

Two Innovations: Three Decades Later

Community Treatment Centers and regionalization

*William D. Messersmith
as told to John W. Roberts, Archivist,
Federal Bureau of Prisons*

Community treatment was one of the most important correctional concepts to emerge in the 1960's. In 1961, the Bureau established three model "Pre-Release Guidance Centers" to test the concept by providing halfway house services to help prepare youthful offenders for release. In 1965, the program was expanded to include adult offenders, and the halfway houses became known as Community Treatment Centers.

Later, the Bureau chose its new Community Services Division to test the regionalization concept. Regionalization was introduced as a pilot project in the Community Services Division in 1971, and shortly thereafter the concept was applied throughout the Bureau.

William D. Messersmith was involved in the piloting and implementation of both community treatment and regionalization. He recalls the challenges and experiences of helping to develop these innovations in this edited interview, which was conducted as part of the Bureau's oral history project.

William D. Messersmith joined the Bureau of Prisons in 1959 as a parole officer at the Federal Correctional Institution in Englewood, Colorado. From 1962 to 1970 he served at the Los Angeles Pre-Release Guidance Center as assistant director and later as director. He transferred to the Central Office in 1970 as coordinator of Federal community treatment centers and the following year became Director of Residential Programs. In 1972 he was named Community Services Regional Director for the North Central Region. He was Associate Warden for Operations at the Metropolitan Correctional Center in Chicago from 1974 to 1982, and retired in 1987 as Executive Assistant at FCI La Tuna, Texas.

Before the halfway houses, were there any special procedures to try to smooth an inmate's transition back into the community?

Only two things. There had to be an approved parole plan for release, which involved communication between the institution and the U.S. Probation Officer, at which time they tried to resolve some of the problems, family problems or whatever. But that was long-distance, so it wasn't a real good situation. The others varied by institution, but Englewood had an extremely active prerelease program where there were some outside speakers and help for release in general: seeking employment, what to expect from the U.S. Probation Officer, and things like that. But even that was just general for the whole group, not a specific or individual kind of thing. So it was hit or miss, really.

How did the halfway house or community treatment program get started in the Bureau, and what was the early program like?

Halfway houses were not a new idea, but very few were actually in operation. Then in 1961, Attorney General Robert Kennedy asked the Bureau of Prisons to proceed with establishing a pilot program for halfway houses.

Those of us who were in on this early effort knew there were three basic things we had to establish through this pilot. The first was to provide actual release services that would improve postrelease outcomes. Second was to set an example across the United States, to stimulate the private sector. And third was to provide feedback to our own institutions regarding vocational training, release preparation, and other programs.

At the time the first Bureau centers started in 1961, there were only three

private halfway houses to be found, from which early staff could draw information on how to operate a halfway house. They were St. Leonard's House in Chicago, Dismas House in St. Louis, and Crenshaw House in Los Angeles.

There were three basic models in the first three centers operated by the Bureau, in order to see if different sorts of staffing or types of facilities would make a difference in postrelease outcome. The first units opened in September 1961 in New York and Chicago. In Chicago, the program was housed in a YMCA and operated with Bureau of Prisons staff. In New York, the unit was likewise in a YMCA, but staffed by people from Springfield College in Massachusetts, known for training YMCA personnel. In October 1961, the Los Angeles center was opened. It was also staffed by Bureau personnel, but in a separate building, a former Baptist seminary, where staff had to provide all maintenance and meals. About 1 year later a fourth center was opened in Detroit, but the basic effort was in the original three, and that was where the staffing and location differences were intentionally made.

The program in the early days was [designed] for male Federal Juvenile Detention Act [F.J.D.A.] or Youth Corrections Act [Y.C.A.] offenders who would go to the center 90 to 120 days prior to release. They remained in custody of the Attorney General until release, unlike [offenders in] private facilities, where it was primarily postrelease placement.

