

# ARIZONA DEPARTMENT OF CORRECTIONS



## FOLLOW-UP REPORT TO THE JOINT SELECT COMMITTEE ON CORRECTIONS

TERRY L. STEWART  
*Director*

December 16, 1997

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## **INTRODUCTION**

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The information contained within this report was prepared by the Arizona Department of Corrections (ADC) for the December 16, 1997 meeting of the Joint Select Committee on Corrections (JSCC).

The JSCC was established by Laws 1994, Chapter 195. Pursuant to A.R.S. § 41-1610.04, the JSCC is required to receive testimony from the Department of Corrections regarding prison population and other matters relating to prison construction or prison operations. Consistent with the charge of the JSCC, this report contains pertinent information relating to the operation of the Arizona prison system.

The document reviews information relating to the following subjects: Private Prison Issues; Security Threat Groups (STG's); the Zero Tolerance Proposal for Contraband; Contraband Property and Storage; Telemedicine; Arizona Correctional Industries (ACI); Truth in Sentencing; and, Inmate Education.

## MEXICO PRIVATE PRISON

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The ADC is exploring the potential of contracting with a prison management company for the development, construction and operation of a prison that will house 1,000 to 1,600 inmates who meet the following criteria: The inmates have been sentenced to the ADC but are citizens of the Republic of Mexico. They have entered the United States (U.S.) illegally and have been sentenced for non-immigration offenses. They have also been ordered deported, by the U.S. Immigration and Naturalization Services, upon completion of their prison sentence.

This plan is unique in that the aforementioned prison would be constructed in Mexico, and the inmates sentenced to this facility would be those ADC inmates who are illegal aliens from Mexico. This is beneficial because a one-way population is created. Once these inmates become incarcerated at this private facility they would not return to the ADC, unless exceptional circumstances arose. Furthermore, this concept allows for a documented cost invoice. Currently, the Department receives Federal fund monies which provide compensation to the State for the incarceration of illegal aliens. These monies are obtained under the State Criminal Alien Assistance Program (SCAAP) Grant. The opportunity to have an annual cost for a private prison dedicated to the confinement of illegal aliens would enhance the State's position in requesting an appropriate level of funding under this grant.

An immediate benefit of this plan is the considerable anticipated cost savings due to the considerably lower construction and operational costs that are encountered in Mexico. American industry has recognized this advantage for some time and the result has been the development of substantial manufacturing enterprises in Mexico under the sponsorship of U.S. corporations.

Currently, ADC inmates, who are citizens of Mexico, may request a transfer to a prison in their country of origin under the provisions of the *1977 Treaty Between The United States of America and The United Mexican States on the Execution of Penal Sentences*. However, the transfer process is quite cumbersome and is complicated by the involvement of multi-level governmental agencies. Consequently, individual inmates use this mechanism to achieve a transfer, but it is not an effective vehicle for the transfer of large numbers of inmates, as envisioned.

Furthermore, those ADC inmates who are citizens and residents of Mexico, experience substantial cultural dislocation during their period of incarceration in U.S. prisons. Typically their families are in a distant location and are unable to visit. Additionally, the inmate experiences major communication problems due to the language barriers. These language and cultural obstacles leave the inmate feeling isolated and confused.

The concept under development can resolve many of these issues and can provide significant benefits, including the following:

**Advantages/Benefits to the State of Arizona:**

- Prison overcrowding could be reduced by the transfer of 1,000 to 1,600 inmates.
- Prison construction costs could be reduced, due to the lower costs encountered in Mexico.
- Prison operational costs could also be reduced for the same reason.

**Advantages/Benefits to the Republic of Mexico:**

- This could be the first step in the development of a desirable industry with substantial growth potential.
- Opportunities could be provided for collaborative efforts which could benefit current prison practices.

**Advantages/Benefits to the inmates selected to transfer:**

- Family contacts could be re-established.
- Language barriers between inmates and staff could be eliminated.
- A more culturally compatible environment could be provided.

This concept has been placed “on hold” pending the outcome of the proposal’s review, which will now be performed by the Governor’s staff. If the proposal is approved, the Department will proceed with the legal research that is required to ensure that constitutional and statutory provisions are met during the implementation of this plan.

