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# MANAGING SPECIAL POPULATIONS IN JAILS AND PRISONS

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VOLUME II

Edited by  
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**Civic Research Institute**

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# Preface

According to the Bureau of Justice Statistics (Glaze & Bonczar, 2007), the number of persons in the United States under correctional supervision has reached 7.2 million. The incarcerated population, including jail inmates and state and federal prisoners, is close to 2.3 million persons at year-end 2007. Jail populations have grown on average 3.8 percent since 1995 and prison populations have grown 3 percent over that same time period. These numbers mean nothing unless you begin to disaggregate them and look at the demographic and compositional makeup of incarcerated populations. Clearly, correctional institutions are overrepresented by persons of color, the young, and males. This reality has led many to question the impact of this reality not only on correctional institutions but on society in general (Clear, 2007). Such a discussion moves well beyond the scope of this book. This volume continues to examine what was begun in the first volume: addressing the management concerns and issues that correctional personnel face with special incarcerated populations, and appreciating the differences found between jails and prisons and their strategies to manage these types of prisoners.

As noted in Volume I of this work, jails and prisons have uniquely different populations, budget authority, access to resources, legal mandates, and missions (Stojkovic, 2005). The most important point is that incarcerated persons in twenty-first-century America often represent the most challenging populations. The earlier volume examined the myriad problems and management issues faced by correctional administrators. Many of these problems seem intractable to the correctional manager and are daunting, to say the least. Managing growing populations of prisoners with severe mental illness, for example, has been an issue that has sent entire jail and prison systems into litigation in an attempt to best address it. For correctional managers, the scope and magnitude of the problems they face are unprecedented in American history. The correctional client brings with him or her a host of issues and problems that most correctional institutions are unprepared—and woefully underfunded—to adequately address.

Nevertheless, we have no choice. Correctional managers still have to manage, and, most important, correctional leaders, more than ever before, have to lead us out of our current crisis to move forward. Volume I noted the importance of correctional leadership in managing special populations in jails and prisons. The time is now for new ideas to emerge as useful tools for correctional managers to successfully manage their institutions. The variety of problems across correctional institutions is accepted, but so are the magnitude and degree of these problems. Truly, no two correctional institutions are alike, yet they share two basic facts: Problematical and special populations will not go away and resources to effectively manage these problems will, in all likelihood, not be forthcoming.

The mandate to correctional leaders and managers is clear: Lead and manage better with fewer resources. With this mandate in mind, this second volume of *Managing Special Populations in Jails and Prisons* presents new topics and issues that confront correctional managers on a daily basis, and also provides valuable information to correctional administrators to lead and manage their institutions better. This second vol-

ume covers a number of different topics that were not examined in Volume I. For example, Chapter 13 of this volume addresses the rising importance of effective classification and assessment of female prisoners. Implicit in this chapter and other new chapters is the increasing acceptance among correctional professionals of the importance of evidence and scientific knowledge to the management of special correctional populations. Not only does this volume identify nascent topics, but, in addition, it provides the reader with new ways to comprehend these topics within the context of a jail or a prison.

This volume is organized into four parts. Part 1 examines general management issues within correctional institutions. Five chapters explore a number of new issues confronting correctional managers. Chapter 1 examines the important role that jails, as local institutions, can provide to assist female offenders in addressing their substance abuse problems. The information in this chapter, while focusing on female offenders, applies to male offenders as well. The important point is that the jail can be a major contributor to how offenders manage their addiction and substance abuse issues once released back into the community. Chapter 2 explores the sensitive subject of correctional privatization and the importance of administrative and financial concerns to correctional management. As with any idea, correctional privatization must be viewed as a potential benefit as well as a liability to traditional correctional systems. Chapter 2 notes these important issues. Chapter 3 explores the reentry phenomenon and notes the relevant implications that prisoner reentry has for correctional administrators. Chapter 4 concludes this part of the book by focusing on the importance of training to managing special populations. Taken together these four chapters examine general management issues that are having a direct influence on how correctional institutions are managed.

Part 2 explores the management of prisoners suffering from illnesses. Most pressing today are prisoner populations suffering from mental illnesses and brain-related injuries. Chapter 5 examines the management of one of the most difficult prisoner populations, those suffering from mental illness. There is not a correctional manager who has not experienced the problems and concerns that mental illness among prisoners raises. There is no other issue more pressing for correctional managers than the proper management and handling of offenders suffering from mental illness. Chapter 5 provides some concrete recommendations on how best to manage this type of special population inmate. Chapter 6 describes traumatic brain injury among offenders. The primary emphasis of this chapter is to provide correctional administrators with practical ways to identify and treat brain injuries among the inmate population. Chapter 7 concludes this part of the book by describing how chronic illness clinics can function in prisons. With the rising populations of prisoners and the myriad health and mental issues they possess, more effective ways to manage prisoners who are suffering from chronic illnesses will become more relevant to correctional managers.

