

MINUTES OF THE SPECIAL STUDY COMMITTEE ON SOCIAL AND REHABILITATIVE  
INSTITUTIONS

Held in Room 313-S at the Statehouse, at 12:30 p.m., on March 6, 1980.

Members present were:

Senator Robert Talkington, Chairman  
Representative Joe Hoagland, Vice Chairman  
Senator Mike Johnston  
Representative Phil Martin  
Representative David Heinemann

Staff present were:

Fred Carman, Revisor's Office  
Emalene Correll, Legislative Research Department  
Ray Hauke, Legislative Research Department  
Marlin Rein, Legislative Research  
Robert A. Coldsnow, Legislative Counsel

Conferees appearing before the committee were:

William E. Vigola, Director of Youth Services, Youth Center at Atchison  
L. L. (Mrs. William E.) Vigola, Youth Service Worker, Youth Center at  
Atchison

The Chairman called the meeting to order.

Mr. Vigola appeared and gave a statement (Attachment A) to the committee regarding his duties and concerns at the Youth Center at Atchison. Documentation of what Mr. Vigola considers to be harassment can be found in Attachment B, 1-6.

During questioning, the points were made that, at the present time, the program director, Dr. Kearns, was Mr. Vigola's immediate supervisor, but when the assistant superintendent's position is filled, that person will be his supervisor.

In further discussion, Mr. Vigola related his experience as a cottage parent prior to becoming child care services, now youth services, director. There was a cottage team committee made up of the cottage parents, one or two social workers and psychologists with a psychologist usually chairing the committee. The committee did not have to answer to anyone. There was no real department and no direction, with everybody doing his own thing. Mr. Vigola said he had been appointed to the youth services directorship by Mr. Penny who told him to organize and set up a functioning department, and this is when he ran into a lot of criticism. Some employees were used to going and coming as they pleased and resisted having to be accountable for their jobs and actions. In addition, the career ladder brought out more hard feelings because of the way it was implemented.

Mr. Coldsnow noted the YSW III position resulted in this classification being given supervisory duties. He questioned Mr. Vigola regarding overtime for these employees who were required, as supervisors, to attend meetings prior to working hours. Mr. Vigola stated there may be times when YSW's III would attend meetings in the absence of the head YSW or had to attend class sessions. When this happened, an attempt is made to re-adjust or compensate the working hours. If this cannot be

done, YSW's III get overtime pay.

With respect to meetings Mr. Vigola holds with youth service workers, he said meetings are held every Wednesday at 4:00 p.m. with the III's, IV's, and V's. He used to hold meetings with just the III's at night. These have been discontinued except as needed. Those separate meetings were held in an effort to establish and condition this classification as an assistant supervisory position. They were discontinued because the YSW's IV and V are supposed to be their supervisors. Mr. Vigola said it was not the intent that the III's got one set of instructions and the IV's and V's got another, and he did not think they did. He asked the III's to bring him their problems and things that were not being explained to them because the career ladder implementation had put some of them who had been there only a short time in supervisory positions. This caused them to receive a lot of criticism. Mr. Coldsnow noted these separate meetings undermined the authority of the head cottage parents, and he questioned why Mr. Vigola felt the III's could not bring their problems to the IV's and V's. Mr. Vigola said he found out some IV's and V's were not meeting with or trying to help the III's but were letting them sink or swim. He hopes this situation has changed.

With respect to the job description versus the actual duties of YSW's III, Mr. Coldsnow asked if the written description covers the needs for that time of day and if the shift time for III's with the differential pay for that classification was why the 4:00 to 12:00 p.m. shift was put in this classification to whitewash it for the legislature. Mr. Vigola said nothing was whitewashed to his knowledge. He did not think the job description was adequate and noted meetings have been held with the cottage parents, and the description is being rewritten at this time.

Mr. Vigola said a full-time superintendent or resident director would be a great help and would relieve him of some of the problems he encounters in undertaking responsibilities which are not directly related to his job.

Mr. Coldsnow said statements had been made by YCAA employees that Mr. Vigola's presence at cottage staff and EEO meetings had an intimidating effect. Mr. Vigola stated he had been ordered by Mr. Wilson to attend these meetings because they concerned his department and he was the head. He said it would absolutely be appropriate for staff to hold meetings with the EEO people without his being present.

With respect to memos in Attachment B addressed "To Whom It May Concern", Mr. Vigola clarified that these were written for his own future reference.