## SECURITY THREAT GROUPS

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Within the ADC system exists a gang element which creates a threat to the safety of the employees of the ADC, the other inmates and the residents of Arizona. The ADC has labeled these gang elements as Security Threat Groups (STG's).

A STG Unit was established by the Director to identify gang members, and to minimize the threat that inmate gang-like activities pose to the safe, secure and efficient operation of our institutions. This six (6) man unit works in conjunction with special security units and the law enforcement community to identify and track individual gang members and their activities inside the institutions.

Five STG groups have been certified by the Director, and the members of those groups have been validated. To date, those groups are: (1) Aryan Brotherhood; (2) Old Mexican Mafia; (3) New Mexican Mafia; (4) Border Brothers; and, (5) Grandels.

Once inmates are validated as STG members, they are afforded the opportunity to renounce their membership. If they refuse to renounce, they are immediately transferred to the Special Management Unit II (SMU II) and removed from the general prison population.

### STG Status Report (As of December 10, 1997):

Inmates Heard by STG Committee	122
Inmates Validated	121
Packets Returned	1
Inmates Pending STG Hearings	50
Inmates Verbalizing Appeals	76
Appeals Heard by STG Validation Committee	21
Appeals Denied	20
Appeals Pending Hearing	28
Inmates Requests to Renounce	17
Inmates Successfully Renounced	8
Inmates Unsuccessfully Renounced	4
Inmates Pending Renunciation	5

### Composition of Validated STG's:

Aryan Brotherhood	38
Old Mexican Mafia	23
New Mexican Mafia	11
Border Brothers	32
Grandels	18

**STG's Pending Validation:**

African American Nations

Bloods

Crips

Warrior Society

## ZERO TOLERANCE PROPOSAL FOR CONTRABAND

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Also within the ADC system, there exists an extensive inmate management system that involves both the classification system (which assesses the totality of the inmate's behavior) and the discipline system (which assesses and responds to the individual acts of the inmate's behavior).

Inmates who violate the rules of discipline are subject to a variety of sanctions that include categories of offenses considered minor and major, with various sanctions ranging from loss of privileges, to loss of release credits, assignment to isolation, extra duty, etc.

If an inmate's behavior is so disruptive and threatening to the orderly operation of the prison, the inmate can be reclassified to higher custody levels, resulting in more restrictive movement and loss of release credit earning status.

The Department has begun adopting and implementing a concept referred to as Zero Tolerance which applies to both assaultive behavior (toward staff and inmates), possession or use of weapons, and the possession or use of narcotics.

### **Use of Narcotic Detection Dogs:**

During calendar year 1997 to date (January-November), a total of seventeen (17) dog teams conducted approximately 113,600 "sniffs"/searches. It is our position, after examining all of the ingress/egress points at each prison, that a total of 35 dog teams is essential to significantly stem the introduction of illegal contraband into the prisons. This would require a policy issue approval.

In order to eliminate all introduction of illegal contraband the Department would be forced to implement the following:

- All inmate visitations would have to be non-contact. Currently, with the exception of a few non-contact booths at each prison, inmates and visitors have direct contact.
- All inmates would have to be strip searched with the aid of a drug dog every time they enter and depart a prison.
- All employees would have to be searched every time they enter a prison, and also be subject to a search by a drug dog.

**Use of Dogs for Cell Extractions:**

Currently, trained staff members are used to control, with minimal force, inmates who are assaultive or threatening. A pilot program is being finalized for implementation within ADC to use cell-extraction dogs to remove inmates from cells, or as a show of force, in order to reduce the injuries to staff. The State of Utah currently has such a program in place. Virginia Department of Corrections has the identical program; from 1991-1994, that system encountered 478 incidents in which they responded with a dog for cell extraction purposes. It was deployed only once; thus, avoiding staff and inmate injury.

## CONTRABAND PROPERTY AND STORAGE

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Currently, each inmate is allowed to possess considerable property, all of which must be able to be transported in a single duffel bag, with the exception of an appliance and legal materials. The agency is concerned with the level of manpower and expense that is required to inspect inmate property that has been mailed into the prison system.

Furthermore, due to the interpretation of information regarding the types of property inmates are allowed to possess, property contrary to specifications sometimes enters the system. In time, and as policy changes occur, these items are allowed to remain under a "grandfather" provision.

In the coming months, the Department plans to review the inmate property policy and eliminate all "grandfathering" of items or contraband property.

