correctional Center. Up to 20 female slots are available at the Louisiana Correctional Institute for Women; these inmates would be bused to the boot camp daily. The 90- to 180-day program uses a three-phased approach to promote its philosophy of discipline and treatment. Regular program activities include military drill and ceremony training, physical training, and organized recreational activities. Treatment programs include a re-educative therapy class that requires participants to evaluate their beliefs and values, substance abuse education classes and activities, and prerelease (life skills) preparation.

The program applies alternative training, such as extra duty or incentive physical training, for minor disciplinary infractions. More serious infractions may result in reduction in rank, additional duties, or, in some cases, dismissal from the program. About 55 percent of participants graduate from the program.

Authority for Aftercare Decision:

All IMPACT participants are eligible for parole consideration after serving between 90 and 180 days of their sentences. The parole board uses a preparole report detailing the participant's performance while in prison and a report from the Division of Probation and Parole to determine whether to grant parole. The decision to grant parole to boot camp graduates is based on the same criteria used to grant parole to the general prison population.

Aftercare Host Agency and Staffing:

The Louisiana Division of Probation and Parole operates the State's parole supervision. Boot camp graduates are initially placed under intensive parole supervision. They are mixed with nonboot camp parolees, although boot camp graduates represent a high percentage of the intensive caseloads at some locations.

Supervision:

On release, all IMPACT parolees are assigned to 3 months of intensive parole supervision where, in addition to the regular conditions mandated for all parolees (maintain employment or full-time educational training), they must satisfy the following requirements: a minimum of four face-to-face contacts with a supervision officer each week, adherence to a curfew, 100 hours of unpaid community service work, and random drug and alcohol screenings. After 3 months, supervision standards are gradually relaxed. Depending on individual performance, at the conclusion of 6 months of intensive supervision, parolees can be recommended for either additional intensive supervision or regular parole supervision. (Regular parole requires one or two contacts per month.)

Aftercare Program Activities:

No additional program activities are provided to IMPACT parolees, although efforts are underway to enhance aftercare services.

Evidence of Program Effects:

According to the Multisite Evaluation of Shock Incarceration report to the National Institute of Justice, Louisiana is one of three States with lower recidivism rates than comparison groups in that failures are more often for technical violations of parole than for new crime violations. It is estimated that each 100 inmates completing the program result in a cost savings of \$750,000 to the State.

Contact:

IMPACT
Hunt Correctional Center
P.O. Box 174
St. Gabriel, LA 70776
504-642-3306

Maryland: The Herman L. Toulson Correctional Boot Camp

Jurisdiction: State of Maryland

Program Goals:

- o Alleviate prison overcrowding.
- o Motivate inmates to change destructive behaviors and attitudes.

- o Create a positive environment for inmates and staff.

Eligibility Criteria:

- o Male and female offenders under the age of 35.
- o Volunteer for the program.
- o Physically and psychologically fit to participate.
- o No offenders with adult history of escape.

Additional selection criteria are associated with three different categories of offenders:

Part I inmates:

- o Serving first adult incarceration of more than 1 year.
- o Sentenced to 5 years or less and have at least 9 months left on their sentences.
- o No offenders convicted of violent crimes or who have detainers or recent disciplinary problems.
- o Classified as minimum-security or prerelease status.

Part II inmates:

- o Serving 1st or 2nd term of adult incarceration.
- o Sentenced up to 10 years and have at least 9 months left on their sentences.
- o Classified as minimum-security or prerelease status.
- o No offenders convicted of violent or sex crimes, or with recent disciplinary problems.

Part III inmates:

- o Technical parole violators and parole board recommends the boot camp.
- o Have 9 months remaining to serve on sentence.

Boot Camp:

The Maryland Department of Public Safety and Correctional Services opened the 256-bed Herman L. Toulson Boot Camp at its Jessup, Maryland, cluster of correctional facilities in 1990. The 6-month program is divided into three phases. The first phase emphasizes physical training, military drill and ceremony, and strict discipline. In the second phase participants are detailed to work in the community, and in the third phase the emphasis shifts to prerelease planning and job-readiness training. New platoons enter the program each month.

Inmates are screened on entry to the Division of Correction, and those meeting the eligibility criteria are transferred to staging at the boot camp. If the inmate meets the medical, psychological, and criminal criteria, he or she is

offered a "Mutual Agreement Contract." This is a legally binding contract between the Division of Correction, Maryland Parole Commission, and the inmate. It defines the conditions the inmate must meet to graduate from the boot camp and establishes the date the inmate will be paroled if he or she does so.

The Toulson boot camp is described as an "experimental rehabilitation program" that attempts to remove resentment of authority and pride in criminal behavior. The program relies on tight structure, physical training, and military drills to build self-discipline, self-esteem, and the ability to work with others. It also uses the Network approach, a program of community meetings developed at the New York boot camp program. Network sessions focus on developing a sense of community among the inmates, developing effective communication, decisionmaking, self-awareness, and other skills.

The program includes addiction education and treatment, vocational education, and adult basic education. Inmates have access to a computerized education laboratory, allowing each to work at his or her own pace. Special assistance is available for inmates with learning disabilities or other special education needs. The overall graduation rate from the boot camp program is 72.5 percent, with women inmates graduating at a lower rate than the men.

Authority for Aftercare Decision:

The Mutual Agreement Contract signed before entry to boot camp defines the conditions the inmate must meet before release and establishes a parole date if the conditions are met. The boot camp staff determines whether the conditions have been met. Since Part II inmates must complete at least a fourth of their sentences before being paroled, they may be transferred to a prerelease unit or a home detention unit before release.

Aftercare Host Agency and Staffing:

Boot camp graduates are released to the supervision of the Department of Probation and Parole. In Baltimore and Prince Georges counties, the department operates separate boot camp aftercare programs with parole officers assigned exclusively to boot camp parolees. In the remaining counties, boot camp graduates move into regular parole.

The Maryland Department of Economic and Employment Development has assigned two staff members to work full time with the Baltimore aftercare program and has assigned lead responsibility for working with boot camp graduates to specific staff members in each county in the rest of the State.

Supervision:

All boot camp parolees are assigned to intensive supervision after release.

Integration of Aftercare and Boot Camp:

To facilitate the transition to aftercare, two parole officers from the Baltimore program are assigned to the boot camp to work with inmates in the last 2 months before graduation. In addition, the parole agents assigned to each of the inmates visit boot camp before graduation and meet their charges. Some programs overlap from boot camp to aftercare. The final 5 months of a 9-month addiction treatment program at boot camp are completed during aftercare.

Aftercare Program Activities:

Graduates paroled to the Baltimore area are mandated to participate in the Boot Camp Aftercare Parole Program. The program involves the following: intensive parole supervision; participation in the "PREP" program (Pre-Release Employment Program) to find employment or to enroll in job training or education; participation in a mentoring program with adult volunteers from the community; weekly attendance at a substance abuse training and counseling program; weekly aftercare support group meetings with parole officers and adult volunteers; participation in clean-up activities in the surrounding community; and referral to other services as needed.

Outside of the Baltimore area, there are no special boot camp aftercare programs. However, boot camp graduates are expected to contact the parole officer more often than other parolees. Also, a staff member of the State employment office is available to help in job location and job readiness training. A statewide committee is studying ways to make support services for boot camp graduates more widely available throughout the State.

Evidence of Program Effects:

Since the first platoon graduated in the spring of 1991, 19.6 percent of the graduates have returned to prison. About 25 percent of those returning to prison committed new crimes. The remainder returned for technical violations of their parole. Participants in the Baltimore aftercare program have a lower recidivism rate of 13 percent, and they are reported more likely to be employed or enrolled in school full time.

Of the 1,208 program graduates, 215 earned their GED while in the boot camp, and 15 went on to enroll at a local community college.

Contact:

Commander

Herman L. Toulson Correctional Boot Camp

P.O. Box 1425

Jessup, MD 20794

Massachusetts: Boot Camp

Jurisdiction: Commonwealth of Massachusetts

Program Goals:

- o Provide an alternative to long-term incarceration.
- o Reduce prison overcrowding while enhancing public safety.
- o Reduce recidivism and drug use.
- o Increase individual offenders' positive social values, respect for authority, confidence, and responsibility.

Eligibility Criteria:

- o Male/female volunteers under the age of 40 committed to "a house of correction."
- o Eligible for release after serving no more than 18 months of sentence.
- o No convictions for sex offenses, multiple DUI convictions, domestic abuse convictions, outstanding felony warrants, motor vehicle homicide convictions, assaultive crimes plus three prior incarcerations, lengthy criminal histories, mandatory sentences, or escape history.
- o No medical or psychological problems.

Boot Camp:

The Massachusetts Boot Camp is a 256-bed, minimum-security, co-ed facility that emphasizes a military-disciplined operation within a rehabilitative, therapeutic community. The Department of Corrections opened the facility for male offenders in August 1992 and admitted its first platoon of females in May 1993.

The 4-month boot camp program attempts to instill self-discipline, accountability, respect for authority, and attention to detail, while teaching offenders basic skills in academic subjects, substance abuse recovery, and wellness. The program strives to achieve a workable balance among militaristic activities and labor-intensive work assignments, a strict daily regimen of physical training, and intensive educational/therapeutic programming.

The boot camp employs "Get Real," a commercially produced program that consists of community meetings, confrontation groups, a clearing process, three-part meetings, steps in decisionmaking, and addiction workshops. The "Get Real" program requires the offender's investment in his/her own rehabilitative process. Educational, life skills, and religious services are also provided on a weekly basis.

The program has admitted 1,151 offenders between the ages of 17 and 40. Forty-eight percent

successfully completed the program. Of those who dropped out of the program, 34 percent withdrew voluntarily, 34 percent were dismissed as disciplinary problems, 28 percent left for medical reasons, and 4 percent were terminated on legal issues.

Authority for Aftercare Decision:

The Massachusetts Parole Board makes decisions about parole release on the basis of written recommendations by the Commissioner of Correction and the Administrator of the Boot Camp.

Aftercare Host Agency and Staffing:

There is no special aftercare program for boot camp parolees. Parolees are generally placed on intensive parole in their counties.

Supervision:

Boot camp graduates are placed on intensive parole for 4 months and transferred to maximum supervision after that. If warranted, the parole can be extended beyond 4 months. Special conditions include: mandatory urine testing, mandatory attendance at five Alcoholics Anonymous/Narcotics Anonymous meetings per week, curfew from 10 p.m. to 6 a.m., and employment or training program. Electronic monitoring may be used as an intermediate sanction if necessary and approved. An intensive parole officer's caseload is typically 15, compared with 63 on standard parole.

Aftercare Program Activities:

Not applicable.

Evidence of Program Effects:

The Massachusetts Parole Board has some preliminary data on the effects of the program. However, the board believes that a proper assessment cannot be made until the program has been in place for 2 years.

Contact:

Massachusetts Boot Camp
The Commonwealth of Massachusetts
Executive Office of Public Safety
Department of Corrections
2 Administration Road
Bridgewater, MA 02324
617-727-1507

Michigan: Special Alternative Incarceration (SAI)
Program

Jurisdiction: State of Michigan

Program Goals:

- o Reduce prison crowding.
- o Reduce costs.

- o Promote public safety.
- o Rehabilitate probationers/prisoners.

Eligibility Criteria:

- o Males and females.

Probationers eligible if:

- o under the age of 25 when sentenced.
- o never served prison sentence.
- o physically and mentally able to participate.
- o volunteer for the program.
- o never charged with arson or sex crimes, and no pending felony charges.

Prisoners eligible if:

- o never in program before.
- o physically and mentally able to participate.
- o serving first prison sentence.
- o minimum sentence is no more than 36 months.
- o never charged with violent or sex crimes, arson, escapes, or no pending felony charges.

Boot Camp:

In March 1988, Camp Sauble was established as Michigan's first Special Alternative Incarceration (SAI) program serving 120 male offenders. In June 1991 the Cassidy Lake Technical School, a minimum-security prison camp, was converted into the new Michigan Department of Corrections Special Alternative Incarceration Program, serving male prisoners and female probationers and prisoners. The Cassidy Lake facility provides slots for 336 males and 24 females.

The 90-day boot camp employs military-style drill and discipline in an effort to break down the inmates' accustomed behaviors, defenses, and attitudes so that new beliefs and behaviors can be instilled by the program. The program emphasizes the development of personal responsibility, work ethic, self-esteem and self-discipline.

Participants spend 6 hours per day on work assignments within the boot camp facility or in the community. They spend 1.5 hours per day in physical training. Military drills are interspersed throughout the day.

The inmates participate in counseling and skills training for more than 2 hours each evening. The programs include life skills, stress management, substance abuse awareness, GED preparation and adult basic education (ABE), job-seeking skills, and general counseling. Each inmate is given an academic achievement assessment on entry to the program, and the results are used for placement in an educational program while in the boot camp and after release. The local school district conducts GED preparation and ABE classes.

Authority for Aftercare Decision:

The SAI Intensive Aftercare Supervision is divided

into two phases. Phase II, a residential program placement, is an optional component that lasts no more than 120 days. The need for Phase II placement is determined by the supervising field agent. The 120-day Phase III Intensive Aftercare Supervision, or intensive community supervision, is provided by SAI Intensive Supervision teams or regular field agents depending on the number of SAI graduates going to an area.

Aftercare Host Agency and Staffing:

A residential aftercare center is operated by the Department of Corrections in Wayne County (serving about 33 percent of boot camp graduates) and by the Field Operations Administration for the rest of the State. The intensive supervision phase is conducted by the Department of Probation and Parole.

Supervision:

Phase II supervision consists of residential program placement during which the SAI graduate is closely supervised and assisted with various reintegration issues, such as decompression, case planning, job search, and placement into needed rehabilitative programming. In metropolitan areas, Phase III supervision is provided by SAI intensive supervision teams. A team consists of a field agent and a field services assistant and usually supervises no more than 30 SAI graduates. A total of 13 counties are served by these teams. In other counties, intensive supervision is provided by field agents who also have regular caseloads.

Integration of Aftercare and Boot Camp:

The activities of the residential aftercare facility are integrated with those of the boot camp. This occurs in the continuation of programming in education, substance abuse, job search skills and in other counseling.

Aftercare Program Activities:

After completing the boot camp, and if the supervising field agent deems necessary, graduates spend up to 120 days in a residential facility. Wayne County, which receives a third of the graduates, has a facility dedicated to boot camp graduates. Elsewhere, graduates are sent to an existing probation residential center. At the residential facility, inmates are subject to strict discipline and work details within the facility and mandatory community service. They must participate in drug abuse treatment programs, submit to random drug testing, and conduct a job search or enroll in educational or vocational classes. Additional services and counseling are available if required by the probation or parole officer or requested by the participant. Participants are expected to find a "career-path" job prior to leaving the facility. Those who do not find a job must enroll in a full-time high

school program or in the vocational training program. In Wayne County, the residential program offers vocational training in the culinary arts or computer training for program graduates.

The graduate's stay in the residential facility can be extended for disciplinary infractions or failure to participate in required programs, particularly those related to securing employment. The stay may also be extended if the program graduate needs more time to complete prerelease planning, secure suitable living arrangements, or complete more substance abuse treatment.

Following release from the residential program, boot camp graduates spend a minimum of 120 days under intensive supervision. In the metropolitan counties where the special SAI teams have been established, this involves up to 26 contacts per month between a team member and the graduates, random drug testing, and sometimes electronic monitoring, especially for those who are not employed or in school full time. Requirements include employment of at least 30 hours per week or enrollment in a vocational or academic program; submission to drug testing; participation in a substance abuse counseling program; and participation in all community rehabilitation programs ordered either by the Parole Board or the sentencing court.

After completing intensive probation or parole, the graduate is assigned to regular supervision for 14 months or the remainder of the graduate's minimum sentence, whichever is longer.

Evidence of Program Effects:

Approximately 72 percent of the prisoners and 82 percent of the probationers admitted to the boot camp complete the program. Of those who do not, the majority voluntarily quit. Eighteen months after the 1992 expansion of the program, 90 percent of the prisoners who graduated and 68 percent of the probationers were still on parole. Ten percent of the prisoners and 32 percent of the probationers were in prison. About two-thirds of the probationers in prison had committed technical violations and one-third had committed new crimes.

Contact:

Cassidy Lake/SAI
18901 Waterloo Road
Chelsea, MI 48118
313-475-1368

Minnesota: Challenge Incarceration Program (CIP)

Jurisdiction: State of Minnesota

Program Goals:

- o Punish and hold offenders accountable.
- o Protect the safety of the public.

- o Treat offenders who are chemically dependent.
- o Prepare the offender for successful reintegration into society.

Eligibility Criteria:

- o Adult male and female nondangerous drug and property offenders committed to the Department of Corrections.
- o Commitment must follow revocation of a stayed sentence, or the term of imprisonment must be between 18 and 36 months with no dispositional departure under State sentencing guidelines.
- o Volunteers for the program.
- o No previous or current conviction for murder, manslaughter, criminal sexual conduct, kidnaping, or any offense involving death or intentional injury.
- o No physical or psychological limitations.
- o No history of program failure or failure while on supervised release.