Representative Hoagland asked if students from Kansas State University had taken training last summer at YCAA for credit hours. Mr. Vigola said a program is just getting started for Benedictine students to train for credit, and they have worked at the center in the past as volunteers, but, to his knowledge, there have been no trainees from Kansas State.

Representative Hoagland questioned Mr. Vigola with respect to policies such as length of hair, smoking, strip searching, and leave differing from cottage to cottage. He said closed cottages had different policies than open cottages. In open cottages, he felt it was necessary that rules vary and noted that smaller youths could not function under the same rules as larger youths. He said the policy on length of hair was set by the superintendent, and it was not true that there was a noticeable

difference from cottage to cottage in the length of the boys' hair.

The committee charged with development of uniform rules mentioned in previous testimony by Dr. Kearns was discussed. Mr. Vigola said he was not on that committee. It was made up of the Chief Social Worker, social workers, and psychologists. Mr. Carman read portions of Mr. Vigola's job description and questioned why the rules committee was needed and why he was not a member of it. Mr. Vigola said the committee was set up to study and upgrade the level system, and somebody else from his department was on the committee.

The policy on leave was discussed. Mr. Vigola said the social worker in each cottage makes the determination of whether a youth is granted leave, but there is an institutional policy that no youth be granted leave until he reaches level III.

Representative Hoagland pointed out the YCAA had taken more of the committee's time than any other institution, that in hearings Mr. Vigola's and Mrs. Cameron's names have been mentioned prominently with respect to lack of program and bickering among departments, resulting in the students not being given the opportunity to improve their lives. He asked Mr. Vigola what he would recommend to rectify the situation. Mr. Vigola said there had to be some way to erase the jealousy among employees so everybody could do the job the state hired them to do - work with youth. The jealousy and bickering has persisted since July, 1977, when Mr. Vigola was told to implement the new youth services department. Creating a new department automatically created problems when the institution had been functioning for years without it. In his opinion, anyone placed in the position of department head would have faced the same problems with the same results he had.

Representative Martin asked what the result was from the memo to Mr. Knapp (Attachment B-1) requesting a meeting between Mr. Vigola and Mrs. Cameron to iron out their problems. Mr. Vigola said no meeting was ever held. He did not know if the matter had ever been brought to the attention of the SRS. Although the YCAA administration had known of the problems between the two for some time, it had never suggested that a meeting be held. Before Mr. Knapp left in 1978, he told Mr. Vigola not to make waves. He did not know who told Mr. Knapp to say this. Since Mr. Vigola became youth service director, the administration has never come forward to resolve the problem.

Representative Martin questioned Mr. Vigola regarding his duties as youth services director and his training as an administrator as opposed to cottage parent. Mr. Vigola left his job description with the committee and stated he was given the directorship through his twenty years' experience in working with youth. He is taking courses at Benedictine College, has had inservice training through the Department's division of training, and has attended supervisory workshops. Given the option, Mr. Vigola stated he would prefer to be more directly involved with programs for youth rather than remain as youth services director.

Mr. Vigola was questioned regarding community relations. He said, for eight years, he has managed the annual fishing derby for children sponsored by the Atchison newspaper.

In answer to questions from Mr. Carman, Mr. Vigola said his department is not involved in furnishing information to the district court in Atchison or working with the local SRS people.

Mr. Vigola said the Youth Center at Atchison has lost its identity as a result of the merger with Topeka, and he favored two separate institutions.

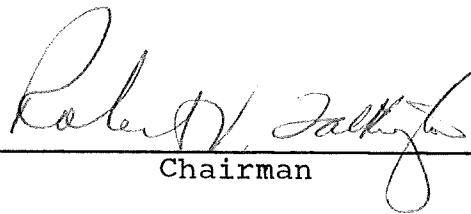
With respect to nepotism, Mr. Vigola said, when his department was first set up, it was true that he was placed in the position of being his wife's supervisor, but this has been remedied with the new policy provision that requires the wife of the supervisor to be supervised by her husband's immediate superior, in his case, the program director. He inherited the situation of being his wife's supervisor but noted that when his wife was promoted to YSW II, he requested that he not be present at the consideration hearing so he would have no knowledge of how or why the decision was made.

Mrs. Vigola appeared and stated she had been upset by newspaper articles, mainly because of their suggestion of nepotism concerning herself and her husband. Her statement is attached (Attachment C). She pointed out she has applied for five positions at YCAA when her husband was on the board which she did not get. She had worked hard to get where she was, and nepotism was not a factor.