- It is proposed that all inmate property that is allowed to be possessed, will be sold exclusively through the inmate store. This will ensure that every item sold will be in absolute accordance with specifications. For example, the television that an inmate would be allowed to possess would be specified as speakerless; it would only operate with an earphone. Rather than continue to allow \$100-\$150 tennis shoes, we would specify a brand that would be less than \$50.
- Any contraband, excess or non-grandfathered property would be stored in a centralized warehouse, until such time as the inmate was released from prison or chose to mail it to his family. It would not accompany the inmate from prison to prison, as the inmate was transferred.
- Another related change will be a complete revision of ADC's inmate banking policy. Under the new policy, inmates will be limited to receiving money only from those people on their visitation list. Furthermore, a revision of the policy regarding to whom inmates may send money will also be completed. Specific criteria will be outlined relative to how much and for what reasons any money may be sent out.

Through these modifications and changes to policy, the Department's believes that criminal activity within the prison system will be greatly reduced. The changes will also enhance the use of ADC staff, as less pressure will be placed upon the mail and property room, relative to items mailed in.

## **TELEMEDICINE**

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The Arizona Legislature appropriated \$1.2 million for Fiscal Year 1997 to The University of Arizona Health Sciences Center for the Arizona Telemedicine Program. This program provides the use of computers, video imaging, fiber optics, and telecommunications for diagnosis and treatment of persons in rural, geographically isolated areas and at the Arizona State Prison Complex (ASPC)-Yuma.

There are several benefits from the utilization of Telemedicine in the Corrections arena, they include:

- Faster access to care and specialists.
- Earlier intervention in illness.
- Increased medical compliance.
- Improved communication between individuals and sites.
- Fewer transportation and hospitalization fees.
- Lower lab costs.
- Lower security risks and costs.
- Opportunities to secure competitive managed care contracts.
- Improved efficiency for physicians and provider institutions.
- Relief of pressures on hospitals and clinics remote to patients.
- Support of hospitals and clinics to local patients.
- Patients and professional education opportunities.
- Increased knowledge of prison capabilities by consulting providers.
- Decreased anxiety by prison providers.
- Direct learning experience for presenting provider.
- Security for presenting provider.
- Ease in archiving.
- Helps provide a consistent standard of care for patients.
- High level of patient and clinician satisfaction.

There are also several potential drawbacks and concerns when using Telemedicine in the Corrections field, they include:

- Lack of empirical data on issues of safety, efficacy, clinical utility, and cost effectiveness.
- Increased short-term costs when patients still must be referred to a larger medical center.
- Patient confidentiality concerns.
- The vulnerability of the technology overuse.
- Potential to undermine community medicine.
- Costs to establish and support a Telemedicine program.
- Uncertainty of profitability and reimbursement.
- Difficult legal and regulatory issues raised by the technology.

- Integration of equipment.
- Limited communications infrastructure.
- Requires technological training for clinicians and technical support.
- Requires training in clinical presentation.
- Requires clinicians to highly organize their time and data.
- Not received well by all specialties and specialists.
- Needs to be integrated with scheduling.

The ADC is currently practicing Telemedicine at three sites: (1) ASPC-Yuma; (2) 363 North First Avenue in Phoenix; and, (3) the Arizona Health Services Telemedicine Center. The implementation of these three programs feature both interactive and store/forward technology.

Additionally, the ADC recognizes the potential for the expansion of Telemedicine within the Department as the outcome and service levels of the current program are measured and evaluated.

## KINGMAN PRIVATE PRISON

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The information in this section was provided by Mr. Buster Johnson, County Supervisor, Mohave County.

The suggested location for this proposed private prison is north of Interstate 40, at the Griffith Road off-ramp. This remote area is approximately eighteen (18) miles south of Kingman, toward Golden Valley. It has been recommended that the CORPLAN Company, based out of Texas, construct the facility. CORPLAN Company has estimated the original cost of the private prison at \$16 million. Financing of the prison is proposed via the use of "Certificates of Participation." The financing is for a twenty (20) year period, after which time the prison would be owned by Mohave County. It has also been suggested that water and sewer will be provided by Mohave County, which will allow for other commercial endeavors in the area.

The initial prison capacity is for 750 beds, which can be expanded on a one-time basis up to 1,500. The facility will consist of two (2) man cells, and will be operated consistent with American Correctional Association (ACA) standards.

