



**AVP/CA Lead Facilitator Training Workshop
29 August 2009
Table of Contents for Lead Materials**

Steps toward preparing to be a Lead facilitator	1
What we look for in a Lead	3
On Inside Leads	4
Expectations of an AVP facilitator	5
What to expect when going into prisons	6
What we wish we had been told when first going into prisons	8
Relationship between the facility and AVP local group	11
Compassion for others / Relationship with prison staff	13
A few of the practicalities of going into a CDCR prison	14
First timers quiz	16
First timers quiz – answers	18
Queries on sexuality and AVP	20
Queries on relationships – for use with AVP facilitators	21
Supplies for AVP workshop kit	22
Some ideas for facilitating a “Gathering”	23
Sample agendas	26
Sign in sheet	31
Agreements	32
Post workshop team evaluations? Are we only eating cake?	32
Evaluation – by participants	35
Evaluation – by team	37
Evaluation – by lead facilitator for QEWR	38
Evaluation – a sample completed	39
Policy on AVP/CA expense reimbursement	40
AVP/CA Bylaws	44
AVP/CA Steps for “AVP Facilitator Qualification	46
AVP/USA Policy Statement	47
AVP/CA Expense Claim	50

Steps toward preparing to be a Lead facilitator

1. **Check the AVP Basic Manual** for a whole page on being a Lead C-9. Also read C-7 and C-8... read that whole section. Add the following *Responsibilities* to that information:
 - a. Commitment to team building prior to workshop.
 - b. Active participation in teamwork (clinicking, session planning, feedback, problem solving and discussion) and in leading exercises on the Workshop agenda..
 - c. Willingness to put the welfare of the Workshop ahead of personal feelings. (We have a Clinicking process to deal with problems-use it!)
 - e. Working with Apprentice Trainers to develop their training skills and self-confidence.
 - f. A high degree of reliability in keeping a commitment, once made, to serve on a Workshop team: Failure to keep such a commitment can cause serious disappointment and inconvenience to others involved—participants, other team members, support people and institutional hosts. Worse yet, it may have unforeseeable negative effects on the lives of those left waiting. Except for the most unavoidable of reasons, no one should fail to appear on time and to stay to the end (no matter how hard the going may get, as it sometimes does) once the commitment is made.
2. **Become familiar with the Facilitators Only section of www.AVPCalifornia.org**
3. **Begin collecting agendas.** Samples are in your manual, on the AVPCalifornia.org webstie and a couple are attached. You might use it as a starting point for developing your own. Sticking to the AVP/USA model works the best, tweaking it as you learn new ways of handling an exercise. Providing other members of your team an agenda prior to the workshop is crucial and helps new facilitators to feel comfortable, but not a requirement especially if you have a team of inside facilitators to whom you cannot get an agenda. Everyone receiving the agenda at the same time creates an equality among the team members.
4. For community workshops, you will want to **recruit someone to be responsible for providing and setting up food and drinks.** For prison workshops you will want to **be sure that all details are handled** with the prison liaisons, inside and outside. You can ask someone on your team to handle these.
5. **Develop your kit to take with you.** You can be reimbursed for this compilation, so keep a list and receipts of what you purchase. Frugality is the word.
 - a. Attached is a list of what I like to have in a kit. Some think Tinker Toys are optional because the Cooperative Construction can easily be done with newspaper, but they do provide a valuable “back to childhood” experience.
 - b. Attached are the Agreements and the Guides to Transforming Power, which need to have permanent posters done, the latter can be copied as a handout as well.
6. Check the AVP/California website for **Information to give to first-time-in-the-prison facilitators** also attached.
7. **Forms to fill out.** (All these are on the AVPCalifornia.org website under Facilitators Only Materials for Lead Facilitators)
 - a. At the end of the workshop, you or a team member need to fill out the attached **Overall Evaluation** form, which you will want to have in your kit.

- b. **Participant evaluations** and **facilitator** evaluations are also attached and need to be copied to include in your kit.
 - c. **Sign in sheet** for the prison should include their adjective name, certificate name and their prison number and should be sent to AVPpat@earthlink.net or emailed to GUramos@aol.com
 - d. **Go on the AVPCalifornia.org website to add the outside students** in your workshop to the database. If they are already on the site, update it or let AVPpat@earthlink.net know so their info can be updated. If no computer access, then mail to P.O. Box 3294, Santa Barbara, CA 93130
8. **Extra materials:** Certificates, pins and cards.
- a. Blank certificates can be purchased from Staples and can be kept in your kit. (When you go into a prison, we keep them separate from the kit and take in only what we need with the names on them.) Copy for these is on the AVP California website
 - b. You can get pins and cards from AVP/California in Santa Barbara. You will need to get permission from prison administration the first time you give out pins in a prison.
9. **Arrangements for your and your team's lodging and food** should be made by the local host. Be sure to clarify this when you set up the workshop. You will need to make arrangements for lodging if no host.
10. **Training for Facilitators workshops should additionally include these follow-up steps:** Type up the list of graduates and email it to ataplow@lifename.com to receive a year's free subscription to AVP/USA's newsletter the *Transformer*. Give them the attached log to track their AVP experience. Please also handout the AVP/California Standards for Facilitators (on the website).