Pre-Release Guidance Centers in those early days were more like work-release units. There were tight controls. The inmate just went out to work and came



Pre-Release Guidance Center staff, Los Angeles, 1963. Left to right: Kenneth A. McDannell, Director; Betty Suit, secretary; William D. Messersmith, caseworker, Assistant Director; Orville G. Bills, William Thomas, and Edward F. Arbogast, counselors; Stan Lay, employment placement officer.

right back, spending the rest of the hours in the center. If there were infractions—for example, if there was the smell of alcohol on a person's breath when he returned to the center—it was fairly automatic return to the institution as a program failure.

Institution staff at the first Pre-Release Guidance Centers weren't really prepared for the street side of corrections. We knew a lot about institutions, and we theorized a lot about what it took to get by on the street; we even planned some

of our institution programs that way. But we found that when people get out there and have to go face an employer and try to get a job, when they have to make it out there on the street, there were some things they weren't quite prepared for. Hopefully, we were able to feed this back to the institutions.

At the Pre-Release Guidance Centers, there was an emphasis on employment and on encouraging educational, religious, and recreational interests that could be followed after release. Staff provided counseling and guidance for the transition to community living. As part of the program, each resident would meet with

the U.S. Probation Officer to establish a supervisory relationship for their endeavors after release.

Specifically in the Los Angeles center, to give you some feel for what went on there, the staff provided individual and group counseling on seeking and holding employment. We checked for old traffic warrants; we weren't prepared to find so many of these kinds of problems that people have to resolve before they can even drive, which sometimes affected their employment. The staff also worked with the inmate on a savings plan, which was mandatory so that he'd have some

money to get started on. Other elements in the program that evolved in the first few years included driver education. And we introduced [inmates] to new recreational opportunities, such as learning how to play golf or attending musicals, plays, ice shows, movies, taping of TV programs in Hollywood, professional basketball, baseball, hockey games—things to try to stimulate an interest in what to do in a person's non-working hours.

At least one night a week, an outside speaker or participant came in. They provided information on job seeking, adult education, and vocational education. We had an Assistant U.S. Attorney come in to talk about the implications of their sentence in the future, relative to voting or holding public office or similar matters. Somebody from Internal Revenue spoke about tax preparation; a state educational representative talked about apprenticeships; a realtor came in to talk about renting and buying real estate; union representatives; a public health official to talk about venereal disease; a marriage counselor to talk about interpersonal problems in marriage. A lady who was very good came in to talk about manners and social customs, because many of our inmates felt ill at ease in social contacts. An insurance agent came in to talk about car insurance problems. Armed Forces recruiters came in to answer questions from those who might be interested in military service after completing their sentences. A banker came in to talk about different services of a bank—other than being robbed. Car buying. Interpersonal relations in general. Quite a wide variety of topics.

In addition to providing these direct services, we also found that another one

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of our goals—stimulating county, State, and private interests—developed. We had many visitors, including international visitors, and some of us probably feel like foster parents to some of these programs operating around the country now. We exchanged much operational, day-to-day information with each other. From some of this information, then, we were able to be helpful to those outsiders who now could go to a board of directors or county board or State legislature with figures on how much money it would take, how much bed linen would be needed, what kinds of problems could be expected, and so forth. And those specifics are what helped a lot of programs get under way.

Along that same line, in 1963 a small group started, with Bureau participation, called the International Halfway House Association. One of our Bureau people, Woody Toft, was president. I was secretary to the group for a while, and initiated newsletter mailings and the first directory. By 1968, only 5 years later, this group was large enough and stable enough that it became an affiliate body of the American Correctional Association.

By the mid-to-late 1960's, we could look back at some of the original purposes for the centers and make some observations. First, we were providing prerelease services to more and more people, especially with the advent of legislation in 1965 that allowed expansion of Pre-Release Guidance Centers to house adults, in addition to the F.J.D.A. and Y.C.A. cases. Secondly, we were certainly having a booming business in stimulating city, county, State, and private sector people; just look at the early figures—three of our own centers and three private places—and then look at the size of today's international halfway house directory! Third, in terms of getting information back to institutions, we began visiting Bureau institutions regularly, to develop some of their street-wise knowledge.