Reportedly, discussions regarding management of the prison have been held with the Bobby Ross Group, also from Texas. The Bobby Ross Group, as reported in the last "Private Adult Correctional Facility Census" (Tenth Edition; prepared by Dr. Charles W. Thomas, Director, Private Corrections Project, University of Florida), operates a variety of facilities in the United States with a bed space capacity of 2,164 or 2.79% of the Market Share. However, the decision to retain the Bobby Ross Group as the management company has not been made.

Ideally, local citizens will be hired to staff the facility. However, if these applicants are not qualified, persons from outside Mohave County and Arizona will be recruited. The purported hourly rate for the private facility staff is at least ten (10) dollars per hour. This, however, creates a dilemma for the County, as Detention Officers working in the Mohave County jail earn substantially less.

ADC staff intends to meet with Mr. Johnson in the near future in order to further discuss these matters. However, the Department believes that jails and prisons are, by design, inherently different. If this private facility were constructed, the Department would be required to enter into a contract with Mohave County. Given the differences in design, and the Texas experience in contracting with local political subdivisions, the Department would only wish to entertain this option as a last resort.

## **PARTNERSHIPS BETWEEN THE PRIVATE SECTOR AND ARIZONA CORRECTIONAL INDUSTRIES**

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Private Sector/Prison Industry (PS/PI) partnerships have emerged as an exciting and mutually beneficial association for both Arizona Correctional Industries (ACI) and the Arizona private business sector. The following provides an overview of the PS/PI partnership program in Arizona.

ACI work programs provide jobs for inmates in three basic categories: owned and operated prison industry enterprises; operations in support of intergovernmental agency agreements (IGA's); and, PS/PI partnerships. In the past few years, PS/PI partnerships have accounted for the single largest percentage increase in job opportunities in ACI. As of the end of FY 1997, ACI had a total of twelve (12) partnership contracts with Arizona private sector businesses. Five (5) of these partnerships are with Arizona farm operators who use inmate workers as field labor on a seasonal basis. The seven (7) remaining partnerships are with companies who utilize inmate labor in a variety of different functions in support of their operations on a year-round basis. While most of the partnerships involve transporting inmate workers to the private sector company's place of business outside of prison, four (4) of the private sector partners operate the portion of their business which employs inmates inside prison facilities.

As the number of prisoners continues to grow, widespread idleness and its inherent potential for violence underscore the need to provide meaningful work activities for inmates. Productive employment in jobs provided by the private sector is one positive program option available to ADC. At the same time that corrections is facing the challenge of a growing inmate population, many Arizona businesses are experiencing difficulty in filling entry-level labor-intensive jobs. Economic and demographic trends suggest that shortages of an available workforce for private industry is likely to continue. Utilizing inmate labor in private sector jobs is no longer an untested endeavor. In the last decade, such enterprises have demonstrated that they:

- Make good business sense for many companies.
- Make prisons easier to manage.
- Provide an opportunity for inmates to work for private firms and to demonstrate their ability to produce quality goods and services.
- Generate financial benefits for taxpayer, crime victims, correctional agencies, and inmates' families.
- Generate productive jobs for inmates at no capital cost to the public agency.

## **SUITABLE INMATE JOBS FOR PRIVATE SECTOR/PRISON INDUSTRY PARTNERSHIPS**

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There are basically two types of PS/PI partnerships that ACI is sanctioned under Federal and State law to develop and participate in. These partnerships are: (1) enterprises in which inmate labor is used to provide services, or manufacture products that will be marketed within the boundaries of the State of Arizona only; and, (2) those partnerships in which inmate workers will be used in the manufacturing process for products destined for interstate commerce.

As of June 30, 1997, ACI had PS/PI partnerships with a total of twelve (12) Arizona private sector businesses. Ten (10) of these contracts were with companies whose products and/or services are restricted to intrastate commerce, the remaining two (2) contracts are with companies whose products are manufactured for interstate commerce. Six (6) of the joint ventures involve utilizing inmate workers as farm labor, two (2) ventures use inmates for telecommunication operations, two (2) enterprises employ inmate workers as entry-level labor in manufacturing, and the remaining two (2) ventures use inmates labor in labor-intensive custodial and vehicular detailing services. Four (4) of the PS/PI partnerships operate a portion of their business from facilities located inside a prison. The other seven (7) partners utilize inmate labor at their business location in the community.