The three chapters in Part 3 address issues of correctional management from the perspective of the age of the offender. Chapter 8 explores the role of hospice care in prisons. Hospice care is not a new issue in some prison systems, yet the growing need for hospice care in prisons is a rising management concern for prison administrators. More and more correctional administrators will have to address the many issues associated with the "graying" of correctional populations. Hospice care is just one issue that an aging prisoner population poses for correctional leaders and managers.

Chapter 9 further addresses the elderly prisoner phenomenon, examining the issue from both an institutional perspective and a community corrections emphasis. The fact of the matter is that the aging of correctional populations will have a profound impact on correctional management both inside and outside institutions. Chapter 10 examines the issue of managing correctional institutions for juvenile offenders. As with older prisoners, juvenile offenders have unique circumstances that must be managed within the correctional setting. Chapter 10 discusses best practices for how juvenile offenders can be managed within a correctional environment.

Part 4 is the largest section of this volume. It is composed of eight chapters. This part of the book explores “other” populations that impact correctional management. Chapter 11 examines the issue of prison gangs. Written by a former prison gang member, the chapter offers some interesting insights to correctional administrators on how best to manage prison gangs. Chapter 12 deals with a difficult subject: managing suicidal inmates. Prison and jail suicide have been a significant problem for correctional administrators for a long time. Chapter 12 offers concrete advice to correctional managers on how best to handle this problematic population. Chapter 13 further develops the unique needs of female inmates and how best to manage them. The correctional literature has been replete with discussions and debates regarding the role of gender-specific programming for female offenders. Chapter 13 begins this discussion and Chapter 14 extends the discussion to include pregnant prisoners. As a unique group, pregnant prisoners pose significant legal, personnel, and financial issues for correctional managers. Chapter 14 addresses these issues. Chapter 15 explores the prisoner manipulator. All correctional administrators face prisoner manipulation on a daily basis. Chapter 15 provides a practical guide to identifying prisoner manipulators and how best to manage them. Chapter 16 provides an update on a chapter found in the first volume of this book—correctional health care and special populations and the law. This update has a specific focus on legal changes, both legislative and judicial, as they relate to constitutionally protected health care for prisoners. Every correctional manager knows the importance and relevance of the law as it relates to prisoner health care. Chapter 16 is an invaluable guide for the correctional manager. Chapter 17 introduces a new type of inmate to correctional systems: terrorist inmates. The definition of what behaviors constitute a terrorist inmate is somewhat problematical, yet we do have terrorist inmates. How do we best manage them? Chapter 17 addresses this sticky question for correctional managers. The final chapter to this volume offers a perspective on where correctional management may be headed. Chapter 18 examines the convergence of terror, crime, and migration control and raises serious legal and ethical questions regarding the role of correctional institutions in a changing world.

This volume of *Managing Special Populations in Jails and Prisons* offers the correctional manager and the lay reader with much to think about. While the emphasis of Volume II is to examine further issues and topics germane to the management of special populations, another primary purpose is to show the diversity of issues that confront correctional managers. The institutional environment has changed dramatically over the past twenty years. It is not enough to say that we have too many inmates to manage within our correctional institutions—that is a given. What is more accurate is that correctional populations and their needs are becoming more diverse and more difficult to manage within correctional settings. Correctional managers will always man-

age the populations they are required to manage with the limited resources they have in their possession, but many of the special population groups will require even more attention and more resources than the correctional institution can satisfactorily provide. So, where does correctional management go from here? Jails and prisons will always be part of the American correctional landscape. Correctional professionals, for the most part, will always manage what they are given in the best possible manner. Special population prisoners offer unique challenges, and sometimes impossible mandates, to adequately address their needs. This volume provides some thoughts and recommendations on how best to manage this problematical population, yet we would be remiss if we did not state that what is needed in the near future is not only better correctional management but, in addition, better correctional leadership. As suggested in Volume I of this book, correctional management and correctional leadership are not the same concepts; the former deals with addressing the day-to-day issues that correctional leaders face, while the latter deals with motivation, vision, and purposes of correctional efforts. This volume explores correctional management. Correctional leadership is the subject of another book.

*Stan Stojkovic*  
*November 1, 2009*

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