Boot Camp:

The Department of Corrections began operating its 72-bed, 6-month Challenge Incarceration Program (CIP) at its Willow River/Moose Lake facility in 1992. The program philosophy emphasizes personal accountability, choice, and commitment to change. The program structure includes strict discipline, physical training, work programs, development of critical-thinking skills, substance abuse avoidance education, acupuncture for stress and addiction relief, literacy training, nutrition education, and life-skills training.

Inmates are returned to a secure facility for repeated rule violations or for new offenses. Currently 78 percent of the participants complete the residential phase of the program.

Authority for Aftercare Decision:

Ninety days before a participant is expected to complete the residential program, a CIP aftercare agent reviews his/her status. Those who have both successfully completed the residential phase and have developed an appropriate release plan are released into intensive community-supervised release, the first of two aftercare phases. On completion of the first aftercare phase, with a CIP agent's recommendation and approval from the Department of Corrections' Office of Adult Release, the offender can graduate to the second aftercare phase, general community-supervised release, for the remainder of his/her original sentence.

Aftercare Host Agency and Staffing:

The Department of Corrections operates the first phase of the aftercare program at a day-reporting location in Minneapolis. Offenders in the seven-county area around Minneapolis-St. Paul (70 percent of the boot camp graduates) are required to report regularly to a day-reporting center. Three CIP staff supervise caseloads of about 14 aftercare enrollees. In addition, the CIP staff are responsible for ensuring that offenders in nonmetropolitan areas are linked with local programs and resources to meet the phase two supervision requirements.

Supervision:

For the first 6 months after release from boot camp, offenders are required to maintain daily contact with their CIP agent, either through visits to the day-reporting center or through phone calls. Offenders must submit a weekly schedule for their agents' approval. They can expect random and unannounced contacts and phone calls from their agents to ensure schedule compliance. Participants must also abide by curfews.

During the second aftercare phase, offenders are assigned to a parole agent in their communities. With the approval of the Office of Adult Release, the designated parole agent determines the level of supervision appropriate for each offender.

Integration of Aftercare and Boot Camp:

Before offenders are released from boot camp, boot camp program staff and CIP aftercare agents hold integrated planning sessions to ensure that aftercare programs incorporate the boot camp philosophy. For example, the chemical dependency training, acupuncture therapy, and cognitive training sessions begun in boot camp are continued in the first phase of aftercare.

Aftercare Program Activities:

During the first aftercare phase, in addition to maintaining daily contact with CIP staff, offenders are required to secure and maintain full-time employment or be involved in full-time vocational training programming. First-phase aftercare participants are also required to participate in the following program components: group problem-solving meetings; critical-thinking sessions; chemical dependency counseling; and random drug and alcohol tests. Offenders may be required to participate in biweekly acupuncture sessions, and they are encouraged to stay physically fit. Individual counseling is provided on an as-needed basis.

The second phase of aftercare consists exclusively of supervisory activities.

Evidence of Program Effects:

Of those who graduate, 85 percent successfully complete the aftercare portion of the program. No data are yet available on the subsequent recidivism rates.

Contact:

Challenge Incarceration Program Chief
Administrator
8598 County Highway 61
Willow River, MN 55795
218-372-3101

Challenge Incarceration Program - Phase II
822 South Third Street, Suite 44
Minneapolis, MN 55415
612-341-7494

Mississippi: Regimented Inmate Discipline (RID)

Jurisdiction: State of Mississippi

Program Goals:

- o Provide an alternative to long-term incarceration under the mandate of the earned probation statute.
- o Develop self-discipline, a positive attitude, and prosocial values.
- o Promote personal responsibility.

Eligibility Criteria:

- o Sentencing under the Earned Probation Program (EPP).
- o Male or female volunteers of any age.
- o No death or life sentence, previous incarceration for a felony, previous conviction for a felony involving use of a deadly weapon, or conviction for an offense requiring a mandatory sentence under the Earned Probation Statute.
- o No histories of psychiatric disorders, mental retardation, extensive juvenile criminal activity, substantial health problems, or sexual offense.

Boot Camp:

The Regimented Inmate Discipline Program (RID), a paramilitary prison rehabilitative program, was instituted by the Mississippi Department of Corrections in 1985. The highly structured program operates at two facilities, one for females with a capacity 40 and one for males with a capacity of 300. The length of stay is typically between 90 and 120 days.

The program falls under an existing EPP statute that permits the release of certain offenders on probation after serving at least 30 days and no more than 180 days of their sentences at the Department of Corrections (DOC). Offenders are screened for earned probation eligibility as they enter the DOC classification facility, and eligible offenders are transferred to the RID program.

The RID philosophy is to forcibly change an offender's behavior. By creating external order and control, RID participants learn to comply with authority and learn that such compliance generates success. Paramilitary activities such as marching, inspection, cleaning, and calisthenics generate discipline. Other RID program components include: structured individual and group therapy sessions to stimulate attitudinal changes; drug and alcohol counseling and rehabilitation based on the 12 steps of Alcoholics Anonymous and concluding with each offender preparing a detailed plan for noncriminal sobriety; daily work and community service details beginning in the third month; and adult basic education to improve literacy skills and assist participants in obtaining a GED.

Beginning in October 1992, a therapeutic prerelease program was integrated into the RID program. This program element was designed for all participants and consists of employability classes and job-search assistance/development. The prerelease program attempts to match participants with employment opportunities and conducts job-related followups for 90 days after program release.

Authority for Aftercare Decision:

Based on the combined assessment of all program staff, a decision to pass or fail an inmate is submitted in a report to the inmate's sentencing judge offering recommendations for the future disposition of the case. Weighing such factors as nature of the original crime, previous criminal history, performance at boot camp, and boot camp staff recommendations, the court may release the participant to regular or intensive probation supervision, to a restitution center, or to another correctional facility.

Aftercare Host Agency and Staffing:

No special aftercare program exists. About 91 percent of the participants graduate from RID. They are released to the supervision of the Department of Corrections probation officers. The caseloads include RID graduates and other probationers.

Supervision:

The court assigns RID graduates to regular, intensive, or strict probation.

Integration of Aftercare and Boot Camp:

Boot camp staff are available for consultation via phone.

Aftercare Program Activities:

The RID graduates receive the same services as other community probationers.

Evidence of Program Effects:

RID reports that participants have less negative and more positive attitudes and behaviors; short-term prison costs have been reduced for those who would have been sent to prison; and there have been some reductions in overcrowding.

Contact:

Regimented Inmate Discipline
Parchman, MS 38738
601-645-6611

Montana: Swan River Correctional Training Center

Jurisdiction: State of Montana

Program Goals:

- o Provide an alternative to long incarcerations for selected offenders.
- o Modify the behavior of participants by employing the shock incarceration training technique.
- o Develop self-esteem, self-responsibility, self-discipline, and a solid work ethic.

Eligibility Criteria:

- o Male volunteers under the age of 35 serving a sentence of at least 1 year.
- o Classified as medium or minimum custody.
- o No offenders designated as "dangerous" by the court; nor those with a history of violent, predatory behavior; nor escapers; nor those with outstanding detainers.
- o No one with medical or psychological problems.
- o Sex offenders, provided they can be treated while at the program.

Boot Camp:

The Department of Corrections and Human Services' Boot Camp Incarceration Program was established in July 1993 to provide an alternative to long incarcerations for selected offenders. During reception, processing staff screen offenders to determine eligibility and space availability. Offenders are then referred back to the court for sentencing under the Boot Camp Incarceration Act, or, for parole violators, to the Board of Pardons. Offenders enter in platoons every 3 weeks. Release is staggered, occurring after completion of at least 90 days and before 120 days.

Offenders participating in the 30-bed program follow a regimented schedule that involves strenuous physical training; manual labor assignments; personal development counseling in chemical dependency, anger management, and effective habits; paramilitary activities drill and ceremony; rigid dress and appearance codes; military courtesy; a GED program; and training for

jobs, parenting, and living skills.

Minor disciplinary infractions result in the imposition of alternative training. More serious infractions result in actions by a review team or by the disciplinary team for potential terminations. An offender's stay can be extended for up to 30 days. Of 160 participants admitted to the program as of November 15, 1994, 34 are still in the program and 69 completed the program successfully, resulting in a graduation rate of 55 percent. The primary reasons for program losses are voluntary withdrawals and terminations for medical or disciplinary problems.

Authority for Aftercare Decision:

At the conclusion of the boot camp, staff review the participant's performance, criminal record, and home environment and recommend to the judge release to either intensive or regular supervision. The court makes the final decision.

Aftercare Host Agency and Staffing:

Immediately after graduation, while the court is deciding on release status, about 90 percent of participants are transferred to the Great Falls Transition Center, a Department of Corrections and Human Services prerelease center operated under contract with a not-for-profit agency. Those not sent to prerelease are placed in intensive supervision probation and are electronically monitored. Participants may stay in the prerelease center for up to 60 days. This may be extended if recommended by boot camp personnel or court order.

One wing in the prerelease center, staffed by a counselor and three assistants, is designated specifically for boot camp graduates. After release from the prerelease center, boot camp graduates receive the same services and assignments as other offenders on intensive or regular supervision.

Supervision:

While residing at the prerelease center, participants spend 8 hours a day working or in training programs, and they return to the center for additional evening programming. The specific contact and supervision requirements for those on intensive or regular probation may be set by the individual probation/parole officers. Intensive supervision caseloads are typically 15 per agent, while regular caseloads are 90 per agent.

Integration of Aftercare and Boot Camp:

Attempts have been made to integrate the programming at the boot camp and prerelease center through frequent telephone and personal contact among the staff. The boot camp recently added a full-time institutional probation and parole officer, and the prerelease center works closely

with a liaison officer of probation and parole in Great Falls. The probation/parole phase of the program is totally independent of the boot camp. Further integration of boot camp and prerelease center programming occurs through continued use of military-style courtesies and deportment codes established at boot camp.

Aftercare Program Activities:

Prerelease program activities center on readying the offender for life in the community. The activities include group and individual counseling sessions; an outpatient substance abuse treatment program -- "Getaway Recovery"; job-search assistance; educational programming; and physical training. While at the prerelease center, offenders are expected to continue using the military courtesies developed at boot camp.

Evidence of Program Effects:

Although no recidivism data are yet available, 20 of the first 38 boot camp graduates successfully completed the community supervision phase of the program, and 14 were still under supervision in the community. Three graduates were sent back to prison, and one was serving additional months in the prerelease center for drug violations.

Contact:

Swan River Correctional Training Center Services,
Inc.
Box 99 Highway 83
Swan Lake, MT 59911

Great Falls Pre-Release
1019 15th Street, North
Great Falls, MT 59401

Nevada: Program of Regimental Discipline

Jurisdiction: State of Nevada

Program Goals:

- o Serve as alternative to standard incarceration.
- o Build self-confidence, self-esteem, teamwork capabilities, leadership skills, and motivation.
- o Provide the basis for successful reintegration of participant into the community.
- o Reduce long-term recidivism rates.

Eligibility Criteria:

- o Male offenders who are at least 18 years old.
- o Nonviolent felony offenders.
- o Eligible for probation.
- o No offenders who have served 6 months or more in an adult correctional institution/prison.

Boot Camp:

Since 1991, the Nevada Department of Prisons has operated a 96-bed boot camp program on the grounds

of the Southern Desert Correctional Center in Indian Springs, Nevada. Inmates progress through three phases lasting from 150 to 190 days.

District judges assign inmates to boot camp before sentencing. Sentencing is held in abeyance until the inmate either completes the program and is released on probation, or until he is dismissed from boot camp.

The rigorous 17-hour daily schedule includes physical training, including 7 hours of labor, preparation for the GED, and a drug abuse prevention curriculum that offers stress management and social skills development. In addition, work assignments with the Nevada Division of Forestry serve as community service. Before release, inmates participate in special sessions designed to ease the transition to the community. As of April 1994, 67.5 percent of the participants had completed boot camp.

Authority for Aftercare Decision:

Before a participant completes the program, the boot camp provides the district attorney and/or the sentencing judge with a performance report for the boot camp participant. If the participant's performance in boot camp was satisfactory and there is no outstanding warrant or detainer, the court can issue an order of release to place the individual on probation. In some cases, the judge may order a sentence reduction. Those participants not receiving an order of release are returned to jail. Approximately 90 percent of boot camp graduates receive an order of release and are placed on probation.

Aftercare Host Agency and Staffing:

Currently, no special aftercare program specifically for boot camp graduates exists. In Las Vegas, two probation officers are assigned to supervise boot camp graduates, but caseloads may have nonboot camp graduates as well.

Supervision:

Most boot camp graduates are placed on regular probation supervision.

Aftercare Program Activities:

Judges may mandate that as a condition of parole, some graduates obtain additional educational training (special education or GED studies), individual counseling, anger management sessions, and substance abuse programming. Boot camp graduates also are required to secure employment. The boot camp program, in conjunction with a private business, Mirage Corporation, assists unemployed graduates in finding employment.

Evidence of Program Effects:

The Nevada Department of Prisons reports an 18-percent recidivism rate for its boot camp graduates. Ninety-two percent of the trainees who enter the program obtain their GEDs.

Contact:

Southern Desert Correctional Center
Nevada Department of Prison's Program of
Regimental Discipline
P.O. Box 208
Indian Springs, NV 89070
702-879-3046

New Hampshire: Shock Incarceration Program

Jurisdiction: State of New Hampshire

Program Goals:

- o Develop self-esteem.
- o Instill individual accountability.
- o Develop a solid work ethic and a sense of civic responsibility.

Eligibility Criteria:

- o Male and female felony offenders between the ages of 18 and 30.
- o No prior history of incarceration in a State or Federal prison.
- o No conviction for murder, first-degree assault, aggravated felonious sexual assault, kidnaping, robbery, escape, subversive activities, sabotage, or felonious use of a firearm.
- o State residents with no relocation plans.
- o Deemed inappropriate for community sanctions and likely to receive prison sentence.
- o Volunteer for the program.

Boot Camp:

The Department of Corrections began operating the 120-day shock incarceration program at its Lakes Region Facility in Laconia in 1990. Staff include eight drill instructors, two part-time drug and alcohol counselors, and a probation/parole officer. The program has a capacity of 72 (60 males and 12 females), with the potential to expand to 120 if the need arises. The current daily population averages about 25 to 35, for a staff-to-offender ratio of 1 to 3.

Offenders, generally those with sentences between 2 and 4 years, enter the program every 2 months in platoons of about 16. Eligible offenders may be identified by probation/parole (during the presentence investigation or during the plea-bargaining process), by individual judges, or by prison staff. Screening and final approval of eligible offenders are the responsibility of the Department of Corrections. Participation in the program is voluntary.

The program philosophy is that character can be

developed by systematically challenging the offender physically and mentally to overcome adversity and defeat. The rigorous schedule includes 7 hours of hard labor during each weekday, more than an hour of physical training, and 3 hours of adult basic education, substance abuse avoidance education, or other counseling. The program is divided into four phases, each of which addresses a different set of issues: the crime and awareness of the victim; substance abuse; personal issues and positive habits; and responsibilities after release.

The program applies alternate training such as extra duty or incentive physical training for minor disciplinary infractions. More serious or frequent infractions may result in dismissal from the program or a 60-day recycle. Eighty-six percent of the participants complete the boot camp successfully. Of the 313 offenders to enter the program as of October 1993, 11 percent were recycled and 14 percent were dismissed.

Authority for Aftercare Decision:

Boot camp is an alternative to a prison sentence for most of the participants. The court suspends the prison sentence under the condition that boot camp is successfully completed and sentences offenders to up to 5 years probation. After release from boot camp, participants serve their remaining probation sentence. The Department of Corrections refers some offenders directly to boot camp. Decisions about release for this group must be approved by the parole board.

Aftercare Host Agency and Staffing:

The shock incarceration program conceives of aftercare as a fifth phase of the program. Three of the staff at boot camp -- the probation/parole officer and the two drug and alcohol counselors -- conduct the special Shock Incarceration Aftercare Program, consisting of required biweekly meetings for all boot camp graduates. In addition, participants are directly monitored by probation/parole officers in the various counties.

Aftercare Program Activities:

After a 3-week adjustment hiatus, each platoon meets every other week for 6 months, combining with preceding and subsequent graduating platoons. These meetings are conducted by the three staff members from boot camp at a central, usually urban location. Attendance is required, with transportation assistance provided by the local probation/parole officer. Each meeting follows a set format, beginning with a social hour and followed by discussions of pressing personal problems. Participants are encouraged to air their difficulties and to confront individuals with negative attitudes. Those with extremely negative attitudes may be removed from the group, which is subsequently a violation of probation.

At these meetings the drug and alcohol counselors continue the drug education programming begun during boot camp. In addition, individuals with substance abuse problems are expected to participate in local Alcoholics Anonymous and Narcotics Anonymous groups.

Supervision:

Supervision levels vary among individuals and across counties and are the responsibility of the local probation/parole officer to which the individuals are assigned. Upon release from boot camp, most offenders are placed on intensive supervision for 90 days. This level of supervision may require up to daily contact. Caseload sizes range between 12 and 25 individuals per officer. If there are no problems during intensive supervision, an individual is placed on standard supervision, requiring one or two contacts weekly. Standard caseload sizes are typically about 100 per officer.