Inmate workers are well suited for labor-intensive entry-level jobs, which private industry has difficulty in locating or attracting from the available private sector workforce. An inmate workforce can be particularly efficient when used on an assembly line type of operation. In general, experience in Arizona has demonstrated, without exception, that inmate workers in PS/PI partnerships make efficient and highly motivated workers. In addition, there have been several occasions in the past when partnerships between Arizona companies and ACI have been credited for materially contributing to the economic success, well-being and/or survivability of a company at a time when a private sector workforce was either difficult to find or non-existent, or because of some other critical business development issue.

## WAGES EARNED BY INMATES EMPLOYED IN ARIZONA CORRECTIONAL INDUSTRIES DURING FISCAL YEAR 1997

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ACI operates three (3) types of prison industry work programs which employ inmates. These industry operations include: ACI owned and operated industries; work programs in support of intergovernmental agency agreements; and, Private Sector/Prison Industry (PS/PI) partnerships.

Inmates engaged in ACI owned-and-operated enterprises and those industry operations in support of intergovernmental agency agreements are paid wages of between 40 and 80 cents per hour. Inmates who earn the privilege of working in PS/PI partnerships earn between \$2.00 per hour and the private sector prevailing hourly wage.

In FY 1997, wages earned by inmates employed in ACI owned-and-operated industries and in operations dedicated to intergovernmental agency agreements totaled \$875,188.88. Earnings paid to inmates engaged in PS/PI partnerships reached a record annual level in FY 1997 of \$1,125,836.47.

Except for DUI inmates, who must contribute 75% of their wages to the Alcohol Abuse and Treatment Fund, mandatory deductions are not generally withheld from inmate wages of between 40 and 80 cents per hour unless specifically warranted on an individual basis. Mandatory deductions are, however, collected from earnings received by inmates engaged in PS/PI partnerships. The table below provides an at-a-glance view of deductions from these inmate wages during FY 1997.

<b>GROSS WAGES PAID IN PS/PI PARTNERSHIPS IN FY 1997</b>	<b>\$ 1,125,836</b>
<b>DEDUCTIONS</b>	
Federal/State taxes & other employee withholdings (see Note below)	\$ 30,083
Victims Compensation	\$ 19,021
Costs of Incarceration [room and board]	\$ 241,161
Restitution	\$ 23,681
Family Support	\$ 52,591
<b>TOTAL DEDUCTIONS</b>	<b>\$ 366,537</b>

NOTE: Federal/State taxes & other employee withholdings are only deducted from inmate wages received in federally certified PS/PI partnerships where the wages paid to inmates equal, or exceed, the federal minimum wage. Total wages paid in these programs in FY 1997 totaled \$190,540.

## TRUTH IN SENTENCING

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Truth-in-Sentencing (TIS) applies to all felony offenses committed on or after January 1, 1994. Its purpose is to make time actually served more closely match the sentence imposed by the court. Accordingly, Truth-in-Sentencing legislation eliminated most early release mechanisms, including parole, work furlough, home arrest, and provisional release.

In order to avoid a massive prison population explosion, which would normally occur with the elimination of early release, sentences were rolled back by approximately one-third for most categories of offenses. This was done to ensure that a higher percentage of the sentence would be served without a corresponding escalation in actual time served. Most states which have adopted Truth-in-Sentencing have limited its provisions to violent offenders. In Arizona, Truth-in-Sentencing was applied across-the-board, to all criminal offenses. However, in order to enhance public protection, sentence roll-backs were not applied to the most serious categories of violent and repetitive offenders. These offenders end up doing more time under Truth-in-Sentencing than under the former law because they must serve a higher percentage of the identical sentence.

TIS inmates must serve six (6) of every seven (7) days or 85.7% of the sentence imposed. The balance of the sentence, one (1) day in seven (7), constitutes the maximum amount of time off the sentence for good behavior (good time). Inmates are automatically released at their good time release dates unless approved for temporary release by the Department, in which case they can be released up to 90 days early. All TIS inmates released to the streets are subject to a period of community supervision corresponding to the unserved portion of the sentence. Inmates approved for temporary release will generally serve less than 85% of the sentence, the amount less (percentage-wise) depending on the length of the imposed sentence.