In terms of program emphasis in our centers, there were some significant evolutions. At first it was an in-house program, with just our own staff. We began to turn more and more to community resources. These people were more expert than we were in specific areas, and the inmates could go to them after release for expert help, instead of remaining dependent on us.

A second evolution point in our programs was moving away from the paternal "doing for" somebody to helping them to do for themselves. That way, they develop confidence, and they know how to do things themselves in the future. We felt that was an important change.

Third, we expanded from the original prerelease emphasis to handling study and observation cases for the court and a place of service for short sentences and split sentences. We also received some

direct parole and probation-violator commitments, instead of them being returned to the institution. So with this changed emphasis, the name “prerelease guidance center” was altered to “community treatment center.”

A fourth area—we found that the number of Federal offenders being released to particular geographical areas made feasible having only a certain number of Federal C.T.C.’s, eventually expanded to nine cities. But with our success in stimulating other agencies, public and private, we got to the point where we could contract with them for providing this service.

Tell me about the staff reactions to the C.T.C. program. Was there much resistance, or did they think it was a good idea?

Generally, people thought it was a good idea, even at the institutions. When I was going to get into it, about a year after the first ones opened, I went out for a few days before the guy I was replacing left Los Angeles. And when I returned to Englewood, Warden Joe Bogan, Sr. drew me off to the side and said, “I would appreciate it if, in the final few weeks that you are here, you would circulate among staff, because they’re going to be curious about this new thing. They know you’ve seen it, and I want you to talk it up as much as you can.” And so, there was good, positive support by the Warden. People were curious about it, thought it was a good idea.

Did you have any special training before going into this, or was it almost trial and error?

It was pretty much trial and error. There were only the three private places, and they drew a little on that, and then from



Los Angeles Pre-Release Guidance Center, opened in 1961.

there on it was trying to figure out what things to do or not to do. And trying some things and discarding them. It was just so totally new, that there really wasn’t anything to train on. Later, of course, on the basis of several years’ work, we helped come up with standards and training for the International Half-way House Association.

But in the beginning, it was just trial and error. It started out very tight. Gradually, we found that we could loosen up a little. It didn’t hurt, maybe, once in a while, if somebody had a little touch of alcohol on their breath. We learned how we could handle those kinds of things, dealing with them in the center setting, without sending somebody back to the institution. So we just sort of figured it out as we went along.

How did inmates view the program?

Generally, people were anxious to get into it, because it compared favorably to the more restricted life in the institution. Those who weren’t eligible were a little jealous or envious, but, deep down, they could understand why. And there were some, surprisingly, who were not

interested. The latter were similar to those who will turn down parole to spend just a few more months in the institution, preferring to go out without having to be supervised by a U.S. Probation Officer. That’s because when they get out on the street, they just don’t want any strings attached. So there were a few, not many, that said they’d prefer not to go to a center because they weren’t sure they could handle that kind of pressure. And there was a certain amount of pressure, being part way out, but not all the way out. They had some of the same temptations as if they were totally on the street, but they always had us lurking in the background.

This relates to an interesting research finding. One time I tallied, over a few years at Los Angeles, those who were program failures. They either tended to fail right after they got there or just before they got out. They didn’t fail much during that time in the middle, perhaps because it just seemed easier

once they got into the routine. But they had trouble adjusting when they first got there, and apparently some got nervous just about release time as to whether they could really handle everything alone.

At one time, there was an experiment to send some people there for 6 months instead of just the 90 to 120 days. And that really didn't work. Apparently, the 90 to 120 days was fairly optimal, because you have those restrictions, but you know that it's only 90 to 120 days, and it compares favorably to the institution. But if you get there with 6 months to go, it's an awful long time out there, and it was just hard to hang on. It just wasn't close enough to get them through these constant temptations. People at work, not knowing of your status, would say, "Hey, let's go out for a couple of beers," or something. And if the kid turned them down, then they'd feel he was antisocial, even though he wanted to make new friends. With all of this pressure on the 6-month cases, almost every night we'd have to go man to man with them to get them out of their depression. So a shorter time seemed to be better.