Integration of Aftercare and Boot Camp:

Biweekly platoon meetings are expressly designed to build on the social bonds and programming begun at boot camp. The meetings follow the same pattern as in boot camp and are conducted by the same staff.

Program Effects:

As of October 1993, 61 of the 249 graduates from the program had been returned on a violation of probation, and another five had violations pending, for a 24-percent recidivism rate. The program reports that a University of New Hampshire study of the program found that the "shock" 2-year recidivism rate was only 17 percent, compared with 47 percent for the men's prison.

Contact:

New Hampshire Shock Incarceration Program
New Hampshire Department of Corrections
P.O. Box 1806
Concord, NH 03302-1806
603-271-5602

New York: Shock Incarceration Program

Jurisdiction: State of New York

Program Goals:

- o Reduce the demand for bed space in the Department of Correctional Services.
- o Treat and release selected State prisoners earlier than court-mandated minimum sentences without compromising community safety.

Eligibility Criteria:

- o Males and females sentenced to various prison terms.
- o Those between the ages 16 and 35 at time of commission of crime.
- o Volunteers for the program.
- o Those eligible for release within 3 years.
- o No violent felonies, A-1 felonies, manslaughter, sex offenses, or history of escape.
- o No previous sentence of indeterminate prison terms.

Boot Camp:

Started in 1987, the program, run by the Department of Correctional Services in four shock incarceration facilities, has a total capacity of 1,390 beds for males and 180 for female, plus 222 beds for the orientation and screening stage. Participants are identified at reception and eligible offenders are offered the option of 6 months in a shock incarceration facility (boot camp) and 6 months on intensive parole. As of September 1993, 15,500 inmates had been sent to the program.

The boot camp employs the therapeutic community model known as "Network," which was established in the New York State Department of Correctional Services in 1979. Network is based on the principles of control theory and Alcoholics Anonymous. Participants enter in platoons, live in the community, participate in peer confrontation groups and life skills classes, and earn status and privileges that, in turn, allow them to serve as positive role models for other youths. The multi-treatment program emphasizes discipline, hard labor, education, substance abuse treatment, counseling, and physical training.

Inmates who may be dismissed may continue in the program for several weeks of reevaluation during which their behavior and progress are closely monitored. Sixty-three percent of the inmates entering the program graduate. Voluntary withdrawals and removals for disciplinary reasons are the most common reasons for not completing the program.

Authority for Aftercare Decisions:

Graduates are presented to the parole board, which has discretion in granting release. About 99 percent of the candidates are subsequently released on parole.

Aftercare Host Agency and Staffing:

The New York State Division of Parole operates the State's shock parole. Since two-thirds of the shock graduates reside in New York City, a special, separate aftercare program has been implemented there. The aftercare program operates out of the Manhattan division of the parole office. Staff include a bureau chief, 6 senior parole officers, and 37 parole officers. The

parole officers work in teams of 2, sharing a caseload of 38 parolees.

Graduates returning to other locations do not have access to any special aftercare program, but they are placed under intensive supervision. Two parole officers share a caseload of 38 boot camp parolees, half the regular caseload. The program is currently attempting to standardize the aftershock programming on a statewide basis.

In New York City the Division of Parole contracts with the Vera Institute of Justice for parolee participation in the Neighborhood Work Project (NWP) and the Vocational Development Program (VDP). It also contracts with the Fellowship Center for Relapse Prevention Counseling and with the Episcopal Mission Society for operating the Community Network Program.

Supervision:

Parolees participate in the intensive aftercare monitoring program for 6 months and complete the remainder of their sentences under traditional parole supervision. Shock program goals include: securing a job within a week of release; enrolling in an academic or vocational program within 2 weeks of release; participating in mandatory substance abuse counseling; and attending a community network program. Monitoring includes random urinalysis checks, curfew checks, employment and other verifications, and home visits.

Each two-person team is assigned to a specific neighborhood and is expected to conduct home visits and checks together. The parole officers' responsibilities include attendance at the evening sessions held 4 nights a week. The average caseload size is 19 per officer in the aftershock phase and 38 per officer in the later phase under traditional supervision.

Integration of Aftercare and Boot Camp:

The two components of the shock program, the incarceration program and the New York City aftershock program, employ the same philosophy of a "network" therapeutic community. In aftershock, much of the programming begun while the parolee was incarcerated, such as the use of peer confrontation and support groups, continues. In addition, parole staff are located at each of the shock facilities to prepare prerelease residence and employment plans.

Aftercare Program Activities:

Parole officer teams are responsible for casework and intervention efforts on behalf of the shock incarceration parolees. Available services include:

- o Temporary housing and support services for up

to 90 days for individuals in need of a stable residential placement.

- o Immediate transitional training for up to 75 days through Vera Institute's Neighborhood Work Project. This program provides shock graduates who are not employed when they are released with work 4 days a week. A daily stipend provides the shock graduate with immediate earnings.

- o Job placement, employment counseling, and vocational testing services through the vocational development program also operated by the Vera Institute of Justice. The program consists of an orientation class, a 4-day life-skills training class to address topics such as job interviews and resume writing, and an intake class where each graduate is assigned to a personal job developer. The personal job developer assists the graduate in finding jobs. During 6-months in 1993, 576 shock parolees enrolled in the program. Of those enrolled 304 were placed in jobs and 76 were placed in on-the-job training.

- o Relapse prevention counseling through the Fellowship Center. Within 2 weeks of release all New York City shock parolees are referred to the center for an individual assessment. Parolees are required to attend weekly meetings organized by the platoon to discuss factors that may lead to relapse and common problems they have experienced in readjusting to the community. Parolees identified as being at risk of relapse are counseled individually as well. In 1993 these services were provided to an average of 248 graduates each month.

- o Weekly network sessions conducted by the Episcopal Mission Society to build on the Network program initiated during the boot camp. The weekly sessions follow a set format. They begin with a community meeting that focuses on individual and group responsibility. A four-part meeting designed to develop self-esteem and to focus on specific issues follows. The session concludes with a "cleaning" meeting to allow participants to vent feelings and ideas. Participation is required for the first 3 months after release. During 6 months in 1993, the Society held 107 group meetings and an average of 235 graduates received services each month.

Program Effects:

Compared with inmates from minimum- or medium-security facilities, shock inmates were younger and were more often committed for drug crimes. While at boot camp, shock inmates were involved in more incidents that were categorized as serious than were inmates in the medium- and minimum-security facilities. The shock group was less often involved in incidents of a less serious nature than the comparison inmates. During the first 6 months of shock, 61.5 percent of the graduates increased math scores on the TABE by one

grade or more, and 45.1 percent increased their reading scores by one grade or more. Rates of testing inmates for the GED and rates of earning the GED are considerably higher at shock facilities than at medium-security facilities.

Shock graduates perform better on parole than the comparison groups. They have higher employment and higher enrollment in community programs at the 6-month mark than comparison graduates. After a year, 90 percent of the shock group were still in the community, and at 24 months 70 percent were still in the community. The lower success rates of three comparison groups were statistically significant.

The department estimates that for every 100 shock inmates released, \$2.05 million is saved for the care and custody of the inmates. Thus, for the 8,842 inmates released by September 1993, the department estimates a savings of \$176.2 million. Savings from avoidance of capital construction were estimated to be another \$129.1 million. Savings resulting from the fact that the shock graduates return less frequently to custody than do the non-shock graduates are estimated to be an additional \$8.3 million.

Contact:

New York Shock Incarceration Program
New York State Department of Correctional Services
Building 2, State Offices Campus
Albany, NY 12226
518-457-8144 or 518-457-1507

New York Shock Aftercare Program
314 West 40th Street
New York, NY 10018
212-239-6041

North Carolina: Intensive Motivational Program of
Alternative Correctional Treatment (IMPACT)

Jurisdiction: State of North Carolina

Program Goals:

- o Free prison beds by reducing incarceration for selected offenders.
- o Improve participants' self-confidence, discipline, and work ethic.
- o Develop positive and responsible behavior among participants.

Eligibility Criteria:

- o Male volunteers between the ages of 16 and 25.
- o Nonviolent offenders serving a prison sentence of a year or more.
- o No offenders with a previous incarceration of more than 120 days.

Boot Camp:

Started in October 1989, IMPACT is a 90- to 120-day boot camp program operated by the North Carolina Department of Corrections (DOC). It currently admits platoons of up to 30 inmates every 2 weeks, up to a total capacity of 180. The program employs 70 staff with an estimated cost of \$48 per inmate per day.

The court sentences participants directly to the program. The daily regimen includes exercises, drills, work, and school with more than 7 hours devoted to work and 2.5 hours earmarked for study each night. In addition, over the course of the 90-day program, participants receive between 16 and 18 hours of substance abuse counseling and are involved in a ropes challenge course.

As of August 1994, the program has served about 1,963 offenders. Fifteen percent of the participants had not completed boot camp for medical or disciplinary problems.

Authority for Aftercare Decision:

Boot camp graduates are released to probation, either intensive or regular, according to the order of the sentencing court. Discussions are currently underway for greater program input into aftercare decisionmaking.

Aftercare Agency and Staffing:

Boot camp graduates report to their assigned probation officers within 24 hours of release from the program. The Division of Adult Probation and Parole of DOC provides probation supervision to boot camp graduates. There are no special staff or probation requirements for boot camp graduates.

Supervision:

Boot camp graduates may be on regular or intensive probation supervision. No percentages were available.

Aftercare Program Activities:

Not applicable.

Evidence of Program Effect:

The program reports a 25-percent recidivism rate, about half of which is for new crimes and half for technical violations.

Contact:

IMPACT
P.O. Box 211
Hoffman, NC 28347
910-281-5156

Ohio: Shock Incarceration Program Camp Reams

Jurisdiction: State of Ohio

Program Goals:

- o Divert nonviolent offenders from lengthy sentences in conventional prisons.
- o Free up prison beds for more violent, serious offenders.
- o Improve offenders' behavior, values, and goals and thereby increase their ability to become productive citizens.
- o Increase offender's self-discipline, self-esteem, sense of responsibility, and work ethic.

Eligibility Criteria:

- o Males between the ages of 18 and 30 sentenced to the Department of Rehabilitation and Correction.
- o Convicted of a third- or fourth-degree felony.
- o Volunteers for program.
- o Those with a remaining sentence between 5 and 60 months.
- o Good physical and mental condition.
- o No offenders of violent or sex crimes, offenses involving firearms, or history of escape.
- o No offenders with a prior incarceration in a State institution or detainees.

Boot Camp:

The Department of Rehabilitation and Correction (DRC) opened Camp Reams, a 108-bed minimum-security boot camp on the grounds of the Southeastern Correctional Institution in 1991. DRC screens and assesses offenders at its reception center, admitting them as space becomes available. Participants must complete 90 days of active participation in the boot camp before transferring to a transitional program.

The 90-day boot camp program attempts to produce behavioral conformity through advanced military-style training that involves drill, hard labor, and physical training. In addition, each evening the program offers adult basic education (ABE) classes including preparation for the GED, a 12-step substance abuse program, counseling sessions, and life-skills classes that include values clarification, decisionmaking, employment skills development, and effective parenting.

No provisions for repeating the Shock Incarceration Program are available. Except for sick-day allowances, offenders who are not able to complete the program in 90 days are returned to DRC to serve the remainder of their sentences. Participants can also be removed for disciplinary infractions or a failure to adjust. About 53 percent of the first 1,664 offenders who entered the program graduated. Twelve percent of the dropouts had entered the program without knowing the outcome of a motion filed for shock probation, and they were removed to enter the probation program. Twenty-seven percent quit voluntarily and 8 percent were terminated.

Authority for Aftercare Decision:

Aftercare consists of two phases: 30 to 60 days of intermediate transitional detention; and intensive parole for up to 6 months, followed by maximum parole for the remainder of the inmate's sentence. The authority for the release to intermediate transitional detention resides with the director of the Shock Incarceration Program. The authority for release to intensive parole resides with the Department of Adult Parole.

Aftercare Host Agency and Staffing:

DRC contracts with a nonprofit agency to operate Alvis House, the halfway house that serves graduates of the shock incarceration program. After release from Alvis House, the adult parole authority is responsible for the shock incarceration graduates. The parole authority does not make special provisions for shock graduates except to ensure that they are placed on intensive supervision for up to 6 months.

Supervision:

During intermediate transitional detention, each participant is under the supervision of a parole officer. Program participants are confined to the intermediate transitional detention facility except when participating in another approved program.

During intensive parole, the inmate must: check in with the parole officer at least once a week; submit to random urine checks; be employed or actively looking for employment; and continue to participate in a substance abuse counseling program. Intensive caseload sizes are typically 11 per officer, compared with standard parole caseload sizes of 75 to 80 per officer.

Integration of Aftercare and Boot Camp:

Boot camp staff participate in the development of the treatment program for each inmate. In addition, the transitional program continues some of the military courtesies developed in boot camp, such as requesting to speak and standing at attention when staff enter the room.

Aftercare Program Activities:

During intermediate transitional detention, each participant participates in a comprehensive set of services including:

- o Substance abuse programming -- including individual counseling, group education, and drug testing.
- o Life-skills programming -- including parenting, personal finances, health, and self-esteem.
- o Employment-services programming -- including

assessment, counseling, training, and job placement.

- o Other programming, including supervision by center staff, case management, and referral services.

After 30 days in the intermediate transitional detention facility, participants who meet the following conditions will be released to intensive parole: completion of all programming required as a condition of his release from the boot camp; development of a parole plan; demonstrated capability to continue substance abuse treatment; employment or vocational training; and identification of suitable living arrangements. Those who do not meet these conditions after 60 days are returned to a correctional institution.

On intensive parole, the participants continue participation in a drug abuse treatment program and are referred to job placement, vocational training, and other support services as necessary.

Evidence of Program Effects:

The staff have yet to compile data on the program's effectiveness.

Contact:

Program Director
Camp Reams
5900 B.I.S. Road
Lancaster, OH 43130
614-653-4324

Oklahoma: Regimented Inmate Discipline (RID)
Program

Jurisdiction: State of Oklahoma

Program Goals:

- o Serve as an alternative to standard imprisonment for first-time incarcerates.
- o Reduce prison overcrowding and cut costs by providing a shortened prison term.
- o Deter trainees from future crime by providing insight into the controlled lifestyle of prison.
- o Improve trainees' self-control, self-esteem, ability to respond to authority, and capability to redirect their lives.
- o Provide a foundation on which trainees can develop the competencies to meet daily challenges.

Eligibility Criteria:

- o Male and female offenders who are 25 years old or younger.
- o Offenders with sentences of 5 years or less.

Boot Camp:

The minimum-security William S. Key Correctional

Center is host to the Oklahoma Department of Corrections' (DOC's) Regimented Inmate Discipline (RID) Program for males. The RID program for females is located at the Dr. Eddie Warrior Correction Center. The programs can accommodate 150 males and 120 females.³

Most inmates enter the program by court order with a delayed incarceration sentence. The Department of Corrections also assigns inmates to RID from those who meet the eligibility criteria and are classified as minimum or community security risks. In either case inmates spend between 10 and 15 days at the Lexington Assessment and Reception Center before transfer to the boot camp.

The program lasts 120 days, but time spent in jail or at the reception center is credited towards that requirement. Typically, an inmate spends between 90 and 100 days at the boot camp.

The central program feature is regimented discipline. This includes acceptance of authority, competency in physical training and drill and ceremony, consistency in personal grooming and space maintenance, compliance with rules and regulations, cooperativeness with the program structure, and a positive attitude, motivation, and leadership.

The program also emphasizes education and vocational training, allotting between 3 and 6 hours a day for GED preparation or, for those with a GED or high school diploma, a vocational training course. All trainees complete a vocational assessment course that permits them to experiment with a variety of trades. Those who participate in a vocational training course are eligible to enter the Department of Vocational and Technical Education's programs on release.

About 66 percent of the male trainees graduate. It has been suggested that female graduation rates are higher, but data are not yet available. Trainees may be removed from the program for disciplinary reasons, failure to participate or to progress, or mental or physical conditions preventing full participation.

Authority for Aftercare Decision:

Decisionmaking for aftercare depends on the sentence under which the trainee entered the program. Those trainees who entered the program by court order with a delayed incarceration sentence return to the court for sentencing at the conclusion of RID. Judges typically resentence graduates to probation and place them under intensive supervision, but they may also return them to boot camp to serve more time or send them to another institution. The Department of Probation and Parole supervises the RID graduates.

The Department of Corrections makes release

decisions for those trainees it placed in the boot camp program.

Supervision:

Trainees who were placed by the Department of Corrections serve the remainder of their sentences in a minimum security institution or are released to a community center, depending on their risk level. The RID graduates are mixed in with other DOC wards.

RID graduates resentenced to probation are typically placed on intensive supervision. Intensive probation officers generally have a caseload of 100 offenders.

Aftercare Program Activities:

RID graduates have access to the same programs and services as other probationers or community custody inmates, but they are not provided any additional services. However, RID graduates who do not have a GED or equivalent must receive remedial education during aftercare.

Evidence of Program Effects:

A study conducted by MacKenzie and Souryal (1994) indicates that slightly more than 11 percent of the RID graduates either received a new criminal charge or revocation within 24 months of release.