With respect to page 2, paragraph 2, of her statement, Mrs. Vigola noted some coordinators and social workers do not come to Ivy to maintain contact and program with students as required, and often they are unwilling to take a student back to their cottage when he is ready to be released from Ivy.

Mr. Coldsnow questioned Mrs. Vigola regarding security at Ivy Cottage. She stated the building was inadequate for its purpose, but the legislature has appropriated funds for improvement. With respect to charges by employees at other cottages that, because Ivy can be secured, it has more help than is needed, Mrs. Vigola said the students in Ivy are not always locked up. As they work up in steps, they acquire more freedom. She agreed that some cottages with larger populations do need more staff. She pointed out, however, that her cottage was on call at any time to any cottage for additional help.

The meeting adjourned at 1:30 p.m.

  
Chairman

ATTENDANCE  
3-6-80

~~Rein~~  
Rein  
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TOWN

NAME

REPRESENTING

Cameron + Secretary

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AP

William E. Vigola  
Director of Youth Services

January of this year marked my completion of 25 years working directly with youth; first, at the Youth Center at Topeka and as of July 1, 1980, I will have completed my 8th year at the Youth Center at Atchison.

During the 25 years I have worked with five superintendents and my yearly evaluations have been good to outstanding. I started as a Cottage Parent and remained in this capacity with the exception of about 1½ years when I was a woodworking instructor at the Youth Center at Topeka from which I requested, and was granted, permission to transfer back to a Cottage Parent position working directly with youth. I remained in this capacity until July 1, 1977, when appointed to the newly established position of Director of Child Care. This position was reclassified July 1, 1979, to Director of Youth Services. (I was appointed Director of Child Care at the time the Youth Centers at Topeka and Atchison came under the same administration.)

The reason for establishing this position was that over one-half of the total staff at the Youth Center at Atchison were a part of the Division of Special Children's Services, yet that division existed without an administrative head with the authority to make management decisions and develop procedures consistent with the overall institutional goals and objectives. There are currently 114.5 staff at the institution and 70 work in the Youth Service Department. Here was a department who had no voice or say until this time. This became very frustrating to some who are trying to resist change and for those who now are being held accountable for their job performance. In fact there have been many changes at the Youth Center at Atchison since July 1, 1977, as the Administration is striving to continue forward.

There have been many changes in the Youth Service Department. For instance, when I transferred to the Youth Center at Atchison there was the attitude that there were the Professional Staff which consisted of the Social Workers and Psychologists and there were the non-professional staff which consisted of all other persons who worked at the institution and some staff still wish this was the case. Could this be where all the confusion lies--people not being able to cope with progress? Finally the people who work directly with youth, twenty-four hours a day, seven days a week, are being recognized.

July 1, 1979, the Cottage Parent I & II classifications were reclassified by the implementation of the Career Ladder. We now have Youth Service Worker I, II, III, IV, & V positions. We have in-service training and the career ladder has mandated continuing education and training. Twenty-three front line staff are enrolled at Benedictine College in a continuing education class entitled Organizational Behavior. It includes topics of motivation, communication, job enlargement/enrichment, organizational design, planning, decision making, leadership, managing change and conflict.

Youth Service Workers have and are taking college courses in Juvenile Delinquency, Corrections and Penology at their own expense. 70 Youth Service Workers have and are scheduled to take advantage of training workshops conducted by the Staff Development and Training Branch, Division of Personnel Services and Department of Administration of the State of Kansas. For instance on March 28, three persons are approved to attend the workshop entitled Effective Supervision. The workshop is being repeated April 9, 1980, and four staff are approved to attend that session. On March 21, there will be a workshop presented in Kansas City, Missouri, entitled A Positive Approach to Managing Disruptive Behavior. I sent the brochure to the cottages and received 12 requests to attend even though this workshop is at their expense. The Training Director, Bob Heintzelman, has the in-service training classes in full swing. Classes being conducted are Behavioral Observation and Recording (now being offered the second time in three months), Supervising Children, Youth Service Work as a Profession, Language of Responsibility. The instructor for the above courses is Dr. Darrel Ray. Our registered nurse, Mary Lynn Geisendorf, meets with new trainees at YCAA and discusses medications administered, logging procedures of medication given to students, how to contact her during working hours, evenings and weekends, ordering medication prescribed by the doctors and other supplies. We have doctors contracted for the care of the students, Dr. L. Hart, MD, Dr. D. Myers DDS. The nurse also meets with trainees as a group near the end of their training period to review medical procedures.