Inmates convicted of Part I violent offenses, i.e., murder, non-negligent manslaughter, forcible rape, robbery, or aggravated assault, are not eligible for temporary release and will serve at least 85% of the imposed sentence. This ensures that Arizona is eligible to receive federal grant money pursuant to the provisions of the Violent Offender Incarceration/Truth-in-Sentencing program of the U.S. Department of Justice.

The percentage of incoming inmates sentenced under Truth-in-Sentencing statutes has increased from 0% in 1993, to 22% in 1994, 62% in 1995, 81% in 1996, and 90% in 1997. Most of the old code inmates entering the Department during 1996 and 1997 were probation violators. As of November 30, 1997, approximately 70% of the inmate population was sentenced pursuant to Truth-in-Sentencing statutes. This includes a large majority of the non-violent population. The average sentence for TIS inmates is 5.6 years, while the average sentence for old code inmates is 12.6 years.

The overall average is 7.7 years.\*

Through the first eleven months of 1997, a total of 4,080 TIS inmates were released from the Department, while a total of 2,571 inmates were released under one of the early release mechanisms of the former law. Among the TIS releases, 1,832 or 45%, were released with the benefit of temporary release. Because Truth-in-Sentencing only affects crimes committed on or after January 1, 1994, only inmates with relatively short TIS sentences have served enough time to be released from the Department. Accordingly, it is too early to accurately measure the impact of Truth-in-Sentencing on recidivism and on release violation rates.

The percentage of violent and repetitive offenders in the inmate population has been rising slowly under Truth-in-Sentencing. The percentage of violent offenders, for example, is up by about two percentage points since June 1994. This is because less-serious offenders are serving slightly less time on average under the TIS law, while more serious offenders are serving slightly more time.

In conclusion, prison population growth in Arizona has not escalated as a result of Truth-in-Sentencing. In fact, the population growth dropped somewhat during FY 1996 and FY 1997 as larger numbers of less serious offenders were released. This should be balanced out in the longer term, however, by reduced releases of more serious offenders.

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\* These calculations exclude inmates that are serving life sentences, death row inmates, inmates with mandatory flat-term sentences, inmates sentenced under the pre-1978 code, and inmates sentenced in other states.

## PHONICS BASED EDUCATION

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Phonics, by definition, is a method of teaching beginners to read and pronounce words by learning the phonetic value of letters, letter groups, and especially syllables.

There are significant reasons for utilizing Phonics in the ADC Education System, such as:

- Only one-third of those in prison have completed high school.
- The typical 25 year old male inmate functions 2-3 grade levels below the grade level actually completed.
- Education statistics show that 60% of prison inmates are functionally illiterate and 85% of juvenile offenders have reading problems.
- It is estimated that one-half of all adults in federal and state correctional facilities cannot read or write at all.
- Thirty-five million adults have difficulty with common literacy tasks. Although many of these adults read at rudimentary levels, they need higher levels of literacy to function in society, to find employment, or to be trained for new jobs as the workplace changes (i.e. they are functionally illiterate).

With the event of the computer and its utilization in the classroom, instructional methods are rapidly changing. The traditional methods of utilizing conventional texts, workbooks, audio tapes, flash cards etc. are replaced and improved upon by interactive, self-paced and innovative multimedia computer programs.

There are definite advantages to these computerized programs, they include:

- Inmates as well as staff like these self-paced multimedia programs.
- Feedback is immediate and consistent.
- It benefits slow learners and reduces peer pressure.

Distinct disadvantages include:

- Requires Up-to-date Computer equipment with multimedia capabilities (i.e. soundcards, CD-ROM drives, earphone capability etc.).
- High cost of program.
- Limited budget to acquire programs due to above reasons.

Two such programs are undergoing extensive evaluation by Correctional Education Program Teachers as well as inmates. Larrabee's Bridge to Adult Literacy by Mindplay and Steck Vaughn's EDL Program have been distributed to three Complexes, with two to three units in each, testing and evaluating these programs. Early reports indicate that teachers as well as students like the programs, their scope and interactive approach. Mindplay's program is very graphic and "hands-on," whereas Steck Vaughn's program utilizes a prescriptive method with workbooks for learning exercises. Both programs allow the teacher to track and evaluate student progress. The most significant examples of the effectiveness of this type of program are the audio clips demonstrating the reading proficiency increase during the course of the program.