Contact:

Oklahoma Regimented Inmate Discipline Program
William S. Key Correctional Center
One William S. Key Boulevard
Fort Supply, OK 73841
405-766-2224

Oklahoma: Shock Incarceration Program (SIP)

Jurisdiction: State of Oklahoma

Program Goals:

- o Reduce prison crowding and costs by releasing certain offenders early.
- o Increase offender's self-confidence so that they will become more productive citizens.
- o Protect public employees and offenders.

Eligibility Criteria:

- o Male and female offenders of any age.
- o Offenders incarcerated for the first and second time.
- o Nonviolent offenders with sentences of up to 5 years or violent offenders with sentences of up to 3 years.

Boot Camp:

The Department of Corrections operates Oklahoma's Shock Incarceration Program at the Oklahoma State

Penitentiary (OSP) for males and at the Dr. Eddie Warrior Correctional Center for females. The capacity at OSP is 170.

The shock incarceration program provides a highly structured, disciplined, and monitored program of activities and work for a minimum of 45 days. Inmates are not permitted outside contacts, access to radio and television, tobacco use, or personal possessions. Psychological and chemical abuse evaluation and educational and vocational assessment are used to develop comprehensive community supervision plans.

From September 1991 through March 1994, a total of 2,228 inmates have exited the program. Forty of these did not complete the program, a failure rate of 1.8 percent. Of these, four died and one escaped.

Authority for Aftercare Decision:

The parole board has the authority to release boot camp graduates to preparole supervision or community corrections centers. About 80 to 90 percent of boot camp graduates are released to preparole supervision.

Authority Host Agency and Staffing:

Boot camp graduates are treated the same as other parolees. There are no special requirements, activities, or staff.

Supervision:

The majority of boot camp graduates receive regular supervision.

Aftercare Program Activities:
Not applicable.

Evidence of Program Effects:
Not applicable.

Contact:
Oklahoma Shock Incarceration Program
Oklahoma State Penitentiary
Box 97
McAlester, OK 74502
405-766-2224

Oregon: Success Using Motivation, Morale, Intensity, and Treatment (SUMMIT) Program

Jurisdiction: State of Oregon

Program Goals:

- o Promote offender rehabilitation through cognitive restructuring training, alcohol and drug treatment, life-skills training, basic education, and instilling personal discipline.
- o Reduce recidivism.

- o Reduce prison overcrowding through early release of graduates.
- o Reduce need for additional prison beds.

Eligibility Criteria:

- o Males and females between the ages of 18 and 40 and those under 18 convicted after remand from a juvenile court.
- o Physically and mentally able to complete the program.
- o Sentenced to the custody of the Oregon Department of Corrections under sentencing guidelines statutes.
- o Between 8 and 36 months left to serve in sentence.
- o Assigned to minimum custody status.
- o Volunteers for the program.
- o No offenders with enumerated violent crimes and enumerated sex offenses.
- o No offenders with a recent history of escape, an Immigration and Naturalization Service detainer, or requiring protective custody.

Boot Camp:

Oregon opened its 6-month Success Using Motivation, Morale, Intensity, and Treatment (SUMMIT) Program at the Department of Corrections' (DOC's) Shutter Creek Correctional Institution in North Bend in March 1994. The SUMMIT capacity is 200 males and 16 females. Offenders are screened on intake to the Department of Corrections and enter in platoons.

The program is modeled after the New York Shock Incarceration Program. It is highly structured, intense, and regimented. Offenders spend about 10 percent of their time on military drills and physical training and about 14 percent on hard labor in the boot camp and the community.

In addition to the military emphasis, the program employs a therapeutic community model. Each platoon of boot camp participants holds daily community meetings to develop a sense of membership and to help each individual view his actions from the perspective of the community. More than one-half of the daily schedule is devoted to a comprehensive living-skills curriculum. The curriculum includes: cognitive training to alter each inmate's thinking to prosocial adaptation; alcohol and drug treatment; employment and job-seeking skills; money management; community reintegration skills; literacy and education; anger and stress management; personal health; and spiritual wellness.

The Department of Corrections may remove offenders from the program for administrative or disciplinary reasons and transfer them to another DOC facility, subject to consultation with a superintendent's review committee, and, in disciplinary cases, a disciplinary hearing.

Offenders subject to removal may also be recycled or restored to complete the program with a later platoon.

Authority for Aftercare Decision:

DOC has the authority to release graduates to community supervision. Inmates successfully completing the institutional phase of the program enter a 1-month transitional phase where they are supervised in the community. Inmates who meet all requirements of this transitional leave will be released to postprison supervision. Offenders are released from DOC after completing their terms of postprison supervision, which range between 6 months and 3 years.

Aftercare Host Agency and Staffing:

DOC's Division of Community Services supervises offenders in the community. Each county has designated a parole officer to be the contact person for release planning.

Supervision:

Participants maintain inmate status for 30 days after release into the community. Since boot camp graduates have had their sentences reduced, they are held to a higher standard of performance in the postinstitutional phase. However, supervision levels vary according to the graduates' county of origin. Where available, inmates are released to intensive supervision. When appropriate, graduates will be placed in transitional housing upon release.

Integration of Aftercare and Boot Camp:

The designated parole officer from each county works with boot camp staff to identify the needs of individual inmates and develop a release plan. The county parole officers meet or teleconference with the inmates and institution staff before release to develop the release plan, initiate applications for services, and other planning for a transition to the community.

Aftercare Program Activities:

The inmates are assigned to the highest level of parole supervision available in their home county, requiring frequent contact with their parole officer. All require participation in Alcoholic Anonymous/Narcotics Anonymous or other substance abuse treatment, employment or participation in job-search assistance, and counseling sessions. Some counties give boot camp graduates needing mental health, substance abuse, or other treatment priority for available services.

Evidence of Program Effects:

No data are available on program effects since the program only opened in March 1994.

Contact:
Superintendent
Shutter Creek Correctional Institution
2000 Shutters Landing Road
North Bend, OR 97459
503-756-6666, Ext. 225

Pennsylvania: Quehanna Boot Camp Program

Jurisdiction: State of Pennsylvania

Program Goals:

- o Provide a safe, secure, and humane alternative to standard incarceration.
- o Provide the opportunities and mental framework for positive change.
- o Facilitate the adoption of an alcohol- and drug-free lifestyle.
- o Improve control of emotions and behavior.

Eligibility Criteria:

- o Males and females under the age of 35.
- o Sentenced to the Department of Corrections for 2 to 5 years.
- o Volunteers for the program.
- o No offenders convicted of homicide, kidnaping, rape, involuntary deviate sexual intercourse, felony robbery, and history of escape.
- o No one with psychological, physical, and medical problems.
- o No one with prior violent offenses or detainers.

Boot Camp:

The Pennsylvania Department of Corrections established the Quehanna Boot Camp in Clearfield County in 1992 as a 6-month alternative to a traditional State incarceration sentence. The capacity of the minimum security facility is 200 (190 males and 10 females), which accommodates monthly platoons of about 20. Although open to both males and females, only one of the first 108 graduates was female.

The referral and screening process begins when a judge, after consideration of the sentencing guideline ranges and legislative requirements, indicates on the sentencing order that boot camp should be considered as an option. Eligible inmates are sent to the Diagnostic and Classification Center for expedited classification. Inmates must then apply to the Department of Corrections for acceptance into the program.

The program is designed to balance a military boot camp approach with the traditional correctional values and inmate management philosophy of the Department of Corrections. The program employs a highly structured, intense environment that

includes military drill and ceremony, uniforms, military courtesy, and rigorous physical training.

More than 4 hours each day are spent in educational or counseling groups to promote life skills and to provide drug- and alcohol-therapy. The Pennsylvania Probation and Parole Board has assigned five licensed alcohol and drug treatment specialists to boot camp. The therapeutic program includes:

- o Individual and group psychotherapy.
- o Drug and alcohol education and relapse prevention.
- o Relaxation and stress reduction training.
- o Communication skills development.
- o Spirituality development.
- o Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) meetings.
- o Values clarification and life-skills development.

Of the first 225 participants to enter the program, 80 percent graduated.

Authority for Aftercare Decision:

Release of the inmate from boot camp to parole is automatic upon successful completion of the 6-month program. The judge's sentencing order referring the inmate to boot camp serves as permission for the inmate to be released prior to the expiration of the minimum sentence.

Aftercare Host Agency and Staffing:

Boot camp graduates are automatically released to intensive supervision by the Pennsylvania Probation and Parole Department (PPPD).

Supervision:

On release, each graduate is placed on intensive probation or parole between 1.5 and 4.5 years (depending on the terms of the original sentence). The supervision requirements of intensive parole include weekly face-to-face meetings and regular attendance at AA or NA meetings. The requirements total approximately 24 hours per week of intensive parole activities. On average, intensive parole agents maintain caseloads of 10 to 20 parolees. Adequate performance leads to reduced supervision in subsequent years.

In addition, those offenders with unacceptable living arrangements may be placed in a halfway community corrections center. In the larger cities electronic monitoring is an option.

Aftercare Program:

All inmates are assigned to the Treatment Alternatives to Street Crimes (TASC) program. Boot camp graduates receive the same services as other intensive parolees -- substance abuse treatment,

stress- and anger- management education, vocational training, job-search assistance, and physical training.

Evidence of Program Effects:

As of November 1994, 18 of 167 boot camp graduates have been reincarcerated for a recidivism rate of 10.4 percent.

Contact:

Quehanna Boot Camp
HC-Box 32
Karthaus, PA 16845
814-765-0644

South Carolina: Shock Incarceration Program

Jurisdiction: State of South Carolina

Program Goals:

- o Reduce prison crowding and cut costs by providing a shorter term alternative.
- o Improve self-esteem, self-control, and ability to cope with challenging and stressful situations by experiencing strict, but not harsh, discipline.
- o Provide punishment by placing offender in more severe environment than probation.
- o Provide opportunities for self-discipline, hard work, education, counseling, and training to address problems related to criminality.

Eligibility Criteria:

- o Males and females sentenced to the Department of Corrections or to the Shock Incarceration Program.
- o Those who are between the ages of 17 and 29 at the time of sentencing.
- o Those eligible for parole in 2 years or less, or, if not sentenced at screening, subject to being sentenced to 5 years or more or being revoked from probation.
- o Physically and mentally able to participate.
- o Volunteers for the program.
- o No offenders with violent convictions, prior incarceration in an adult State facility or the shock incarceration program, or offenders with major detainers or holds pending.

Boot Camp:

The South Carolina Department of Corrections (DOC) operates a 192-bed shock incarceration facility for men at the Wateree River Correctional Institution and a separate 24-bed facility for women at the women's correctional center. The program opened in 1986 and was expanded in 1990.

Originally judges sentenced offenders directly to the program, but new legislation allows corrections officials to select offenders after commitment. Currently, the majority are selected by the Department of Corrections from offenders

entering the reception centers. Participants must meet eligibility criteria, volunteer for the program, and pass the screening for medical or psychological impairments. Judges may sentence eligible offenders to 15 days for evaluation in a DOC screening facility before final sentencing or make a recommendation on the commitment order for the shock incarceration program. About 3 percent of the participants are sentenced directly to the program after evaluation, and only 17 percent enter on a commitment recommendation.

The boot camp program lasts for 90 days. The program may extend this period for inmates who show unsatisfactory progress or who cannot identify suitable living arrangements. Approximately 90 percent of male inmates and 82 percent of female inmates successfully complete the program. The most common reasons for not completing the program are disciplinary problems.

The boot camp program emphasizes military drill and discipline and physical training to develop teamwork, cooperation, self-control, and self-esteem. Inmates are engaged in meaningful work details for 7 hours each day; in addition, they participate in 3 hours of education and additional programs on life skills, substance abuse, and release planning. The substance abuse program is provided by the South Carolina Commission on Alcohol and Drug Abuse.

Authority for Aftercare Decision:

Parole is automatic on successful completion of the boot camp program. Staff from the Department of Probation, Parole and Pardon Services conduct a risk assessment to determine the type of supervision needed and to confirm the suitability of living arrangements.

Aftercare Host Agency and Staffing:

Department of Probation, Parole and Pardon Services. There is no special staffing for boot camp graduates.

Supervision:

Currently, all boot camp graduates are under regular supervision in the community. There are no special requirements for boot camp graduates.

Aftercare Program Activities:

There are no special activities for boot camp graduates while on parole.

Evidence of Program Effects:

The program reports that 18 percent of female graduates and 26 percent of male graduates have been reincarcerated. These rates compare favorably to the 35 percent of the inmates leaving other State institutions who return to prison.

The estimate of program savings for 1990 was \$2.6 million. Program staff also estimate that the work performed by the inmates has saved local governments as much as \$60,000 per year.

Contact:

Program Director
Division of Classification
South Carolina Department of Corrections
4444 Broad River Road, P.O. Box 21787
Columbia, SC 29221-1787
803-896-8551

Tennessee: Special Alternative Incarceration Unit
(Wayne County Boot Camp)

Jurisdiction: State of Tennessee

Program Goals:

- o Evaluate offenders' motivation to adopt a noncriminal lifestyle.
- o Modify thoughts and behaviors to reducing recidivism and promote good citizenship.
- o Provide early release to inmates who progress satisfactorily.

Eligibility Criteria:

- o Males between the ages of 17 and 35 who have received maximum sentences of 6 years, or for some drug offenses 12 years.
- o No sex offenders, violent offenders, or specific drug offenders. There are some exceptions.

Boot Camp:

Established in December 1989, the 150-bed minimum-security boot camp program is run by the Tennessee Department of Corrections on the site of a previous medium-security institution. The multifaceted treatment regimen strives to promote self-discipline, correct irrational/criminal-thinking patterns, provide exposure to a work ethic, encourage behavior change to reduce the use of drugs and/or alcohol, and develop problem solving techniques. Each inmate participates in an educational program, drug/alcohol abuse prevention program, prerelease program, and a special program to enhance social, communication, and decisionmaking skills. The prerelease program is designed to prepare the inmate for his return to the community.

Throughout the 90- to 120-day program, participants' behavior is monitored by drill instructors, case managers, counselors, and psychological evaluators. Those individuals failing to demonstrate satisfactory progress are either assigned to a motivational platoon, required to continue in the intensive program, or transferred to the general prison population.

Of 1,899 inmates who entered boot camp, 75.9 percent have completed the program. Major reasons for program failures are refusal to adequately participate or medical unsuitability for the program.

Authority for Aftercare Decision:

The Department of Corrections Division of Adult Institutions.

Aftercare Host Agency and Staffing:

There is no aftercare program and no special probation staff assigned to boot camp graduates.

Supervision:

On graduation from boot camp, inmates are assigned to either regular or intensive probation. Officers for intensive probation maintain caseloads of 50 parolees. A regular probation caseload is 70. The number of contacts for regular probation is 1 to 2 times per month. Eight monthly contacts are required for those on intensive probation. Boot camp graduates are required to perform 8 hours of community service per month until their sentence expires or their probation manager waives the community service work. They must also submit to random drug screening.

Aftercare Program Activities:

Not applicable.

Evidence of Program Effects:

No recidivism data are available from the program.

Contact:

Special Alternative Incarceration Unit
Wayne County Boot Camp
P.O. Box 182
Clifton, TN 38425
615-676-3345

Texas: Special Alternative Incarceration Program (SAIP)

Jurisdiction: State of Texas

Program Goals:

- o Assess offenders' needs for additional incarceration or release on probation.
- o Assist participants in restructuring work habits and family and peer relationships.
- o Provide participants with a negative impression of prison life to deter future criminal activities.

Eligibility Criteria:

- o Males and females between the ages of 17 and 25.

- o Probation eligible and sentenced to the institutional division for no longer than 90 days.
- o No one with physical or mental health limitations that would preclude strenuous physical activity.
- o No offenders with prior incarceration in a penitentiary for a felony conviction.

Boot Camp:

Following authorization by the Texas Legislature, in 1989 the Department of Corrections began operating its 75- to 90-day Special Alternative Incarceration Program (SAIP) for young offenders who have been sentenced to the institutional division. The boot camp serving male offenders is located on the grounds of the T. L. Roach Unit in Childress County. The program for males has a 500-bed capacity, about half the capacity of the facility, but the boot camp currently uses only 300 beds. Twenty boot camp slots for female offenders are available at a separate facility and are likewise currently underused.

Offenders sentenced to SAIP must be eligible for probation, but they are sentenced to the institutional division, with the sentencing court retaining jurisdiction for 90 days. Offenders who have not been returned to the sentencing court for release on probation after 90 days are automatically transferred to the general prison population.

SAIP is an intensive, military-like program with a legislative mandate that it include strenuous physical labor. Other program components include: basic literacy education; employment counseling; life-skills training; social training; and a 75-hour substance abuse counseling and education program that focuses on stress management, communication skills, and values clarification.

The vast majority (85 to 90 percent) of the boot camp enrollees complete the program successfully and are released on probation. Those who are removed for noncompliance are assigned to other institutions to serve the remainder of their sentences.

Authority for Aftercare Decision:

On completion of the program, SAIP submits individual progress reports to the sentencing court and recommends whether inmates should be released on probation. The court seldom departs from the program staff's recommendations.