Thirty-one Youth Service Workers have been instructed in the Camelot method of the Gentle Art of Self-Defense. It is a method taught to staff in case of being attacked so they can defend themselves from being hurt and keep from hurting the youth. This course is being instructed by Mrs. Peggy Engeman and she received her training sponsored by Staff Training and Development Department at KNI.

Other workshops are being conducted by Department Heads of the institution. Yes, things are changing at the Youth Center at Atchison, but it is moving forward in the Youth Service Department.

Another problem that some people have is working within the philosophy and policies established by the Superintendent of the institution. In my job description it states, "Develops sound and effective rules of conduct governing acceptable youth care practices within the established philosophy and policy of the Youth Center and to see the rules are adhered to." In order for me to fulfill my duties outlined in my job description means whenever the policy and rules are not being followed I report the infractions to my immediate supervisor, the Program Director. At this point it becomes his responsibility to look into the matter. It is true sometimes my duties do overlap into other departments. Youth Service Department is unique but yet all departments are involved with working with/for youth in some form or another and when a problem arises in some department with a student, and if brought to my attention such as dining hall or school, I willingly lend my assistance in arriving at a solution.

Reading the newspaper it stated at the Youth Center at Atchison a student was observed with tape on his mouth. This was true, but they forgot to add this happened in 1976. Also the youth was interviewed by two Atchison County Deputy Sheriffs just a few hours after and the youth told them he had put the tape over his own mouth. The staff member involved requested a formal grievance hearing on the incident and Dr. Robert Harder appointed a hearing board and the hearing was chaired by Dr. Robert Haines and the staff was cleared of any wrong doing.

We at the Youth Center have been through a lot in the past few years. Maybe some people are resisting change, don't want to be held accountable for their job performances, I don't know, but I do know we have been smeared all over the newspapers, radio and TV. We have been smeared through a county attorney's inquisition and now we have this investigation all within two years.

I would like to thank you for the time you allowed me to read this statement. If there is anything unclear about the statement I will be more than happy to try and clarify it to the best of my ability.

*William D. Dingle*



Meeting never held

M E M O

TO: Mr. Knapp

DATE: April 20, 1978

FROM: Mr. Vigola

Mr. Schooler came to me yesterday to report that Mrs. Cameron had made some unprofessional remarks about me in Redwood Cottage meeting that had nothing to do with Redwood.

Also in attendance at the meeting was a visiting Psychologist from YUM.

He felt she was being very destructive with staff relations between a Division Head and another staff member.

I hope that you will take care of this immediately by setting up a joint meeting between Mrs. Cameron, Mr. Schooler, myself and you. I request this meeting be held at the earliest possible time.

William Vigola  
William Vigola, DCCS

vj

- cc: Mr. Penny
- Mr. Wilson
- Mrs. Cameron
- Mr. Schooler

March 26, 1979

TO WHOM IT MAY CONCERN:

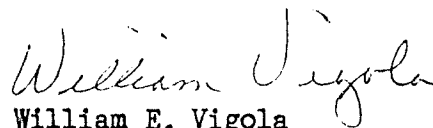
Mr. George Ross, HCP of the Oak Cottage came to my office and informed me that he had consulted his attorney in regards to a statement made to Mrs. Sylvia Busey. The statement was that Mrs. Ellen Cameron had told her (Mrs. Busey) that Mr. Ross and Mrs. Bev Hodges were having an affair.

This statement according to Mr. Ross was made in Oak Cottage when Mrs. Busey was on duty. (It may be noted at this point that Mrs. Busey and Mrs. Hodges are under Mr. Ross' direct supervision.)

Mr. Ross informed me that he was considering filing suit against Mrs. Cameron for slander, that he wasn't going to let anyone make untrue statements about his personal life that could put the custody of his son in jeopardy.