Was there any difference in terms of the attitude or sincerity of the juveniles versus the adults?

I don't recall a difference in that direction. A difference somewhat related might have been that the ones that were in the program as pre-releasees, coming from institutions, tended to handle it better than those who came in off the street as study cases or to serve short sentences. They hadn't been inside yet, didn't really realize what they were risking, and tended to be a little more

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immature or less sincere. And sometimes the ones with the institutional background would try to pull them off to the side and say, "Hey, you don't know what a second chance you're getting here, without going to the main institution, and you'd better try to take advantage of it or you're going to be sorry." So sometimes the older heads would help give a hint to the younger ones.

To what extent did you involve family members in the reintroduction of these inmates to society?

Most of the family members visited the inmate at the center right away. The staff members would go out of their way to say hello and chit-chat a little, let them know they were available if there was anything they needed to call them about. And then we also tried, during most of those years, to make a home visit. In other words, pop the inmate in the car and go out and see where he lives, who's there, and what the situation looks like. And that worked very well. Very often, if something was going wrong, we'd get a call from one of these people, saying, "Hey, I'm concerned about my son or my husband or whatever; he's doing this or that, and I'm afraid he's going to wind up back in trouble. Is there any way that we can work with you on this to avoid that

kind of thing?" So, very often, it paid off. It helped us out with a situation before it got out of hand.

What were the neighborhoods like where the initial centers were located, and what kind of public response was there to the centers?

In Los Angeles, the center was located in a modest-to-poor Hispanic neighborhood, East Los Angeles. When the Center first opened, staff did go up and down the street to chit-chat a little with the neighbors, explained to them who we were and what we were doing. I don't recall hearing of any particularly negative reaction there. People were curious, maybe a little concerned, but not too much. There weren't any ongoing problems that I can think of. Except one night; we'd always been open with the local precinct of the Los Angeles Police Department—told them to stop by any time they wanted to get acquainted, see what was going on, see we had nothing to hide. Once they just had a slow night, so about six or seven police cars came up at one time and about eight to ten officers came inside. This was okay with us, but it scared the inmates half to death. We were in a building with 30 inmates, but as we walked around the building, we never saw more than two or three. We would go in one direction, and they would run down a stairway to where we had just come from. And then somebody looked outside, and saw quite a few people out on the sidewalk, expecting, I guess, to see the police carry a body out. So it upset the neighbors and it upset the inmates, but it was good public relations with the police!

What sorts of jobs did the inmates have?

The whole range of jobs. There would be drafting, auto mechanics, office work, sales. It might just be factory or assembly work. However, we generally would try to upgrade. Sometimes a person would go ahead and take a job, if the job market was rather tight. Then he and the employment placement officer would work toward trying to convert that to a better job, more like what they felt they needed or had training in.

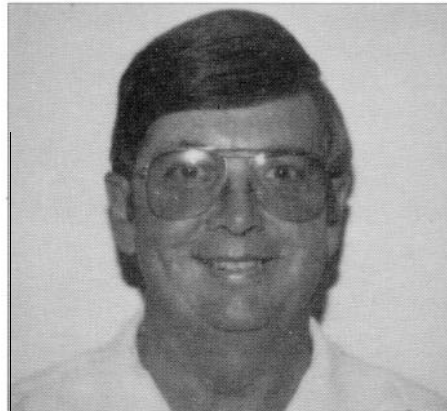
How did institutional work-release programs fit into all this?

Legislation passed in 1965 authorized work release. This led to an institution numbers game, in which institutions were getting people out for the sake of reporting large numbers.

While it was not intended for work-release inmates to remain in the community after release, the inevitable happened. Many of the employers liked the inmate working for them, many inmates liked their jobs, and so those who didn't have supervision requirements stating they had to be released to a certain district elsewhere began to stay in town. When they did that, there was negative community reaction.