Aftercare Host Agency and Staffing:

There is no special aftercare program for SAIP graduates. They receive the same probation supervision services as the non-SAIP probationers and are folded into the regular caseloads.

Supervision:

The majority of the SAIP probationers are placed on regular probation supervision caseloads.

Aftercare Program Activities:
Not applicable.

Evidence of Program Effects:
No recidivism data are yet available.

Contact:
Special Alternative Incarceration Program
Program Administrator for Admission
Department of Corrections
P.O. Box 99
Huntsville, TX 77342
409-292-6236

Virginia: Shock Probation (Boot Camp) Program

Jurisdiction: State of Virginia

Program Goals:

- o Serve as an alternative to long-term incarceration for young, impressionable, nonviolent offenders.
- o Stress the consequences of continued violations of the law.
- o Build self-discipline, confidence, and group cohesion through close supervision and continuous evaluations of individual performance.

Eligibility Criteria:

- o Male, nonviolent felony offenders.
- o Adult offenders 24 years old or younger convicted as adults in circuit court.
- o Volunteers for the program.
- o No offenders with a prior incarceration in a State correctional facility or a sentence of more than 20 years.
- o No offenders with a prior confinement of more than 12 months or more than a confinement in a local correctional facility (unless such confinement resulted from misdemeanor or traffic convictions).
- o No offenders convicted of murder, manslaughter, kidnaping, sexual assault, malicious wounding, robbery, or attempt to commit any of these crimes.

Boot Camp:

The Division of Field Operations of the Virginia Department of Corrections (DOC) operates the Shock Probation Program at the Southampton Intensive Treatment Center. The program serves as an alternative to incarceration for young offenders. The residential program lasts 90 days, followed by a 1-year probation. The average cost per inmate day is \$99.44.

After conviction, the court refers eligible offenders to the probation and parole office and

to the program for additional screening. Based on their recommendation, the court commits the offender to the Department of Corrections and suspends the sentence, provided that the offender successfully completes boot camp as a special condition of probation.

The intensive treatment center provides a highly structured program that simulates basic training in the military. Military drill and ceremony, physical training, and a rigorous work schedule are the core program elements. In addition, the program offers adult basic education (ABE) and GED preparation, life-skills education, counseling, substance abuse education, and vocational assessment.

Between April 1991 and October 1993, the program served 694 offenders, of whom 76.5 percent graduated. Of those who did not complete the program, about half were unsuccessful due to disciplinary problems; about a third due to medical or psychological problems; and 14 percent withdrew voluntarily. An evaluation of the program by the DOC shows some improvements in attitudes and test scores over the course of the 3-month stay in the boot camp.

Authority for Aftercare Decision:

Because boot camp referrals participate in the program as a special condition of probation, they are automatically referred to a probation and parole district office.

Aftercare Host Agency and Staffing:

Except for the requirement that boot camp graduates be placed on intensive probation initially, they do not receive any special treatment or have any special requirements in aftercare.

Supervision:

Boot camp graduates are supervised in the community for a minimum of 1 year. They are placed on intensive supervision for the first 3 months. Intensive caseloads are typically about 24 probationers, with a minimum of once-a-week contact.

Integration of Aftercare and Boot Camp:

The boot camp staff and probation and parole officers have little contact with each other. Boot camp staff prepare a progress report for probation and parole that summarizes the participants' achievements and recommends areas for improvement.

Aftercare Program Activities:

No special boot camp aftercare activities exist. Supervision and assistance are individualized. Each graduate signs a contract with probation and

parole that identifies areas that need special attention and highlights needs such as substance abuse treatment, employment, or vocational training.

Evidence of Program Effects:

Twelve-percent return rates to DOC for boot camp graduates compared favorably to those for a similar group discharged from jail or prison (20 percent) and to those given mandatory parole (27 percent). However, boot camp participants who did not complete the program had much higher return rates: 62 percent for those removed for disciplinary reasons and 42 percent for those removed for medical reasons.

Contact:

Shock Probation (Boot Camp) Program
Virginia Department of Corrections
P.O. Box 26963
Richmond, VA 23261
804-674-3219

Wisconsin: Challenge Incarceration Program (CIP)

Jurisdiction: State of Wisconsin

Program Goals:

- o Provide a safe, secure environment for the public, staff, and offenders.
- o Reduce prison overcrowding.
- o Provide an alternative to revocation for probation and parole.
- o Provide productive inmate programs and work.
- o Produce a success rate equal to, or greater than, traditional parole.

Eligibility Criteria:

- o Male offenders between the ages of 18 and 30.
- o Offenders with an alcohol or other drug abuse problem.
- o Inmates with no physical and/or mental limitations.
- o Volunteers for the program.
- o No offenders convicted of crimes against life or bodily security, sexual assaults, or weapon offenses.
- o No inmates with severe learning disabilities.

Boot Camp:

Operated by the Wisconsin Department of Corrections (DOC), the Challenge Incarceration Program (CIP) is a 6-month structured discipline and treatment program located at the rural St. Croix Correctional Center. The program admits inmates in squads of 10 to 12 to a maximum population of 75 men.

DOC screens inmates at the reception facility and transports eligible inmates to the CIP facility to

await the formation of a new squad. The inmates then progress through three phases, with specific performance expectations attached to each. Failure to meet these expectations results in removal from the program.

The program employs rigid discipline and intensive instruction in military bearing, courtesy, drills, and physical training. Inmates work 30 hours per week and are paid \$2 per day. In addition, inmates participate in individual and group therapy sessions 25 hours per week. These sessions focus on areas such as anger management, critical-thinking errors, rational thinking, and abusive relationships. An additional 8 hours per week is devoted to alcohol- and drug- abuse treatment sessions based on the 12-step approach of Alcoholics Anonymous (AA).

Inmates spend 15 hours per week in adult basic education. Those who do not have a GED focus on preparing for the exam, passage of which is required to graduate from the program.

Authority for Aftercare Decision:

The boot camp completion rate has been low -- 40 percent. Sixty percent of those starting the program ask to be dismissed. These high rates are attributed in part to the fact that offenders may serve less time in the prison system than in the boot camp because overcrowding has forced the system to release offenders early. Moreover, prison parolees may not have the added requirement of intensive parole when they return to the community.

Upon completion of boot camp, about 80 percent of the inmates are released to a halfway house for 3 to 6 months. All releasees continue under the supervision of the Division of Probation and Parole and are mainstreamed with other inmates from nonboot camp institutions. Boot camp staff, the parole officer assigned, and the inmate jointly decide whether the graduate requires time in a halfway house.

Aftercare Host Agency and Staffing:

The Division of Probation and Parole supervises boot camp graduates in the community, integrating them into its existing case structure. Boot camp graduates are required to attend AA and Narcotics Anonymous (NA) meetings. This is not necessarily a requirement for nonboot camp parolees on intensive supervision.

Supervision:

Supervision levels are determined according to a statewide classification system. Most boot camp graduates are under intensive supervision for 6 months after release from the boot camp or a halfway house. Intensive caseload sizes are about 50 to 60 parolees, who must contact their parole

officers weekly.

Integration of Aftercare and Boot Camp:

None of the military aspects of the boot camp is continued at the halfway house or on parole. However, halfway houses do employ similar counseling approaches to those used at boot camp. Because of distance, contact between parole officers and boot camp staff is generally limited to the telephone. The case plans developed at boot camp are relayed to the parole officers when the inmates are released.

Aftercare Program Activities:

Approximately 80 percent of the boot camp graduates are assigned to halfway houses for 3 to 6 months as a condition of their parole. Individual and group counseling sessions focus on rational thinking, avoiding criminal thinking, chemical dependency, domestic violence, sexual abuse, and family counseling.

Evidence of Program Effects:

Of those who complete the program, approximately 10 percent are returned to prison within the first 3 years.

Contact:

Superintendent
St. Croix Correctional Center
Route 1, County Highway K West
P.O. Box 36
New Richmond, WI 54017-0036
715-246-6971

Wyoming: Honor Conservation Camp

Jurisdiction: State of Wyoming

Program Goals:

- o Reduce prison overcrowding.
- o Divert young offenders from traditional prisons.
- o Rehabilitate young offenders by improving self-esteem, self-discipline, mental health, and providing adult role models.

Eligibility Criteria:

- o Males under the age of 25 who have been convicted as adults.
- o Volunteers for the program.
- o No one convicted of capital offenses.
- o No one with prior incarceration in a State or Federal adult penal facility.

Boot Camp:

The Wyoming Honor Conservation Camp is a 90-day, intensive boot camp operated by the Department of

Corrections since 1990. The camp has 30 beds and served more than 300 inmates from 1990 through 1993.

Inmates are admitted into the program on the sentencing court's recommendation and after determination that the individual meets the eligibility criteria and has the physical and mental health necessary to complete the program. Although it is designed as a 3-month program, an inmate's participation can be extended to 12 months if the program staff determines that it is in the inmate's interest to do so. Plans are underway to extend the program to a minimum requirement of 120 days.

The program employs a military basic-training model. The bulk of the day is devoted to military-like activities -- drill and ceremony, physical training, and group work details. Inmates dress in uniforms and must follow specific rules about attire, arrangement of personal items, and military courtesy. Summary punishment of the individual and the group is employed.

In addition, inmates are required to attend counseling sessions focusing on substance abuse, decisionmaking skills, and life skills daily for 1.5 hours. GED tutoring sessions are conducted 4 hours per week.

The average age of the first 317 inmates to enter the program was 20 years. The majority of this group had been incarcerated for property crimes and the majority reported substance abuse problems. Eighty percent of the inmates to enter the program graduated, with the dropouts primarily occurring either voluntarily or for disciplinary problems.

Authority for Aftercare Decision:

On graduation, inmates return to their sentencing court for a hearing for a reduced sentence. At this juncture inmates either have their sentences reduced to probation or are sentenced to a work-release program for 6 months, followed by probation.

Aftercare Host Agency and Staffing:

The Department of Corrections operates three work-release centers across the State. Boot camp graduates are folded into the general population at these centers, and there are no special requirements or regimens to follow. Likewise, when graduates are released on probation to the Division of Probation and Parole, either from a work-release center or immediately after graduation from boot camp, they become part of the regular caseloads and are not singled out for special treatment.

Supervision:

Inmates are on "regular" probation status. Those in the work-release program must have a pass to go anywhere except to work.

Integration of Aftercare and Boot Camp:

Probation officers across the State have been briefed on the structure and goals of the boot camp program. Informal contact between the boot camp staff and probation officers serves to provide some linkage, but there are no formal, routine provisions for exchange.

Aftercare Program Activities:

No special activities. There is a proposal to require assignment to a work-release program as part of a transition to the community.

Evidence of Program Effects:

Approximately 17 percent of boot camp graduates have subsequently returned to prison, a lower rate than for the typical ex-offender in Wyoming.

Contact:

Superintendent
Wyoming Honor Conservation Camp
P.O. Box 160
Newcastle, WY 82701
307-746-4436

Federal Intensive Confinement Centers Lewisburg (Pennsylvania) and Bryan (Texas)

Jurisdiction: United States and possessions

Program Goals:

- o Promote personal development, self-control, and discipline by placing offenders in a highly structured environment.
- o Reduce recidivism.

Eligibility Criteria:

- o U.S. citizens, male and female.
- o Priority to offenders under the age of 36.
- o No prior incarceration or minor prior incarceration.
- o Direct court placement of between 12 and 30 months or institutional transfer with maximum original sentence of 60 months and no more than 24 months prior to projected release.
- o Volunteers for the program.
- o Recommended by the sentencing judge.
- o Minimum custody status.
- o No offenders with medical or mental restrictions.

Boot Camp:

The Federal Bureau of Prisons operates a 192-bed intensive confinement center for men at the

Federal Penitentiary in Lewisburg, Pennsylvania, and a 120-bed facility for women at the Federal Prison Camp in Bryan, Texas. The men's facility opened in 1990 and the women's in 1992.

The intensive confinement centers attempt to strike a balance between a military-style boot camp with an intensive, highly structured environment, and the bureau's basic philosophy of inmate management that employs carefully prescribed sanctions to manage behavior. The centers do not employ summary punishment, nor do they use a confrontational approach. The focus is on positive staff/inmate interaction and the development of individualized treatment plans. Program objectives include the development of responsible decisionmaking, self-direction, positive self-image, and readiness for employment.

Program activities include: physical training; military drill; labor-intensive work assignments; education courses; drug abuse counseling; life-skills training; and enhancement of employability/vocational skills. The intensive phase continues for 180 days.

Approximately 85 percent of the men and 95 percent of the women who enter an intensive confinement center complete the intensive phase of the program.

Authority for Aftercare Decision:

Bureau of Prisons--Intensive Confinement Center Director.

Aftercare Host Agency and Staffing:

The three phases of aftercare are conducted under the auspices of a Bureau of Prisons community corrections center. These residential centers serve as halfway houses and are located across the country. Program graduates are sent to locations closest to their homes. Both graduates of the intensive confinement ("boot camp") program and releasees from other Federal prisons are housed at the community corrections centers. There is no special staffing for boot camp graduates.

Supervision:

During the first phase of aftercare, inmates are housed at the community corrections center, which serves as a halfway house. Inmates may leave the facility only for employment or special program services. During the next phase, the prerelease component, inmates may receive a pass to visit family and friends but must return to the center at night. During home confinement for the remainder of their sentences, inmates are under intensive supervision and, in some areas, electronic surveillance.

Inmates who commit minor violations of the terms of the current phases of aftercare can be returned

to a phase involving more intensive supervision. Those committing major violations, such as not reporting to the corrections staff or failing a drug test, may be returned to a Federal prison for the rest of their sentences.

Integration of Aftercare and Boot Camp:

Considerable emphasis is placed on the continuity of program services and positive interactions between staff and inmates. Inmates identified during boot camp as having severe drug problems are required to participate in a more intensive treatment program during aftercare.

Aftercare Program Activities:

The three phases of the aftercare program differ in their degree of structure and the availability of activities and services. The community corrections centers contract with local agencies to provide services in job placement, counseling, housing, drug treatment, vocational training, and other services. The centers also work to reconnect the inmate with his or her family and to provide counseling, parental training, and other assistance as needed.

Evidence of Program Effects:

Of the men who had completed the center program, 35 percent were still under supervision in the community and 49 percent had completed their sentences. Fifteen percent, or 180 graduates, had been reincarcerated. Except for eight offenders who committed new crimes, all of those in prison returned for technical violations of the community supervision program. Nine others (1 percent) had pending charges.

Sixty-five percent of the women graduates were still under supervision in the community, and 24 percent had completed their sentences. Nine percent had been reincarcerated, all but one for a technical violation.

Contact:

Administrator's Office
Federal Intensive Confinement Center
Box 1000
Lewisburg, PA 17837
717-523-1251, Ext. 280

Administrator's Office
Federal Intensive Confinement Center, Bryan
P.O. Box 2197, 1100 Ursuline
Bryan, TX 77803
409-823-1879, Ext. 426

Practical Regimented Rehabilitation for Inmates
Determined to Excel Program (PRIDE) Malpitas,
California

Jurisdiction: County of Santa Clara, California

Program Goals:

- o Increase offenders' self-esteem and social awareness.
- o Improve offenders' behavior.
- o Provide vocational education preparedness.
- o Reduce recidivism rate.

Eligibility Criteria:

- o Female offenders classified and housed in a medium or minimum security area.
- o Free of physical and mental limitations.
- o Agree to abide by program rules and adhere to a rigid schedule.
- o No offenders convicted of certain serious charges.
- o Those with prior escape histories, gang affiliations, sex offenses, and assaults on peace officers are evaluated case-by-case by the program manager and classification officer.

Boot Camp:

PRIDE has been operated by the Santa Clara County Department of Corrections since 1991. The program occupies 44 beds in a medium- security facility. Staff include corrections officers and educational instructors. Four platoons enter the program each year, and participants normally stay for 11 weeks. Program participation can be extended to the next platoon. PRIDE serves female offenders exclusively. Eighty percent of the participants have children.

PRIDE is a voluntary, semi-military program designed to prepare inmates to be socially responsible and productive citizens. The program attempts to improve inmates' sense of pride and self-worth/consciousness and to teach inmates how to successfully manage their lives through the provision of seven program activities:

- o Education to attain a GED.
- o Substance abuse focusing on self-esteem, relationships, victimization, environment, and women's issues.
- o Benefits and mechanics of health and physical fitness.
- o Parenting skills.
- o Group/individual therapy sessions dealing with domestic violence, incest survival, and anger management, as well as guidance towards positive alternatives and conflict resolution.
- o Job skills.
- o Team building and the value of good communication and work skills.

Two-thirds of participants graduate from the boot camp. The program also reports improvements in relationships and increased receptivity of graduates' families.

Authority for Aftercare Decision:

Boot camp graduates who still have time left to serve are rehoused in regular minimum- or medium-security units as appropriate to their classifications. Inmates are allowed to request choices of unit assignments, which are then reviewed and assigned by a facility classification officer. Graduates also have the option to join a new platoon of boot camp when it starts.

Boot camp graduates with no time remaining are processed for release.