I asked Mr. Ross to send me a note on the incident so that I would be able to have it on file in case anything came up. After Mr. Ross left me office I notified Dr. Kearns (Program Director) and Mr. Wilson (Resident Superintendent) of my conversation with Mr. Ross. Later in the day Mr. Ross talked to Mr. Wilson.

vj

  
William E. Vigola  
Director of Child Care Services

TO: Mr. Wilson & Dr. Kearns

FROM: Mr. Vigola

MEMORANDUM

RE: Evening of 3-7-79

DATE: March 9, 1979

On the evening of March 7, 1979, at 6:30 I was called on the radio that I was needed at the Ad. Building immediately. Upon my arrival I was met on the steps by Ms. Kennedy, Mr. Hayes and Mr. Huss (new security guard). Ms. Kennedy informed me that there were two men inside and one was claiming to be D'Wayne Gooch's brother or brother-in-law and that they wanted to visit D'Wayne.

We went inside and went to Mrs. Cameron's office. Mrs. Cameron, Mr. Driscoll, Ms. Kennedy, Mr. Hayes and Mr. Huss met. They informed me that they had made several phone calls to the Gooch family and that the brother or brother-in-law story didn't match. Then they told me of their fears that the two visitors may try to break D'Wayne out of Kansan and that Ms. Kennedy had been called to talk with them. I said that I thought since D'Wayne was now in Kansan that Mr. Davis was his social worker. Ms. Kennedy said that was true. I told them I would tell the men they would have to contact Mr. Davis to arrange a visit.

I went out to the two men and asked them to come to my office. I told them that visiting hours were from 8-5 unless they had made special arrangements with the social worker. I asked them if they had made any special arrangements and they said no. I told them that I couldn't let them visit at this hour and would they please contact Mr. Davis tomorrow and talk about visiting. They told me they had been sitting there for about an hour and why couldn't those other people have told them what I did. I told them I didn't know and was sorry they had been waiting that long, and that I had just been contacted by the radio to come to the Ad. Building.

They wanted to know who ran this place and I told them that Mr. Wilson was the superintendent. They wanted to know my name. I wrote it on a sheet of paper along with Mr. Davis' name so that if they wanted to get in touch with Mr. Davis they could. They then started to leave and were very angry saying things like they were going to find out about this and find out why they couldn't visit. I again told them the visiting hours and that any special arrangements for visitation had to be prearranged with the social worker.

I am also having Mr. Hayes and Mr. Huss write a report pertaining to the incident.

vj

M E M O

*Attachment B-4  
Not my responsibility  
to supervise visits.  
That is the job of S.W.*

TO: Mr. Wilson & Dr. Kearns & Mrs. Cameron

DATE: February 21, 1979

FROM: Mr. Vigola

RE: Dale Flynn

Mrs. Cameron came to my office this morning and asked if I would supervise a visit between Dale Flynn and his brother, Gerald. Gerald was in Atchison and wanted to come out. I told her that I would be free from 2-3 pm. She told me that she wasn't going to be able to supervise the visit because she was tied up with meetings all day.

I received a phone call at 2 pm from the switchboard that Gerald and two other people were here. They came to my office and Gerald introduced me to his girlfriend and Mr. Ed Crawley. We talked for a while about how Gerald was doing. He told me that he (Gerald) wasn't working and that he was living with a friend in East Topeka. He told me that he wasn't getting into any trouble with the law and etc.

I called for Dale to be sent to my office. Upon Dale's arrival they talked about home, brothers, sisters and girlfriends. Dale told them that he would get to go home on a Level II pass. Mr. Crawley asked what that was and so I explained the special reward pass that students could earn on Level II. Mr. Crawley then asked if Dale could spend the pass with him. I told Mr. Crawley that I couldn't tell him because passes and visits had to be arranged through Dale's cottage committee and that he would have to discuss that with Mrs. Cameron (Dale's social worker). He then told me that Dale had worked for him last summer and that he was a very good worker and that they got along very well. I again told him that he would have to contact and discuss this with Mrs. Cameron as they make the arrangements for a student's pass and approve where he goes.

Dale and Gerald were talking about the family members as to who was here and there. Mr. Crawley asked to use the telephone to make a call. He called a bank and asked for a Mr. Harold Parker. Mr. Parker wasn't in so he then called to a lady about a loan he had applied for. Mr. Crawley hung up and then told Gerald that they would have to leave. When they got up to leave Mr. Crawley asked me if he could talk to me in private. He wanted to know if Dale could come and live with him, that Dale's home was a very dirty place and the mother always bragged about how much and how well they fought and drank. If Dale returned home he would only get into trouble. He told me of another brother who was worse than Gerald. This brother was named Jim, and that Jim drank and became very mean.