With the rise of Pre-Release Guidance Centers, later C.T.C.'s, many institutions were even keeping people in the work-release program to play the numbers game, instead of sending them on to one of these pre-release programs.

Finally, reality set in, and work-release was phased out for the realism of sending people to their release areas, to get



Bill Messersmith in 1989.

established in a more permanent way, rather than this artificial employment in the local community.

What role did Community Services have in establishing regionalization?

Regionalization started in the Community Services Division, sometime before the agency fully regionalized.

First, I need to back up a little and explain that in 1972, the Community Services Division had five non-institutional responsibilities: the Community Treatment Centers; Employment Placement; Jail Services; Technical Assistance, through the Law Enforcement Assistance Administration; and specific aftercare services mandated by the Narcotics Addict Rehabilitation Act of 1966.

Meanwhile, back at the regionalization ranch, the Director and Executive Staff apparently had been discussing the possibility of decentralizing the whole Bureau of Prisons. They were aware that the Community Services Division was planning to regionalize all its operations and by 1971 had two pilot regions already in progress—one under an institutional program manager in the Dallas area, and the other model under an

independently based person in the San Francisco area. The Executive Staff decided to use that experience to determine what advantages or disadvantages there would be in regionalizing the whole agency. Should they decide that it would not be feasible, they could more easily reverse regionalization in the Community Services pilot than they could back up if they regionalized the whole agency. So that decision led to full Community Services Division regionalization on March 1, 1972. At that time, Sport Kirkland, the person in the Dallas area, and Fred Dickson, who was in the San Francisco area, were joined by former Jail Services Administrator Harold Thomas, going to Atlanta, former Employment Placement Administrator Stan Lay, going to Baltimore, and myself, Bill Messersmith, the Residential Programs Director, going to Chicago. My Chicago placement was primarily because I was out of town on annual leave when the cities were divided up; when I returned, Chicago was the only city left.

I really want to emphasize that there were two issues in this pilot for the Bureau. One was decentralization, and the other was changing from the specialist to the generalist. Instead of specializing in a particular Community Services function, generalists would work in all functions but have responsibility for a smaller geographic area—with the exception that the Law Enforcement Assistance Administration-based technical assistance program would remain unchanged. Not only were the people in the field going to have to shift gears from being specialists to generalists, but those of us who were going to administer each of these five pilot

regions had to do the same. So while regionalization was effective March 1, 1972, the three of us still in the Central Office remained there for 3 months before moving so that we could cross-train each other. That way, for example, I could learn more about jail problems and services from Harold Thomas, Harold could learn more about centers from me, both Harold and I could learn about employment placement from Stan Lay, and so forth. And this worked very well. By the time June came, we were ready to move out and start, and we each had very intensive training with the field people that we had called in for this transition.

So, overall, it was an exciting new time, with the cross-training and good communication among people, and many good things happened. I called on most of the Chief U.S. District Judges in the North Central Region; many of them were surprised and pleased, saying I was the first Bureau of Prisons person to be in their office. They, along with the Chief U.S. Probation Officers and U.S. Marshals, whom I also called on in each of those districts, now had a higher-level Bureau person accessible to them locally, without the past inhibition of trying to contact somebody in Washington.

We were able to provide more technical assistance to jails and halfway houses and so forth, because we had people with wider backgrounds now, rather than just one specialty. Also, I was our agency representative at regional meetings of State department of corrections administrators for my part of the country at a time when they were dealing with a

number of problems, and sometimes we were able to provide some assistance.