Aftercare Host Agency and Staffing:

There is no aftercare program for boot camp graduates. PRIDE's address and phone number are provided to the graduates if they want to maintain contact with the program after release. Program staff also recommend various live-in programs and make post-PRIDE support counseling available from program counselors.

Supervision:
Not applicable.

Aftercare Program Activities:
Not applicable.

Evidence of Program Effects:

The program reports that 30 percent of the PRIDE participants have returned to confinement, compared with 80 percent for releasees from the regular jail population.

Contact:
PRIDE
701 South Abel Street
Malpitas, CA 95035
408-299-2574 or
408-299-3140 or
408-299-3335

The Regimented Inmate Discipline Program (Boot Camp) Pontiac, Michigan

Jurisdiction: Oakland County, Michigan

Program Goals:

- o Provide an alternative sentencing option to judges to alleviate overcrowding at the county jail.
- o Provide strong military discipline.
- o Increase offenders' self-motivation, ability to work in teams, and ability to set realistic goals.
- o Improve inmates' physical condition and self-image.
- o Stimulate inmates to make positive life changes.

Eligibility Criteria:

- o Male volunteers who are 17 years old and older.
- o Nonviolent, probation violators and offenders receiving dual jail/probation sentences of 6 to 12 months.
- o Certain straight jail commitments.

Boot Camp:

The Oakland County Sheriff's Office has operated the 8-week Regimented Inmate Discipline Program (Boot Camp) since 1990. Participants enter in platoons of between 20 and 30 trainees every 2 months.

The program emphasizes strict regimented discipline, daily fitness training, and work details. Inmates provide manual labor for community service projects, leaving the camp in "work details" under the supervision of Oakland County Deputies. Community improvement projects have included emergency and disaster relief, parks beautification, tree planting, and painting municipal buildings.

The boot camp offers individual counseling sessions that focus on improving offenders' self-images and on developing goal-oriented plans for the future. Class offerings include:

- o CPR/first aid.
- o Boater safety.
- o AIDS awareness.
- o Employability skills.
- o GED course work.
- o Substance abuse awareness.
- o Stress management.
- o Life skills.
- o Military drill.
- o Personal hygiene.

Seventy percent of participants graduate from the boot camp. Offenders who do not complete the program serve the remainder of their sentences in the county jail.

Authority for Aftercare Decision:

Graduates with a boot camp/probation sentence are released to the probation department on completion of the boot camp program. The probation department determines the level of supervision.

Aftercare Host Agency and Staffing:

The probation department supervises most boot camp graduates in the community, integrating them into the regular caseload structure. Boot camp graduates do not receive differential treatment.

Supervision:

The probation department determines whether intensive or standard probation is appropriate on a case-by-case basis. Most boot camp graduates are on standard caseloads.

Integration of Aftercare and Boot Camp:

Boot camp staff provide the probation department with a prerelease plan that defines the employment, education, residence, substance abuse counseling, and other service needs in the community.

Aftercare Program Activities:
Not applicable.

Evidence of Program Effects:

The program reports a 16-percent recidivism rate among boot camp participants, well below the average recidivism rate of other offenders.

Contact:

The Regimented Inmate Discipline Program
Oakland County Sheriff's Department
1201 North Telegraph Road
Pontiac, MI 48341
810-858-5419

Nassau County High Impact Incarceration Program
(HIIP) Albany, New York

Jurisdiction: Nassau County, New York

Program Goals:

- o Divert selected technical parole violators with substance abuse problems from reincarceration in prison.
- o Provide substance abusers with the treatment and tools to remain drug free.

Eligibility Criteria:

- o Male parole violators with a current substance abuse problem.
- o No outstanding charges other than a parole violation.
- o No violent offenders.
- o Volunteers for program participation.

Boot Camp:

The Nassau County Correctional Center is one of seven jails that have established High Impact Incarceration Programs (HIIPs) with the assistance of the New York State Division of Parole. HIIPs are specifically designed for parole violators in need of substance abuse treatment. The Nassau County Correctional Center allocated 20 treatment slots in its 60-day drug and alcohol rehabilitation treatment program for parole violators.

Eligible parole violators who are detained at the center are screened by parole and correctional center staff before they are offered the alternative of participation in HIIP. The Parole

Board adjourns the violation hearings of participants while they participate in the program.

The comprehensive, residential drug program employs the boot camp model, with discipline, physical training, and military-style drills. (Not all HIIPs employ a military model.)

Nassau HIIP was implemented in June 1993 with its first graduates released from jail in August 1993. During fiscal year 1993-1994, 48 parole violators (87 percent) graduated from the HIIP diversion program.

Authority for Aftercare Decision:

Parolees who successfully complete HIIP have their delinquency canceled by the Board of Parole and are restored to parole supervision with a special condition that mandates participation in a licensed community treatment program.

Aftercare Host Agency and Staffing:

The Nassau County Department of Drug and Alcohol Addiction provides referrals to community treatment programs for all HIIP graduates. Parole officers work with Department staff to monitor the aftercare plan.

Supervision:

Graduates are returned to intensive parole supervision, where they remain until the maximum expiration of their sentences or the board of parole discharges them from supervision.

Integration of Aftercare and Boot Camp:

The aftercare program attempts to build on the substance abuse treatment begun in HIIP. Parole officers work with county staff and treatment providers to ensure comprehensive continuity of treatment.

Aftercare Program Activities:

The aftercare agency links HIIP graduates with a comprehensive system of treatment services, including Topic House, a long-term residential facility, and an outpatient unit at the Nassau County Medical Center.

Evidence of Program Effects:

No recidivism data are yet available.

Contact:

Director of Policy Analysis and Information
New York State Division of Parole
97 Central Avenue
Albany, NY 12206
518-473-5198

Rikers Island High Impact Incarceration Program
(HIIP) Albany, New York

Jurisdiction: New York City

Program Goals:

- o Divert selected technical parole violators with substance abuse problems from reincarceration in prison.
- o Provide substance abusers with the treatment and tools to remain drug free.

Eligibility Criteria:

- o Male parole violators with a substance abuse problem.
- o No outstanding charges other than a parole violation.
- o No violent offenders.
- o Volunteers for program participation.

Boot Camp:

Prompted by the success of New York State's shock incarceration programs in serving as a short-term, intensive alternative to longer prison sentences, in 1991 the New York State Division of Parole worked with the New York City Department of Corrections to establish the Rikers Island High Impact Incarceration Program (HIIP), a diversion program for parole violators in need of substance abuse treatment. A total of 159 beds are allocated for this intensive, 60-day treatment program for these parole violators.

Eligible parole violators who are detained at the jail are screened by both parole and city Department of Corrections staff before they are offered the alternative of participation in HIIP. The parole board adjourns the violation hearings of the participants while they participate in the program.

The comprehensive, residential drug treatment program employs discipline, physical training, military-style drills, and work details in concert with extensive educational, rehabilitative, and vocational counseling. Instead of participating in the military-like aspects of the program, the violators participate in a Self-Taught Empowerment Program (STEP), a structured substance abuse program that provides academic and vocational treatment. During FY 94, 611 parole violators graduated from the HIIP diversion program.

Authority for Aftercare Decision:

Parolees who successfully complete HIIP have their delinquency cancelled by the Board of Parole and are restored to parole supervision with a special condition that mandates participation in a licensed community treatment program.

Aftercare Host Agency and Staffing:

HIIP staff develop aftercare plans for each graduate. The New York State Division of Parole supervises graduates in the community and is responsible for ensuring participation in the community treatment services. Although there is no separate program for HIIP graduates, they are mandated to continue substance abuse treatment in the community.

Supervision:

Upon graduation, violators are returned to intensive parole supervision. They remain under supervision until they reach the maximum expiration of their sentence or are discharged from supervision by the Board of Parole.

Integration of Aftercare and Boot Camp:

The agencies responsible for the program, the New York City Department of Corrections and the Division of Parole, work together. They share responsibility for determining eligibility during selection. There also is some substantive overlap from HIIP to aftercare because of the requirement that substance abuse treatment continue during this time.

Aftercare Program Activities:

Parolees are referred to community substance abuse treatment programs and to vocational training programs.

Evidence of Program Effects:

A 1-year followup of FY 93 graduates shows that 78 percent of the graduates were still under parole supervision after 1 year.

Contact:

Director of Policy Analysis and Information
New York State Division of Parole
97 Central Avenue
Albany, NY 12206
518-473-5198

Brazos County Boot Camp Program
Bryan, Texas

Jurisdiction: Brazos County, Texas

Program Goals:

- o Develop self-esteem.
- o Instill individual accountability.
- o Develop a solid work ethic and a sense of civic responsibility.

Eligibility Criteria:

- o Male offenders between the ages of 17 and 22.

- o First-time nonviolent offenders.
- o Volunteers for the program.
- o No offenders convicted of murder or attempted murder.

Boot Camp:

Since 1992, the Brazos County Probation Department in Texas has operated a 90- to 120-day boot camp program. Sentencing judges determine whether a convict is placed in the program. The program has 15 beds.

The program philosophy supports character development by systematically challenging the offender physically and mentally. The rigorous schedule includes 7 hours of work activities during each weekday, more than an hour of physical training, and 3 hours of adult basic education, substance abuse avoidance education, or other counseling. Those offenders without high school diplomas are offered GED instruction.

The program applies alternate training such as extra duty or incentive physical training for minor disciplinary infractions. More serious or frequent infractions may result in dismissal.

Rule infractions result in a hearing before a three-member, non-boot camp-related committee. Those expelled from the program are returned to State boot camp or placed in jail. Program data indicate that 75 participants have successfully graduated, reflecting an 80-85 percent completion rate.

Authority for Aftercare Decision:

Boot camp graduates are returned to their communities of origin. Sentencing judges and probation officers determine the level of aftercare supervision to be provided to program graduates.

Aftercare Host Agency and Staffing:

No special staff is assigned to boot camp graduates.

Supervision:

The majority of boot camp graduates are placed on regular supervision.

Aftercare Program Activities:

There are no special activities for boot camp graduates.

Evidence of Program Effects:

No information is available at this time.

Contact:

Brazos County Boot Camp Program
1835 Sandy Point Road
Bryan, TX 77807
409-775-4100

Convicted Offenders Re-Entry Program (CORE)
Austin, Texas

Jurisdiction: Travis County, Texas; open to other jurisdictions with inter-local agreements as space is available.

Program Goals:

- o Serve as an alternative to longer term prison confinement.
- o Encourage physical and mental discipline, self-awareness, responsibility, respect, maturity, and employability.
- o Afford young offenders an opportunity to attain the highest level of personal growth.
- o Encourage young offenders to become productive, self-sufficient members of the community.

Eligibility Criteria:

- o Male and female offenders between the ages of 17 and 26. Offenders between the ages of 15 and 16 sentenced as adults. Offenders between the ages of 27 and 41 are reviewed case-by-case.
- o Mentally and physically sound, on no more than two psychotropic medications.
- o Sentenced on a felony or misdemeanor charge.
- o Voluntary for those already sentenced to jail or submitted for parole in absentia screening (latter group also must have a sentence of 5 years or less, have a nonviolent offense and prior criminal history).

Boot Camp:

Operated by the Travis County Sheriff's Department, CORE is designed to provide a highly structured environment that encourages physical and mental discipline, self-awareness, responsibility, respect, maturity, and employability. The District Courts and Adult Probation Departments make the majority of referrals. County Courts also can refer misdemeanants to the program. The first group of offenders entered the program in 1988. Participants enter the program individually upon the availability of space. The program currently has a capacity of 120 males and 10 females. Staff include 25 drill instructors, 2 sergeants, 2 counselors, and a clerk.

Boot camp participants progress through six phases, with promotion to each subsequent phase dependent on performance. The entire program is designed to be successfully completed in 180 days. The first 15 days, Zero Platoon, is an orientation period where clothing and equipment are issued, participants tested, and the rules, standards, and procedures learned. The next three phases, Platoons 3, 2, and 1, emphasize military-style discipline, in cooperation with a number of services: alcohol and drug treatment including auricular acupuncture for drug craving; three 12-

step meetings per week; group and individual counseling and assessment; non-drug counseling and assessment including referral for psychiatric treatment; challenge programming; mandatory GED preparation and testing for those without a high school diploma; vocational training; participation in work details; and physical training including an obstacle course.

Boot Camp/Aftercare Transition:

After a minimum of 105 days in the boot camp program, there is a 15-day transitional phase in which participants work in government or nonprofit agencies without direct supervision of the drill instructors, but return to boot camp in the evenings. Completion of this phase earns the participant the right to enter the work-release program at the institution or, for those from outside of the county, in their own communities. This final phase requires that the participant follow a regular schedule of work or vocational or educational programming off-site, while continuing to live at the boot camp and participate in CORE activities. Participants pay the boot camp a daily rent of, at minimum \$5, depending on their income levels.

Authority for Aftercare Decision:

The authority to release a participant depends on the avenue by which he or she entered the CORE program. The program prepares an assessment report for each graduate. The Parole Board has authority for release decisions for participants who volunteered for program participation after they had already been sentenced to prison. The court retains the release authority for those who were assigned presentencing or directly as a standard jail commitment. The court also makes the final decision for those who are sentenced to probation, under the condition that they complete boot camp.

Aftercare Host Agency and Staffing:

There is no program nor probation/parole staff designated specifically for boot camp graduates.

Supervision:

Boot camp graduates are supervised by county probation/parole staff who maintain caseloads of approximately 125 to 130 parolees/probations. Initially, the majority are on high supervision levels for approximately 3 months. Probation/parole officers may relax supervision levels depending on the graduate's performance.

Integration of Aftercare and Boot Camp:

County probation/parole officers supervising boot camp graduates visit the program once every 3 months.

Aftercare Program Activities:

There are no organized aftercare activities specifically for boot camp graduates. If necessary, graduates are referred to community substance abuse programs by their probation/parole officers.

Evidence of Program Effects:

Fifty-four percent of about 1,100 participants completed the residential phase. Of those who graduated, a little more than 150 failed in the community phase: about a third committed new felonies; a third committed new misdemeanors; and a third had technical violations.

Of 871 "Condition of Probation" participants currently under study, there was a 34-percent overall revocation rate (includes nongraduates).

Contact:

Convicted Offenders Re-Entry Program
3614 Bill Price Road
Del Valle, TX 78617
512-473-4181

Harris County Boot Camp Program
Humble, Texas

Jurisdiction: Criminal courts of Harris County, Texas, and other counties throughout Texas

Program Goals:

- o Promote self-awareness, acceptance of responsibility, feelings of competency, mastery, and increased self-esteem.

Eligibility Criteria:

- o Male and female adult felony and misdemeanor offenders between the ages of 17 and 25.
- o Physically and mentally capable to withstand the rigors of military-style discipline.
- o Participants are identified by prior criminal record/activity or by inability to succeed at a less structured level of probation supervision.

Boot Camp:

The Harris County boot camp is funded by the Community Justice Assistance Division of the Texas Department of Criminal Justice and is run by the Community Supervision and Corrections Department serving the criminal courts of Harris County. The 3- to 4-month long program has a capacity of 336 males and 48 females.

While at boot camp, participants progress through three phases lasting 30 days each. The first phase emphasizes substance abuse assessments, academic assessments, physical training, and drill and ceremony. In the second phase, in addition to physical training, ropes training, and drills,

participants are exposed to rehabilitative programming such as academic and literacy training, life skills training, substance abuse treatment, and group therapy sessions. While third-phase program activities include all of the program elements from the previous phases, an emphasis is placed on discharge or release planning.

Each month, between 80 and 100 offenders complete the boot camp. Since the program started in 1991, 90 percent of participants have graduated.

Authority for Aftercare Decision:

The sentencing judge may place offenders in an alternative residential program or release them to community supervision. For those released to the community, a determination is made by both the sentencing judge and the assigned probation officer regarding the level of aftercare supervision required for each graduate.

Aftercare Host Agency and Staffing:

The Community Supervision and Corrections Department coordinates all aspects of the aftercare program. Probation staff have caseloads that include both boot camp probationers and regular probationers.

Supervision:

Boot camp graduates receive substantially more intensive supervision and services as compared to other probationers. During aftercare, boot camp graduates released to community supervision are required to contact a reporting center daily for the first 30-60 days, twice a week for the following 30-60 days, and once a week for another 30-60 days. Graduates are then moved to Tier 2 supervision, reporting twice a month for a year. They are then placed on regular probation (reporting once a month) for the remainder of their sentences.

Aftercare Program Activities:

Boot camp graduates attend Life Skills II (advanced life skills) 2 nights a week. They also attend a boot camp support group once a week. This group session is to help probationers reintegrate into society by sharing experiences and supporting fellow graduates. It is monitored by a licensed counselor. Boot camp graduates also receive the same services as the other probationers: Each offender is required to complete a court-mandated community-service requirement. All graduates must secure and maintain employment. Unemployed graduates are required to perform additional community services and are assisted in their efforts to secure a job by the Vocations Intervention Program of the host agency.

Evidence of Program Effects:

To date, 79 percent of the graduates are still under supervision or have completed their probation term.