I again told Mr. Crawley that this would have to be discussed with Mrs. Cameron and the Oak Cottage Committee because they make the decisions on students assigned to their cottage. For him to call Mrs. Cameron for an appointment that I would give him her phone number. He told me that he already had it and that he would get in touch with her. At this point he thanked me and shook my hand and left.

vj

March 31, 1979

TO WHOM IT MAY CONCERN:

Friday morning, March 30, 1979, Mr. Christ, Atchison County Juvenile Officer, and Mr. Ernie Hansen, Atchison County Sheriff, came to my office informing me that they had received a phone call stating that there was child abuse in Kansan Cottage right now and that the records were going to be destroyed, that eight boys had been transferred to Ivy Cottage this morning.

I told them that I wasn't aware of any problems as I hadn't received any reports of problems today and that I had been gone for three days. I picked up the phone and called Kansan Cottage to find out the tone of the cottage. I was informed that the cottage was calm and that they have had no problems as of yet this day.

I then went to Mr. Wilson's office and informed him of Mr. Christ's statement and he asked me to bring them to his office. I went back to my office and asked them to come with me and we returned to Mr. Wilson's office. (I also asked Dr. Kearns to come in.)

They again made the statement that there had been an anonymous call received by the County Attorney of child abuse going on in Kansan Cottage, etc. We called the County Attorney and he said that the phone call was a couple of days ago and he didn't know who the caller was and that the caller had not identified himself.

I asked if they would like to go to Kansan Cottage and see for themselves. They said yes. We all went to Kansan Cottage where we found the cottage very calm. Most of the students were sitting in the lounge doing school homework. The students all spoke to Mr. Wilson and myself. We made a tour of the cottage and Mr. Christ said that he was satisfied. I asked if he cared to see any other cottage. He said no, that he was satisfied and that they were going back to town. They said they were always getting prank calls reporting alleged child abuse but they had to check them all out.

Dr. Kearns went over all Kansan logs for the past week and could find no wrong doings.

*William E. Vigola*  
William E. Vigola  
Director of Child Care Services

vj

NOVEMBER 15, 1979

FROM: Oak Cottage Staff

SUBJ: Report for Follow-Up  
Training Session

Pg. 1

REVIEW:

It was agreed by the complete Oak Team in our original training sessions that we had a serious communication problem and that we would set certain goals to try and improve our responsibilities as a "TEAM". This was to include all YSW's, I's, II's, III's, IV's, Social Worker and Pyscologist.

We mutually agreed to work on three main items. (A) Behavioral Objectives. (B) Our problems as a team and (C) To work hard and try to achieve these goals.

EVALUATION:

We as YSW's have reached one major goal in the past months.

We have joined together and given each other the strength and made known the fact to each other that we ~~have~~ and are putting up a constant battle to keep our cottage afloat and do what is right for the students in our cottage.

We came to realize quite some time ago that there is a definite conflict between team members and because of this conflict our goals have been a constant up and down situation that has left our cottage in a turmoil.

Our Social Worker has worked as an individual and directly opposing the team efforts. As a result, conflict has arisen within the team and those who are being hurt the most is w our job is all about; The STUDENTS. This is not by any means to delete the high frustrat level among all team members.

SUMMATION:

One of two things are wanted and needed in Oak Cottage in the interest of the students be able to fuction in a positive way and staff being able to put forth their efforts to help rehabilitate which is the total meaning of our institution.

That is to have;

1. Either a Social Worker who will be a part of the team and work as a team member or
2. Get Mrs. Cameron out of Oak Cottage.

Second to none in the improvement needed is to have the Treatment Program improved a great deal.

A. More single treatment of students.

B. More feed-back and less duplication on programs or reviews

These students desperatley need more personal counselling by one on one with their Pyscologist and less group counselling where they are unable to discuss personal problems that put them in the Youth Center to begin with.

REPORT:

The following report has been compiled by all staff to help clarify the above statements with only one thing in mind and that is help provide a better environment for the students who are now in Oak and the ones yet to arrive.

1. There is not one single treatment program in effect at the present time.

2. The lack of structured systems.

Structure requires that each student have a program and responsibilities to follow daily. If he fails to meet these requirements he loses privileges such as, day passes, week-end passes, off campus activities, late nights etc!!

3. We have none.

Refusal to accept the input of YSW's as valid information and use this information in program planning, reviews, cottage committee and determining whether students make their weeks or receive passes.

4. A determined effort is underway to undermine the authority of the YSW's from the Social Worker by placing restrictions on the YSW's and overruling in areas that concern cottage management.