Full Community Services Division regionalization was to be a 2-year pilot before evaluation. In the latter stage of the pilot, we were reporting to Warden Chuck Hughes of Seagoville. At the end of the 2 years, he and I were selected to give a report and recommendations on our 2 years' combined experience to Director Norm Carlson and the Executive Staff, meeting at Williamsburg, Virginia. We gave our report, stating the benefits and some disadvantages. For example, regionalization freed the Director for "larger picture" issues, because the smaller span of control meant that all Bureau managers nationwide would no longer be reporting to the Director, and there would be less pressure on the Director from judges, congressmen, and senators. Secondly, we noted improved Bureau of Prisons management communication with judges and representatives of Federal, county, and city agencies. Third, we noted improved personal supervision of Bureau of Prisons staff, as opposed to when they were just monitored from one central location. Fourth, we noted improved monitoring and managerial troubleshooting of contracts, such as jails, community treatment centers, and Narcotic Addicts Rehabilitation Act [N.A.R.A.] aftercare. Fifth, we saw reduced generalist travel and broader technical assistance available from these people in the smaller area in which they were working.

We did note one possible disadvantage and that was, perhaps, interregional inconsistency relative to a specific issue. But experience and good communication among regional directors could minimize these inconsistencies among the regions. This was a minor price to pay for the benefits that we saw.

Norm's reaction to our presentation was, I felt, a somewhat cool one. He said that decentralization and recentralization cycles are normal in many agencies, and that he didn't want to rush into something quickly and then have to change it later.

Personally, I left the Williamsburg Executive Staff meeting seriously doubting that full regionalization would occur. But 3 or 4 months later, Norm announced that the total agency was going to regionalize, and that all regional directors must have been wardens previously so the institutions would realize that they had someone there who would understand their problems.

I personally believe that was an excellent move on the part of the agency. Norm has been recognized by many private and public sector people over the years as an outstanding administrator. He was not a politician-type appointee, common to many agencies which change directors with every election. However, with all his interests and managerial skill, it just wasn't practical for him to have the warden of every institution reporting to him directly at the same time he was trying to deal with all those outside, press, judicial, politician-type demands. And that was at a time before we'd even opened a lot of the newer institutions. From what I've seen over the years since regionalization, it has served the agency well. ■

NIC and BOP

Working Together, Sharing Expertise

Nancy Sabanosh

Editor's note: If Bureau of Prisons staff are aware of the National Institute of Corrections at all, they are liable to think of its efforts as purely directed to States and localities. In fact, NIC and the BOP often work together on projects and share resources and expertise, as this article indicates.

Future articles in the Federal Prisons Journal will discuss particular areas of NIC operations; this first issue's article provides an overview of NIC resources and how Bureau staff can benefit from them.

The National Institute of Corrections was created in 1974 to help State and local correctional agencies by providing training, technical assistance, and an information clearinghouse. In its first 15 years, it has evolved into a national center of assistance for all correctional professionals. The Institute also awards grants for practical research, evaluation, and policy and program formulation in corrections.

Administered by a director appointed by the U.S. Attorney General, the Institute is overseen by a 16-member Advisory Board. Though the Institute is independent of the Bureau of Prisons, it shares certain administrative functions with the Bureau and each year receives a distinct appropriation as a line item in the Bureau's budget. The Institute's administrative offices, Prisons Division, and Community Corrections Division are housed in the Bureau's Central Office, while its National Academy of Corrections, Jails Division, and Information Center are located in Boulder, Colorado.



A training conference for new directors of State corrections systems, sponsored by NIC, was held in Santa Fe, NM, June 29-July 2. Each year the Institute provides funds to the Association of State Correctional Administrators to conduct two sessions for new directors and another for all directors of State corrections departments.

Project networking

Bureau and Institute staff have often worked together to coordinate resources to assist State and local personnel. While the Institute provides most services through a pool of independent consultants, on occasion Bureau personnel are requested to provide the assistance needed by a State agency. In such cases the Institute coordinates and finances the assistance. For example, in April of this year, the Bureau's Food and Farm Services Administrator Jerry Collins and MCC San Diego Food Service Administrator Robert Paradise travelled to Hawaii under NIC auspices. They were responding to a request from the Hawaii Department of Corrections for assistance in evaluating its food service operations and making recommendations for establishing a unified, systemwide food service program. In another instance, the

Institute underwrote expenses for two teams of correctional professionals from the Virgin Islands to visit MCC Miami to study classification processes. In both cases, the Institute received a written request from the State department of corrections and coordinated with the Bureau regional directors and institutional wardens to arrange the assistance. Likewise, Institute staff are available to assist Bureau personnel. During the Atlanta/Oakdale hostage crisis in November 1987, the Institute provided staff support to the Director's Office and helped develop the after-action report once the crisis was resolved.