Contact:

Facility Director
Harris County Boot Camp Program
2310 1/2 Atascocita Road
Humble, TX 77396
713-459-8090

Hidalgo County Boot Camp Program
Edinburg, Texas

Jurisdiction: Hidalgo County, Texas

Program Goals:

- o Serve as an alternative to prison.
- o Rehabilitate youth offenders within their community through professional and family involvement.

Eligibility Criteria:

- o Male offenders between the ages of 17 and 25.
- o On probation for felony offenses.
- o Physically able to participate in the program.
- o Able to speak English.
- o No violent offenders.

Boot Camp:

Since 1993, the Hidalgo County Community Services and Corrections Department in Texas has been operating a 6-month, 96-bed boot camp program for male offenders. Approximately 10 percent of program participants are sentenced directly to boot camp. The remainder volunteer for program participation as an alternative to incarceration in other facilities.

Programmatic elements at the boot camp include drill and ceremony, physical training, physical labor, educational training, drug and alcohol counseling, family/religious support programming, and a volunteer-sponsor (mentor) program. Educational programming is emphasized. All residents are required to demonstrate educational improvement equalling two grade levels prior to their departure from the facility. While at boot camp, every program participant is required to select a volunteer sponsor/mentor to work with him during boot camp and aftercare phases. The goal of the volunteer sponsor/mentor program is to alter participants' negative attitudes and behaviors.

Authority for Aftercare Decision:

On successful completion of boot camp, graduates are sentenced to regular or intensive probation caseloads. Based on recommendations made by boot camp staff, probation agents determine each

graduate's aftercare program requirements.

Aftercare Host Agency and Staffing:

The Hidalgo County Community Services and Corrections Department coordinates all aspects of probation supervision.

Supervision:

Boot camp graduates are sentenced to either regular or intensive probation supervision. Typically, a regular probation caseload ranges between 150 and 250 probationers per agent.

Integration of Aftercare and Boot Camp:

Twice a month during boot camp, probation officers visit offenders to prepare and discuss their probation plans. Before graduating, family members and mentors join the offenders to discuss the aftercare plan with the program staff. The mentor sponsorship continues during aftercare.

Aftercare Program Activities:

During the first month after boot camp, graduates are required to attend weekly aftercare sessions conducted at the camp. For the following 60 days, attendance requirements at aftercare sessions are reduced to twice a month. Counseling and vocational training are provided during these aftercare meetings. After 90 days, graduates report to their probation agent as required.

Evidence of Program Effects:

To date, the program reports a completion rate of 73 percent. Of the first 96 participants, 23 have been eliminated for medical reasons or have escaped.

Contact:

Hidalgo County Boot Camp Program
P.O. Box 1109
Edinburg, TX 78504
210-380-3311, ext. 16

Environmental Youth Corps
Mobile, Alabama

Jurisdiction: Mobile County, Alabama

Program Goals:

- o Create juvenile peer groups and family-training programs that develop law-abiding and productive behavior.
- o Provide training and experiences that promote honesty, responsibility, self-worth, and respect for authority and others.
- o Provide a sanction for offenders that incorporates restitution.
- o Provide chemical abuse prevention through

testing, assessments, and education.

- o Increase reading skills.
- o Increase awareness of the environment and appreciation of community service.

Eligibility Criteria:

- o Adjudicated males between the ages of 13 and 17.
- o No offenders convicted of murder, manslaughter, first- and second-degree assault, first- and second-degree kidnapping, first-degree rape, first-degree sodomy, first-degree sexual abuse, first-degree burglary, first- and second-degree assault, robbery, or shooting into occupied building.
- o No youths with medical problems, drug/alcohol addiction, psychoses, suicide risk, escape risk, or IQ below 60.

Boot Camp:

Established in 1992, the Environmental Youth Corps (EYC) is a 45-bed facility located on the grounds of the Strickland Youth Center. Youth progress through three phases designed to last 3 months.

The program specifically targets youths who have failed on probation. Candidates are referred to the program by probation officers during the presentence investigation stage and sentenced directly to the program. The program admits up to 13 youths each month.

Military discipline and regimentation are the focus of the boot camp. The military aspects of the program are intended to gain the attention of the youths, ultimately improving self-discipline and concentration. Then, it is thought that the youths will be more receptive to the educational and rehabilitative components of the program. These include life skills and counseling sessions, physical training, adventure therapy, and an intensive individualized educational program.

The residential phase of boot camp is extended for those who have disciplinary problems. Currently, 82 percent of those who enter boot camp are successfully released to aftercare.

Authority for Aftercare Decision:

Responsibility for release of the youths rests with boot camp staff. Youths are released on probation after 3 months unless they are recycled through the program. Youths may be returned to boot camp for disciplinary or performance reasons.

Aftercare Host Agency and Staffing:

Aftercare services are provided by the Boys and Girls Clubs of Greater Mobile and the Strickland Youth Center. The former provides programmatic and supervisory services, while the latter provides

case-management services.

Supervision:

All boot camp youths are required to attend a weekly evening core aftercare session held at a designated Boys and Girls Club in Mobile. Supplemental offsite aftercare events are also conducted on other week nights and on weekends.

All boot camp graduates are placed on probation status with the Mobile Juvenile Court and are required to regularly report to a probation officer. School and home visits are conducted by probation officers. Youths who are required to make restitution are supervised by a restitution coordinator from the Strickland Youth Center.

Integration of Aftercare and Boot Camp:

There are two probation officers assigned to boot camp who work with the youths during the residential phase and continue to supervise them while on probation. Near the end of boot camp, a committee composed of EYC teachers, drill instructors, probation officers, the aftercare coordinator, and parents or guardians develops an Administrative Transfer Plan (ATP) for each recruit. The ATP identifies specific requirements that the individual entering aftercare must accomplish. The requirements may vary with each cadet to reflect individual needs.

Aftercare Program Activities:

Program services provided at the weekly core aftercare session include tutoring, life skills courses, social skills classes, and basketball and other sports. Once per month youths are required to participate in an organized community service activity.

Evidence of Program Effects:

The program reports a 20-percent recidivism rate for its first year of operation. An additional 6 percent of youths who enter aftercare are terminated for failure to comply with program mandates. The program reports 2 percent of aftercare participants as missing from the program.

Contact:

Environmental Youth Corps
2315 Costarides Street
Mobile, AL 36617-2498
205-476-7010

California Youth Authority Leadership, Esteem,
Ability, and Discipline (LEAD) Program
Sacramento, California

Jurisdiction: State of California

Program Goals:

- o Reduce lengths and costs of incarceration.
- o Reduce recidivism.

Eligibility Criteria:

- o Juvenile court first commitment or parole violation.
- o No previous LEAD involvement.
- o Not committed for serious violence (classified as Youthful Offender Parole Board Hearing Category 5-7).
- o Male volunteers 14 years and older.
- o Medical clearance.
- o Substance abusers, addictive personality history, or at risk of future substance abuse.
- o Youthful Offender Parole Board (YOPB) approval.
- o No youth eligible for special mental health programs, undocumented aliens, and youth with recent violent behavior.

Boot Camp:

The California Youth Authority (CYA) opened its pilot Leadership, Esteem, Ability, and Discipline (LEAD) program in September 1992 at the Preston School of Industry in northern California. It is an alternative short-term program for youths committed to CYA. A second institutional site was opened at the Fred C. Nelles School in southern California in September 1993. Each institutional boot camp has 60 beds.

Youths are screened for the program at CYA's northern or southern reception centers. Parole violators are prescreened by parole agents, reviewed by the YOPB, then sent to the reception centers for final screening. First commitments are completely screened before review by the YOPB. At commitment, judges may recommend youths for LEAD, but they cannot place youths in the program.

LEAD includes a 4-month institutional phase and a 6-month intensive parole phase. The institutional phase is based on the army's officer-training model including officer mentors, leadership rotation schedules, uniform dress codes, marching, structured physical training, strict decorum, confrontational training, and extensively structured daily activity. It features a 3-month educational component with a practical life skills focus, a substance abuse prevention component that employs a 12-step model, and public service activities in the final month, along with preparole planning.

Youths enter the program monthly in platoons of 15. The daily population consists of approximately 50 or more youths. In exceptional circumstances, youths may be retained in the institutional phase for an additional 30 days. Program failures are transferred to regular, longer term institutional programs based on each youth's previously established parole consideration date. At the end

of the first year, the dropout rate was 29 percent.

Authority for Aftercare Decision:

After release from the boot camp program, participants serve their remaining commitments on parole. For LEAD institutional graduates, the first 6 months of parole involve the LEAD intensive parole program. The CYA determines when youths are referred to parole and when they are recommended for discharge, but final approval for these decisions rests with the YOPB.

Aftercare Host Agency and Staffing:

The CYA has assigned two full-time parole agent positions to the LEAD liaison agent positions in the northern and southern parts of the State. Liaison agents are responsible for negotiating a smooth transition from institutional to parole phases. In other respects, regular parole agents staff the intensive parole program.

Supervision:

LEAD aftercare requires parole agent caseload ratios of 15 to 1. However, these ratios are often managed with a 3.5 credit for LEAD parolees who are added to regular agent caseloads of 52. Guidelines for parole services (such as number of contacts and drug tests) are determined by geographical location of the parolee's home. Youths residing in urban or suburban locations are to maintain two parole contacts per week for the first 60 days and one per week for the following 4 months. Youths living in rural locations are to maintain one contact per week for the first 60 days and two contacts per month during the remaining 4 months. Youths in remote locations need to meet their parole agents twice per month during the first 60 days and once per month thereafter.

Whenever possible, LEAD aftercare uses a relapse-management strategy to respond to any parolees in danger of failing parole, including short-term institutional placement, if necessary. Following the 6-month intensive parole phase, parolees may be continued on regular parole supervision.

Integration of Aftercare and Boot Camp:

To continue the LEAD treatment after boot camp, informally designated liaison agents were assigned to be communications links among parolees, institutional staff, and field parole staff to smooth and enhance delivery services. For example, liaison agents sometimes locate and arrange placements for youths before release to parole. The position is typically filled on a half-time basis, with the other half used to supervise LEAD parolees in the community. Liaison agents begin working with cadets early in the residential program phase. They initiate contact with each

cadet's assigned field agent, maintain regular office hours at the institutional site, and work with counselors and youths to develop detailed, realistic parole plans (called Life Plans) for each youth.

Aftercare Program Activities:

Fundamental LEAD services include:

- o Drug treatment, using the "Twelve-Step" or Relapse Prevention Model, as needed.
- o Employment assistance or vocational training, using services of the State's Employment Development Department.
- o Educational assistance, such as placement in regular public school, vocational training, tutoring, or day-reporting parole office schools.
- o Family and/or individual counseling as needed.
- o Drug testing.
- o Out-of-home placements, including group home placement in one of two, six-bed LEAD group homes.
- o Electronic monitoring, residential drug treatment, or temporary detention (including short-term restructuring at the boot camp sites) as strategies for relapse management.

Evidence of Program Effects:

An implementation and process evaluation of the first year of LEAD found: a steady intake of 30 youths per month (with 15 randomly placed in the program and 15 in a control group); safer, healthier living conditions in the boot camp, which had a 71-percent completion rate; more intensive services on parole; and closer working relations among institutional staff and between institutional and parole staff. The evaluation report recommended expanding the aftercare program to include more job and placement options. An extensive evaluation of the program employing an experimental design is in process, but no recidivism or other data are available as yet.

Contact:

LEAD Aftercare:
Regional Administrator-North
Parole Services and Community Corrections Branch
4637 Chabot Drive, Suite 115
Pleasanton, CA 94588-2752

LEAD Boot Camps:
Superintendent
Preston School of Industry
201 Waterman Road
Ione, CA 95640
209-274-4771

Superintendent

Fred C. Nelles School
11850 East Whittier Blvd.
Whittier, CA 90601
310-696-6013

Department of the Youth Authority
4241 Williamsborough Drive
Sacramento, CA 95823
916-262-1490

Rebound/Camp Falcon Juvenile Facility
Golden, Colorado

Jurisdiction: State of Colorado

Program Goals:

- o Develop discipline through teamwork and physical exercise.
- o Develop a strong work ethic and positive work habits.
- o Promote individual responsibility.
- o Increase academic achievement and prevocational skills.
- o Promote a drug-free lifestyle.

Eligibility Criteria:

- o Adjudicated nonviolent male offenders between the ages of 12 and 18.
- o Psychologically stable, able to handle a confrontational milieu.
- o Physically able to participate in an intensive physical training regimen.

Boot Camp:

Camp Falcon is a 60-day boot camp operated by Rebound, a nonprofit corporation specializing in treatment programs for nonviolent juvenile offenders. The program was created in a special session of the Colorado legislature; it opened in 1994 on the grounds of the Lookout Mountain Youth Services Center in Golden, Colorado. When the program reaches capacity, it will serve 80 youths with 32 staff members.

The program is designed for first-time offenders who would otherwise be sentenced to 45 days in detention, probation, or the Division of Youth Services. Judges commit youths directly to regimented youth training dependent on satisfactory physical and mental assessments at the Division of Youth Services regional detention centers. Youths enter in platoons of 13 or 14.

Camp Falcon emphasizes individual responsibility in a structured, intensive environment that incorporates the elements of military basic training. Other program activities include education and prevocational programming, drug and alcohol education, life skills curriculum, personal hygiene and healthy lifestyles, and a work program.

Authority for Aftercare Decision:

On completion of the 60-day boot camp program, youths are released to their counties' judicial departments for 6 to 12 months of probation supervision.

Aftercare Host Agency and Staffing:

Participants are monitored by the probation department in their counties of residence. Although the legislature provided the probation departments with additional funding for aftercare programming, it did not set any standardized probation requirements for boot camp graduates.

Aftercare Program Activities:

Probation services could include electronic monitoring, educational and vocational programs, short-term residential programs, outreach and tracking services, and family counseling. It is unknown what level of services boot camp graduates currently receive.

Supervision:

Most youths are released on regular probation caseloads, which range between 40 and 80 youths and require only a few contacts per month.

Integration of Aftercare and Boot Camp:
Structurally, there is a Boot Camp Advisory Committee, composed of the chief probation officers and the boot camp administrators, that meets monthly to work on common issues. In addition, a number of probation officers attend monthly staffing meetings held at boot camp for each youth.

Program Effects:
No data are yet available.

Contact:
Camp Falcon
2880 Ford Street
Golden, CO 80401
303-273-2660

Leon County Juvenile Boot Camp
Tallahassee, Florida

Jurisdiction: Leon County, Florida

Program Goals:

- o Support and promote public safety.
- o Reduce recidivism among program participants.

Eligibility Criteria:

- o Male offenders between the ages 14 and 18, who have been convicted of felony offenses.

- o No sexual offenders.

- o No offenders with psychological or physical limitations that would preclude program participation.

Boot Camp:

Since January 1994, the Leon County Sheriff's Office has operated a 30-bed residential boot camp. The 120-day program employs an educational and therapeutic model designed to reduce and control offenders' anger. The program requires some military courtesies but does not require uniforms or military drills. Educational programming is strongly emphasized during boot camp, with as many as 8 hours per day being devoted to literacy training. Other program components include physical training, anger management, group counseling, and life skills training.

Authority for Aftercare Decision:

Youths committed to boot camp by the Department of Juvenile Justice are simultaneously sent to both transitional and aftercare services. The Department of Juvenile Justice continues to supervise youths through the transition and aftercare periods. Boot camp graduates enter a 45- to 60-day, secure, residential transition program before release to aftercare. Aftercare noncompliance can result in a "tune up," or return to boot camp, for as little as 2 or 3 days, or for extended periods.

Aftercare Host Agency and Staffing:

The first graduates of the boot camp entered aftercare in May 1994. The Department of Juvenile Justice has contracted with Gator Human Service, Inc., for the provision of community aftercare services for boot camp youths. Six full-time staff members are currently assigned to the community aftercare program.

Supervision:

On graduation from boot camp, youths are placed for 45 to 60 days at a Department of Juvenile Justice-sponsored secure residential transition program that is located at, but separate from, the boot camp.

Youths released from the transition program are required to attend the contractor-operated aftercare program. The 120-day aftercare program provides a nonresidential setting where youths receive daily supervision from 7 a.m. to 9 p.m. Additionally, youths in aftercare are placed on electronic monitoring for 45 to 90 days and are subject to regular home checks.

Integration of Aftercare and Boot Camp:

Boot camp, transition program, and aftercare staff members regularly attend joint planning and staffing sessions to discuss program components and the progress being made by individual youth. Both boot camp and transition program staff receive more than 400 hours of job preparation training.

Aftercare Program Activities:

The Department of Juvenile Justice's transition program is clinically driven and includes such program components as psychological readiness, reality-based anger management training, family-life management, parenting classes, and literacy training.

Contracted services include the provision of onsite schooling, transportational services, recreational programming, and supervision.

Evidence of Program Effects:

The program reports that, to date, all those who have entered the two-phased aftercare program have completed it successfully.