This effort has been so effective that the students disregard staff and often threaten staff with, "I'll tell Mrs. Cameron on you," or "Mrs. Cameron will hear about this."

NOTE: This may seem trivial but when they are told they don't need to pay any attention to what is said in cottage committee or they will go on pass regardless of a minus week. This is not trivial nor is it in the best interest of the student.

1.

She supports the students in direct opposition of the staff.

All staff should be able to drop or handle a serious incident immediately, not wait until C.C. for a decision. This puts too much pressure on student.

Team concept stinks.

2.

The first thing is to quit beating around the bush and get to the core of things.

Don't just be an on-looker. Stand up and boogie. Don't leave your fellow-person out on a limb. Stand-Up, Speak-Up or Shut-Up!

3.

Where does Social Working end and cottage parenting begin? What is child abuse?

4.

When students do not make their weeks, why reward them? Are we helping or hindering?

5.

Some of the team are barn-storming loudly, some are barn-storming softly and some are just dragging their feet.

More one to one counselling with Mr. Stobbe with each student.

Would like to see Social Worker do the social work and let YSW's do theirs.

Boys need a goal to work for and no goals are set for them.

Students need more treatment programs written up and carried out. If they can't follow this they should lose privileges. If he does follow the program then he should be rewarded as such.

How can Staff feel they are being supported as a whole team when it is voiced by the Social Worker that volunteer social workers are screened better than any staff we have on campus.

The two-day training session we attended just a few months back gave all staff the incentive to really try and work together as a complete team.

All staff became involved and felt we had made a very good start. However we all now admit it was very brief.

Meetings were being attended by at least 80% attendance with the staff putting forth information regarding boys negativeness or positiveness and really feeling as though we were making an important contribution.

After a short time, staff began to realize that we were attending meetings and voicing our ideas and opinions as to whether student deserved privileges or should lose them. However we also became aware very quickly that if the Social Worker did not agree, then the YSW's opinions were abandoned.

We were told that minus weeks for negative actions did not always warrant taking privileges. Staff agreed that this was also true in some cases. But when the student was allowed to have his privileges and still continued to show negative behavior and is sometimes even worse after he has had a privileged day pass we would again try to reason with the team to make them aware that the boys were losing the whole idea of being rewarded for positive action.

We made every effort to log this and even to the point of trying to show part of the team how serious this was becoming by double-minusing. This was not to hurt the student but to wake up those who wouldn't listen to the fact of how negative the boy really was. We were told we could not double-minus for any reason.

We are talking and we are writing but we are not being heard or read. We have had one student that was on a very positive program from a closed cottage re-enter Oak with a very rigid program that he knew he had to follow. He began slipping and staff began logging and voicing in C.C. that he was going downhill and the next step in his program should be followed. This was not done and now the student is right back where he started if not worse.

Who is paying the price? No one is except the student and now it's too late for this program. He will need a complete revised day to day program if he is to be helped and could very well end up back in a closed cottage for an undetermined length of time.

This could have been prevented. One of the latest incidents came during the ~~XXXXXXXXXXXXXXXXXXXX~~ week of the 5th of Nov. A Staff meeting was called and it was noted regarding volunteer workers and the boys negative behavior both during and after they left. The volunteer head was even in attendance. We were again heard and instructed to observe very close on their next visit and log just exactly what was taking place. This was fine but when the evening came the volunteers were kept in the administration building and the students instructed to come there. This seemed to staff to be a deliberate evasion of the instructions given in meeting.

We, the Oak staff feel that we playing a large part in the future and destination of these boys' lives and feel the disappointment deeply when we see them go up the level system with the wrong attitudes and the wrong examples being set in their minds.

We want very much for these boys to go home but only on a positive note and only if they are ready. Our percentage of returnees are higher now than ever. WHY?

It's a triumph to see them go home but such a feeling of failure to see them return.

THE OAK STAFF

C. Roberts  
C. ROBERTS

M. Benthin  
M. BENTHIN

V. Haverkamp  
V. HAVERKAMP

S. Busey  
S. BUSEY

B. Hodges  
B. HODGES

F. Miller  
F. MILLER

F. Holley  
F. HOLLEY

George Ross



L. L. Vigola  
Head Youth Service Worker  
Ivy Cottage (Crisis Unit)

I have come before this Committee because after reading the newspaper articles I wish to make statements regarding the dedicated staff of our institution.