Information services

More generally, however, Institute staff are able to assist Bureau staff by provid-

ing information and referrals on different subjects. Each year the Institute sponsors specific studies and projects and develops a broad expertise in those subject areas. Frequently, the Institute compiles information for use by the Bureau on programs available in State correctional institutions. NIC staff can respond authoritatively on such subjects as community corrections programming, detention issues, overcrowding, institutional security, classification, treatment of sex offenders, prison parenting programs, recreational programs, and others as the result of extensive involvement with projects of national scope.

Training

The Institute's training academy in Boulder, Colorado, conducts numerous training programs each year, primarily for State and local correctional administrators, managers, and trainers. Up to two Bureau of Prisons staff can attend each course. (A descriptive schedule of courses, which includes application procedures, is available from the Academy.) Conversely, the Bureau makes available a limited number of slots in its training programs for State and local practitioners with a special training need; these individuals attend a Bureau program under the sponsorship of the Institute, which pays their travel and per diem expenses. The Bureau also provides a special course in locksmithing at the Staff Training Academy in Glynco, Georgia, for State and local practitioners sponsored by the Institute.

Resources

The NIC Information Center is a national clearinghouse for the collection and dissemination of information on correctional subjects, and the Bureau of Prisons is both a welcome contributor and client.

The Information Center has a computerized data base and linkages with other clearinghouses; it specializes in collecting materials from State and local agencies on correctional operations and programs. The Information Center also maintains a collection of Bureau publications, program statements, research reviews, and other materials and shares them as appropriate with State and local agencies.

The Center conducts quarterly surveys of correctional agencies throughout the country and compiles and disseminates information gathered from State prison systems, large jail systems, and community corrections programs. (The Bureau participates in the quarterly surveys of State prison systems.) The results of the State department of corrections surveys are compiled in a *Corrections Quarterly*, which contains information on recent litigation, legislation, prison capacities, and new programs. Copies of this document are distributed to the Bureau regional directors and are available to Bureau personnel through the regional offices.

The Information Center also coordinates the Institute's Correctional Training Network (CTN), through which lesson plans, audiovisuals, and other training materials submitted by Federal, State, and local agencies are made available to other agencies throughout the country. All Bureau wardens are sent the CTN catalog and need only contact the Information Center to obtain loan copies of the training materials.

Bureau personnel are welcome to contact the Information Center for any type of information on corrections and are encouraged to submit their published and unpublished documents that would be of use to others. The Information Center is

currently beginning a Correctional Education Project, with emphasis on acquiring a collection of curriculum materials, program descriptions, and evaluations in all areas of adult correctional education, including vocational education.

Staff assignments

The Bureau and the Institute work together in another mutually beneficial way. At any given time, a few Bureau of Prisons staff augment the small, 41-person staff of the Institute. Currently, four Bureau employees are working at the Institute in both Boulder and Washington, D.C., as Correctional Program Specialists. As NIC professional staff, whose salaries are paid by the Institute on a reimbursable basis, these individuals manage grant projects; provide technical assistance; plan, design, and implement training programs; and otherwise assist State and local agencies. While Bureau people stay with the Institute for only a few years before assuming a new Bureau assignment, they are able to gain a broad understanding and exposure to correctional operations at all levels of Government and to work on a variety of projects. To date, 18 Bureau staff members have also been NIC staff members.

The NIC administrative offices can be contacted at 202-724-3106; the Prisons Division, at 202-724-8300; the Community Corrections Division, at 202-724-7995; the Jails Division, at 303-939-8866; the Academy, at 303-939-8855; and the Information Center, at 303-939-8877. ■

Nancy Sabanosh is Director of Publications for the National Institute of Corrections.