Contact:

Leon County Juvenile Boot Camp
P.O. Box 727
Tallahassee, FL 32302
904-921-5800

Manatee County Sheriff's Boot Camp
Palmetto, Florida

Jurisdiction: Priority service to Manatee County, Department of Health and Rehabilitative Services (DHRS) District 6, and service as space available to DHRS Districts 5 and 8

Program Goals:

- o Resolve issues and promote commitments to relationships, values, and vocation by inducing a crisis.
- o Enhance a youth's sense of control and mastery by creating a consistent, structured, dependable, predictable, and fair environment.
- o Facilitate social responsibility and self-control by creating a social environment that increases understanding of the effects of one's behavior.
- o Assist youths in internalizing values by promoting healthy attachment relationships with caring adults in boot camp and aftercare.
- o Provide an environment where youths answer questions concerning identity, values, and life goals.
- o Provide support in a youth's normal environment so that he can consolidate his new identity.

Eligibility Criteria:

- o Committed males between the ages of 14 and 18, with those who are 16, 17, and 18 years old having priority.
- o Classified for high-risk residential placement.
- o Committed on a capital, life, first- or second-degree felony, or a third-degree felony and two prior felony commitments.
- o No youths with physical and psychological problems, sex offenses, or history of suicide attempts.

Boot Camp:

The Manatee County Sheriff's juvenile boot camp opened in March 1993. Each month, the program admits platoons of up to 15 youths referred by the Department of Juvenile Justice. The minimum length of the program is 12 months, with 4 months in the boot camp residential phase and 8 months in aftercare. No expulsions occur in the residential phase, but this phase is extended for those who have disciplinary problems. Fourteen certified deputies and teachers staff the boot camp.

Each day the participants spend 5 hours in education classes, 2 hours in rational creative therapy, 1 hour on vital projects (e.g., job-skills training, interview for jobs, budgeting, communication with adults), and 1 hour on marching and drills. Family counseling for participants and their family members is provided on an as-needed basis.

Authority for Aftercare Decision:

Boot camp youths are committed to DHRS. DHRS continues to supervise youths through aftercare. All youths who have been in the boot camp for 4 months are released to aftercare, but they may be returned to boot camp for disciplinary or performance reasons.

Aftercare Host Agency and Staffing:

In July 1993, DHRS entered into a contractual agreement with Associated Marine Institutes for the provision of aftercare services for youths from boot camp and from other DHRS programs within a 14-county area (halfway houses, community control agencies, DHRS Level 8 facilities).

Supervision:

All boot camp graduates are required to participate in one of six Associated Marine Institutes programs. The 8-month aftercare program provides a nonresidential setting where youths receive supervision from 8 a.m. to 3:30 p.m. each weekday. During the first 30- to 60-days of aftercare, all youths are required to receive additional or "extended" services at the institutes from 4 p.m. to 9 p.m. At the conclusion of 30 to 60 days, those youths warranting the privilege are allowed either to return to their

school of record or to find employment. Supervision continues with regular home visits, curfew checks, and monthly visits with aftercare staff.

Integration of Aftercare and Boot Camp:

While lacking the paramilitary emphasis of boot camp, aftercare activities integrate many of the rehabilitative and education philosophies incorporated into boot camp. Additionally, boot camp and aftercare staff members regularly attend joint planning and multidisciplinary staffing sessions to discuss program components and the progress being made by individual youth in different aspects of the program.

Aftercare Program Activities:

Program services are provided to each youth based on an analysis of his student assessment plan, family assessment plan, and transition plan. Each of these plans, completed prior to entry into aftercare, attempts to identify the specific educational, vocational, rehabilitative, and social needs of each youth.

Program elements may include the following:

- o Educational services continuing the education plan designed in boot camp.
- o Family counseling.
- o Structured activity time (e.g., SCUBA diving, swimming, basketball).
- o Job placement with the assistance of a community coordinator.
- o Substance abuse counseling as needed.
- o Life-skills counseling as needed.
- o Victim's day designed to increase participants' awareness of victim suffering.

Evidence of Program Effects:

As reported, program effects are not based on systematic analysis and are approximations only. Of 82 youths who have entered the aftercare program, 4 have been recommitted for offenses that occurred prior to their entry into boot camp. Additionally, five or six youths have committed new delinquency offenses and have been reincarcerated. The program reports that criminal activity has been reduced by 95 percent 1 year after release.

Contact:

Manatee County Sheriff's Boot Camp
14490 Harlee Road
Palmetto, FL 34221
813-729-4043

Martin County Sheriff's Department Juvenile Boot
Camp
Stuart, Florida

Jurisdiction: Martin County, Florida

Program Goals:

- o Change criminal beliefs and values by providing educational, vocational, and therapeutic assistance.

Eligibility Criteria:

- o Committed delinquent males.
- o Between the ages of 14 to 18 years.
- o Charged with a second-degree felony or third-degree felony with two prior felony commitments.

Boot Camp:

Since April 1994, the Martin County Sheriff's Office has operated a 30-bed residential boot camp. The 4-month program employs educational, vocational, and therapeutic programming to change criminal beliefs and values. Program activities and components include military dress, military bearing and courtesies, physical training, individual and group counseling, substance abuse education, educational and vocational assessment, passive and active recreation privileges, and case management services.

Authority for Aftercare Decisions:

Boot camp youth are committed to the Department of Health and Rehabilitative Services (DHRS). DHRS continues to supervise youth through aftercare. All youth who have been in the boot camp for 4 months are released to aftercare, but they may be returned to boot camp for disciplinary or performance reasons.

Aftercare Host Agency and Staffing:

The first graduates of the boot camp entered aftercare in August 1994. The DHRS has contracted with the Drug Abuse Treatment Association (DATA) to provide aftercare services. DATA currently provides day treatment for non boot camp DHRS youth who require more intensive supervision than that provided under standard probation supervision. This same programming is provided to boot camp youth.

Staff include eight counselors, a director of day treatment, a program supervisor, and an administrative assistant.

Supervision:

Prior to release from boot camp, a release plan is developed by boot camp staff and DATA aftercare participants. All boot camp youth are required to participate in the DATA program for 4 to 6 months. Youth are supervised at the program for 12 hours on weekdays and for 6 hours on Saturday. Caseloads for aftercare supervisors range between 15 and 30.

Aftercare Program Activities:

DATA emphasizes the development of prosocial skills. Staff are expected to serve as mentors, guides, and role models for the youth, exhibiting the same leadership and other qualities that they are trying to promote in the youth.

The centerpiece of DATA's program is an accredited academy staffed with teachers provided under contract with the Martin County School Board. The school operates 5 days a week. In addition to the educational program, DATA's program provides life-skills classes, substance abuse counseling, and family counseling.

Evidence of Program Effects:
Data are not yet available.

Contact:

Martin County Juvenile Boot Camp
800 Southeast Monterey
Stuart, FL 34955
407-220-7202

Pinellas County Sheriff's Office Preparatory
School Boot Camp Program
St. Petersburg, Florida

Jurisdiction: Pinellas County, Florida, and six additional counties in the Department of Health and Rehabilitation Services region

Program Goals:

- o Rehabilitate youths by increasing their self-management, goal-setting, and implementation skills and providing individualized, interdisciplinary services.
- o Reintegrate and maintain juveniles in a healthy family and community.
- o Reduce recidivism.
- o Support and promote public safety.

Eligibility Criteria:

- o Male committed youths between the ages of 14 and 18.
- o Eligible for moderate- or high-risk programs and in need of restrictive placement.
- o Target youths who do not yet have a GED or a high school diploma.

Boot Camp:

Established in November 1993, the Pinellas County Boot Camp is a 30-bed paramilitary program that emphasizes a structured treatment approach. The 4-month residential program includes paramilitary training, physical training and exercise, individual/group counseling, substance abuse education, a high school educational program, and recreational activities.

Each youth must demonstrate satisfactory behavior in each of four programmatic levels to graduate into aftercare. Youths may be retained at each level until satisfactory progress is demonstrated, or they may be transferred to a different type of program if appropriate.

Authority for Aftercare Decisions:

The Pinellas County Boot Camp holds the authority to release youth from the boot camp into aftercare. A court order is required, however, to release the youth from each aftercare program. The aftercare provider makes quarterly contact with each youth and family during a 12-month followup after release.

Aftercare Host Agency and Staffing:

The Department of Juvenile Justice (DJ) contracts with Eckerd Family Youth Alternatives/Eckerd Leadership Program (ELP) for the provision of aftercare services for boot camp youths. DJ is the primary funder, with enhancement funds from the local children's services tax administered by the Juvenile Welfare Board (JWB) and inkind support from community service providers. An onsite education program is staffed and funded by the Pinellas County School District.

Supervision:

Boot camp graduates participate in the intensive aftercare program for a minimum of 8 months. For the first 4 months, youths report to the aftercare center for 10 hours each day. Then, the reporting requirements are reduced and youths return to an appropriate school or job placement in the community.

Integration of Aftercare and Boot Camp:

Two structural components facilitate the integration of boot camp and aftercare: a joint planning committee composed of representatives from the boot camp, DJ, JWB, ELP, and the school system; and a transition team that monitors the progress of boot camp and aftercare participants each month.

Aftercare Program Activities:

Aftercare program components include:

- o Education: provided onsite during the first 4 months of aftercare.
- o Restitution: youths develop and complete restitution plans that meet the restitution orders of the court or those imposed by the program.
- o Group therapy: focuses on risk factors youths have identified in their "risk management plans."
- o Family involvement: the program offers family

counseling and parent support groups and referral services, and it maintains regular contact with the youth's parents throughout aftercare.

- o Mentors and community support: the program trains mentors selected by the youth, families, and staff. Youths and families are assisted to identify community support teams that may include mentors, aftercare staff, friends, neighbors, and family members.

- o Substance abuse prevention/treatment: substance abuse education and screening are included in the basic curriculum for all youths. Treatment is provided through arrangements with a cooperating agency as needed.

- o Career counseling, job training, and assistance in locating jobs: career counseling, employability training, and job search assistance are integral parts of the program.

Evidence of Program Effects:

No outcome data are yet available.

Contact:

Program Manager
Pinellas County Sheriff's Office Preparatory
School
Boot Camp Program
1011 First Avenue North
St. Petersburg, FL 33705
813-893-5581

Sergeant Henry Johnson Youth Leadership Academy
and City Challenge
South Kortright, New York

Jurisdiction: New York City (area), New York

Program Goals:

- o Instill self-discipline, affiliation, self-esteem, and self-worth in youth.
- o Develop the family to support youth change or placement alternatives where the family does not provide viable support.
- o Develop education as a source of esteem and worth.
- o Improve youth decisionmaking and communication skills.
- o Improve physical fitness.
- o Complete 200 performance tasks designed to build social competence and awareness.
- o Develop goal-setting and visualization skills.
- o Reenter the New York environment successfully.

Eligibility Criteria:

- o Male juveniles, up to age 15.
- o Court adjudicated for limited security corrections (usually repeat offenders, including some who have committed violent felonies).
- o Physically fit.

- o Voluntary program.
- o No sexual offenders.
- o No youths with medical or mental health problems.

Boot Camp:

The New York State Division for Youth began operating the Youth Leadership Academy (YLA) and its City Challenge day placement aftercare program in May 1992. The academy (boot camp) is 6 months in duration, extendable to 9 months for particularly problematic youths. City Challenge lasts 3 months.

The boot camp and the aftercare program are integrated, sharing a common director and a leadership philosophy centered on maintaining high expectations, respect, teaching, role modeling, and providing a safe, secure environment.

The 16-hour daily program includes: group and individual counseling, formal classroom education, experiential education (training), physical training, hygiene, and recreation. Staff have military backgrounds and youth wear military uniforms.

Two programs specially designed for the academy by academy staff are the Magic Within group counseling modality and the "Job Book." The Magic Within is a 60-module group counseling program that guides participants toward self-awareness, discusses and clarifies values, and develops goal-setting and visualization skills.

Experimental training centers on the "Job Book," which consists of 200 individual performance tasks designed to build personal competence and enhance esteem. The direct care staff teach a skill, model it, supervise cadet practice of the task, and evaluate performance.

Authority for Aftercare Decision:

Youths are placed with the Division for Youth by the courts and are selected for the boot camp based on interviews and desire to attend. Boot camp graduates automatically attend City Challenge. No youths are expelled from the program for poor or inappropriate behavior.

Aftercare Host Agency and Staffing:

Aftercare is an integral part of the New York State Division for Youth's boot camp. The 3-month day treatment program is run by the boot camp director. Other staff include a counselor and two direct care staff with military experience.

Supervision:

All boot camp graduates are required to participate in City Challenge, an intensive day treatment program, for 3 months.

Integration of Aftercare and Boot Camp:

Boot camp and aftercare staff maintain close communication and conduct some activities, i.e., home visits, together. In addition, the individual plans developed at boot camp continue to be followed at City Challenge.

Aftercare Program Activities:

Programs include group counseling (Magic Within), a New York City Board of Education school, family-development programs, job preparation and placement, and a variety of community involvement programs in coordination with the Division for Youth, city agencies and local churches. The program stresses community interaction. Youths take weekly cultural awareness field trips and guest speakers are brought in for presentations.

Evidence of Program Effects:

Since the program has only recently begun, there are no data available, but program officials report that, "Thus far, three platoons have entered City Challenge with impressive results to this point."

Contact:

Sergeant Henry Johnson Youth Leadership Academy
Route 10, P.O. Box 132
South Kortright, NY 13842
607-538-1401

Cuyahoga County Juvenile Boot Camp
Hudson, Ohio

Jurisdiction: Cuyahoga County, Ohio

Program Goals:

- o Alleviate overcrowding in juvenile correctional facilities while providing adequate supervision and treatment.
- o Reduce recidivism.
- o Promote prosocial values, accountability, discipline, and good work habits.
- o Increase academic achievement and literacy.
- o Reduce alcohol and drug abuse.
- o Provide the court with additional alternatives for sentencing.

Eligibility Criteria:

- o Males between the ages of 14 and 17.
- o Adjudicated delinquent and committed to the Ohio Division of Youth Services (ODYS) or the Youth Development Center (YDC).
- o Volunteers for the program.
- o No offenders with violent offenses, i.e. murder, sexual assault, rape, aggravated arson.
- o No serious, habitual offenders or escape risks.
- o No offenders with medical or mental problems or

requiring detoxification.

Boot Camp:

Camp Roulston is a 30-bed boot camp located on the grounds of the Youth Development Center, a county operated correctional facility in rural Hudson, Ohio. Initiated in April 1992 as part of the Office of Juvenile Justice and Delinquency Prevention's boot camp demonstration program, it is operated by the North American Family Institute under contract with the Cuyahoga County Juvenile Court.

A program manager at the court screens youths after they have been committed to the ODYS or YDC and offers eligible youths the opportunity to volunteer. Candidates are held at the detention center until the next platoon is composed at the beginning of each month. The program lasts 90 days.

The normative model, based on the assumption that treatment must provide youth who have developed antisocial normative systems with alternative, positive norms, is the guiding principle of the program. The program devotes 1 hour daily to one of the techniques associated with this approach, guided group interaction counseling sessions. Military customs, drills, physical training, and group punishment are used to provide a safe, structured environment for the treatment.

Other program activities include 6 hours per day of basic education in preparation for the GED; a ROPES challenge course; a life-skills curriculum; and community-service activities.

Authority for Aftercare Decision:

When youths enter the program, their commitments to ODYS or YDC are suspended, and they are committed to boot camp. Such a commitment entails participation in the 3-month boot camp, as well as participation in 6 to 9 months of aftercare. The North American Family Institute's boot camp staff have the authority to graduate a youth to the aftercare program, to recycle him to repeat part of the program, or to dismiss him. Those who are dismissed have to serve out their sentences through ODYS or YDC.

Aftercare Host Agency and Staffing:

The North American Family Institute operates the boot camp at YDC and the aftercare program at City Center in downtown Cleveland. The two phases of the program share a company commander. Other City Center staff include four coordinators, four case managers, two teachers, two and a half academic coordinators, and two counselor/drivers.

Supervision:

There are three progressively decreasing levels of

supervision for the aftercare program. During the first month youths are transported to the City Center at 8 a.m. daily, attend an alternative academy there, and are transported home at 5 p.m. The next level of supervision permits youths to have the weekends off and to attend their own schools. The final supervision level requires attendance at City Center three nights a week.

Integration of Aftercare and Boot Camp:

Boot camp and aftercare are different phases of the same program, operated by the same organization and employing the same philosophy, staff training, and organizational supervision. Although the military aspects of the program are not transferred to aftercare, the guided group interaction sessions and the life-skills curriculum are continued throughout aftercare.

Aftercare Program Activities:

Participation in a transitional academy is required for the first month after release and optional for the remainder of the time in aftercare. The academy offers courses in English, mathematics, history, literature, science, and physical education. Additional activities include: the life-skills curriculum begun in boot camp; Narcotics Anonymous and Alcoholics Anonymous; a drug-trafficking prevention program; guided group interaction counseling; job preparation and employment training; assistance in locating jobs; and community service.

Program Effects:

A process evaluation indicated that during boot camp youths improved their attitudes, physical fitness, and math and reading skills.

The status of the 119 youths who entered the program during the first year of operation was assessed 10 months after the last platoon entered the program. Program attrition was low during boot camp with 5.9 percent of the youth terminated, but high during aftercare, at 47 percent. Thirty-nine percent of the youths had been charged with new offenses, mostly for property crimes.

Contact:

Company Commander
996 Hines Hill Road
Hudson, OH 44236
216-869-7299