I would like to start by stating that I have capably handled my unit since being appointed to the position of Head Youth Service Worker in addition to many times assisting in all units on campus.

I would like to submit the following list regarding courses, classes, workshops and other training I have completed or in the process of completing:

COMPLETED

1. Three-day training, Commanche cottage (closed unit) at Youth Center at Topeka
2. One-day training, Mohawk Cottage (closed unit) at YCAT
3. One-day training, Jayhawk Cottage (crisis unit) at YCAT
4. Five-day training session at YCAT with Leo Hermann, psychologist and Robert Heintzelman, psychologist and training instructor
5. Workshop for cottage parents by Leo Hermann
6. Workshop on job related topics at Kansas Neurological Institute
7. Workshop at Topeka State Hospital with Dr. Karl Menninger and Dr. Enid Johnson
8. Workshop on Rape and Rape Counselling by Elaine Esparza and Sanford Miller
9. Workshop on Hostile Parents by Dr. Carlos Estrada
10. Workshop on Safety and Accident prevention by Fire and Accident Department
11. College Course in Juvenile Delinquency from Highland Junior College
12. College Course in Penology and Corrections from Highland Junior College
13. Behavior Observation and Recording by Dr. Darrel Ray
14. Youth Service Worker as a Profession by Dr. Darrel Ray
15. Workshop on writing Job Descriptions by Barbara Wiley, Personnel Director

NOW ATTENDING

1. Sixteen weeks of Continuing Education Course on Organizational Behavior by Benedictine College
2. Training for Trainers by Robert Heintzelman, approximately 12 hours

SCHEDULED TO ATTEND

1. Workshop on Effective Supervision by Staff Development, Division of Personnel
2. Workshop on Positive Approach to Managing Disruptive Behavior

HAVE INSTRUCTED

Classes in Camelot - Gentle Art of Self-Defense, to campus staff

HAVE BEEN INVOLVED IN

1. Appointed to five-year institutional planning board with Dr. Robert Harder and Dr. Robert Haines and other institutional personnel statewide
2. President of National Association of Government Employees for 1 year
3. Attended several quarterly meetings for Institutions
4. Attended 2½ years high school and completed my GED in 1970
5. Evaluations have ranged from good to outstanding

I have worked in this same unit (Ivy Cottage - Crisis Unit) for 7½ years; first as line staff then appointed as Acting Head Cottage Parent for a period of six months before being appointed to the Position of Head Cottage Parent on September 16, 1977. I have a staff of eight persons and one trainee working out of Ivy Cottage and experience less problems than most units on campus.

Regarding the statement in the newspaper that "no clinical people are attached to the program in Ivy Cottage," I wish to say that policy states that a youth's own committee members from his home cottage will maintain contact while he is in Ivy. This was planned for the youth's benefit so that during this trying time he would not be severed from those most familiar with his problems and his Individual Treatment Plan. When a youth is transferred into Ivy it is for short-term intervention and a transfer sheet must be completed (copy attached). On the back of this sheet are spaces for the student's statement, Ivy staff's evaluation and comments, and recommendations by the Coordinator of the Home Cottage. The cover sheet of this form states:

1. Ivy staff will counsel the student and report their findings to their Head Cottage Parent. An evaluation of findings by staff and the HCP will be noted for the Coordinator upon his arrival.
2. Within the next 24-hour working period the student's coordinator is to see the student and write his observations and recommendations.

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ENCLOSED  
P. 224

The youth's own committee members consist of the assigned psychologist, social worker and Head Youth Service Worker of his home living unit.

### Crisis Situations

Crisis help is immediately available by radio or phone. A crisis plan has been devised and is working. Immediate response to these calls is through line staff working, Ivy Head Youth Service Worker and the Youth Service Director who reside on the campus. These persons are both on call 24-hours daily and do respond to calls.

Much time has been spent in the last two years by administrative, clinical and cottage staff in working on a level system and all areas had input. There is a continual effort in maintaining a Policy and Procedure Manual that all areas have input in. We have a fine program; the main problem I see is the constant disregard for policy and procedure by those who will do as they please by straying from established guidelines.

There are many caring staff members on campus who continue to do their job through adverse television, radio and newspaper accounts, investigations and inquisitions. They are hoping this will soon be over and we may again put our full efforts to the task of helping youth and doing the job we are being paid to do.

I thank you for your time and will be happy to answer whatever questions you may have regarding my statement, or others.