What we look for in a Lead:

1. Ability to see the group as a whole and the process as experienced by all
2. Understanding of core AVP values: Trusting the process, believing all people have the possibility of growth into peacemakers and even facilitators
3. Experience in the setting where the lead will be functioning, sufficiently enough that the individual is able to handle the changes and challenges of either the prison or the community or working with youth
4. Level of personal maturity and skill to guide rather than "lead" a team to make decisions
5. Able to bring together diverse personalities and encourage them to be a team
6. Positive attitude toward participants, facilitators and the setting in which functioning
7. Working for the common good rather than for personal gain
8. Very comfortable with the concept of Transforming Power
9. Competence sufficient to lead most exercises without assistance.
10. A deepening acceptance of nonviolence as a philosophy and a commitment to live a nonviolent life-style to the best of one's ability.
11. Appreciation of the fact that experience is the most powerful teacher and willingness to help people to learn by their own experience rather than preaching to them.
12. An understanding of the consensus process and the willingness and ability to work with a team that operates by consensus.

13. Sensitivity to group process and dynamics, the ability to trust these processes as essential to experiential learning, and the discipline and humility to be content with helping the process rather than trying to lead it.
14. Awareness of the potential for personal growth of oneself and others and a commitment to encouraging such growth as fully as possible.
15. A successful training style—one that is acceptable to other team members and helpful to workshop participants in reaching their goals.
16. *Unacceptable* training styles include:
 - Authoritarian attitudes or leadership styles; power trips.
 - Disrespect
 - Interrupting people unnecessarily. .
 - Snatching leadership or hostilely confronting other team members during a workshop. .
 - Devaluing the experiences and feelings of others.
 - Imposing a personal agenda on the workshop to a point where it skews the AVP message.
 - Sexually provocative behavior.

On Inside Leads

by Dan Rees (CSVP Lead Facilitator)

For the past couple of days I've been pondering your letter, reviewed all the material you provided and perused pertinent sections of my manuals. I've come up with a few ideas, comments, and experiences to share with you and AVP. If they are helpful at all, please feel free to share and use them as you wish. The question posed was: "What do you think is the unique rule/position of an inside lead facilitator in consultation with your fellow inside leads?" Here are my thoughts and ideas.

As mentioned in my card, as a lead I see myself more as a servant to the participants, the team and the AVP mission, than an actual "leader." I see the unique rule/position as almost custodial (as in a janitor) in nature. I try to see to it that all pieces are in place and that the team is comfortable to effectively and *enjoyably* get the workshop started. I believe that if that's done to the best of the lead's ability that "the process" will take care of the rest and a successful workshop will be obtained well within the mission of AVP. I share this idea with the teams and staff.

I've had this conversation with a fellow lead-trainee. I've shared with him that I try to do as much as possible to help all inside teams prepare, not just mine, prior to the workshop. I communicate with them all in a positive manner so that session one is started upbeat and with energy. He seemed to see himself as more of the "trail boss," expecting others to worry about logistics. In conversations, I maintained my janitorial/servant role and feel the best position to lead in AVP is from behind and not only trust the process, but trust the team—and the group—stepping in only when it's obviously necessary to get back on track.

Late last year we had a situation where the security (goon) squad responded to our workshop due to a very lively role-play, and inmates using the staff bathroom. Peaceful Percy Severn was here and it was my first "lead" workshop. Instead of standing aside to allow Gary and Percy face the squad sergeant, I approached and communicated what was going on to him and accepted what responsibility I could. I also tapped into the cooperative rapport I had with these staff, which was helpful. I feel it is important for an inside lead to be effective in doing that for not only mediation and communication purposes, but to protect the AVP program. As you touched upon in your letter, "Gentle, respectful, courteous and cooperative communication with staff..." is essential with everything from ordering lunches and ducats, to dealing with graduations and occasional problems.

With apprentice outside facilitators, I see my role as to try to get them to feel as comfortable as possible while caringly reminding them as to what to watch for (all and more of which is in the outside facilitator's packet). I understand the apprehension of the unknown to the "first timer" and hope to have her/him begin that first session upbeat, smiling and with energy. I ask them to "please, please, please..." don't feel that any question is too silly to ask, and to share any uncomfortable feelings she/he may have right away so that we can address them as early as possible. I'll also go over the bulleted list prepared in a brainstorm with Vickie, Gary and (I believe) Percy.

This is all that I've come up with for now. If more ideas pop up, I'll forward them to you. It's hoped that I am fairly close to the AVP philosophy and maybe an item or two may be useful toward addressing the particular issues mentioned in your letter.

I appreciate the confidence and trust that you and AVP show to me. I'm endlessly proud to be a member of the AVP community and look forward to our continued growth here at Chuckawalla and, hopefully in the not-so-distant future, out in the community. Thank you very much.

Dan Rees, Lead Inside Facilitator, CVSP

Expectations of an AVP Facilitator

Albion CF

To be a responsible and dependable member of the team, it is expected that you will:

1. be present all day for all three days of the workshop.
2. attend the planning meeting of your workshop team.
3. practice and know the material that you are responsible for in your workshop.
4. avoid side talking during workshop activities.
5. accept feedback about your skills and what you need to improve on.
6. give feedback to other members of your team in a constructive way.
7. help with setting up, breaking down and cleaning up for the AVP workshop.
8. respect the requirements for confidentiality in all AVP matters.
9. attend all monthly update meetings.
10. promote the AVP program.
11. live by the AVP philosophy.

Update Meeting: This meeting is designed for facilitators to get together and practice exercises.

It is usually facilitated by an experienced outside and/or inside facilitator.

10/03

WHAT TO EXPECT WHEN GOING INTO PRISONS

Most of us who have been going into prisons for a long time are likely to forget how momentous the experience may seem to a newcomer. So it seems a good idea to pass on some of our accumulated knowledge.

1. Expect that the prison administration, the prison staff, and the inmates will all have their own perceptions and *expectations of us as volunteers*.

- a) The expectations of the *prison administration* revolve primarily around security. They are responsible for the security of the prison itself and everyone within it—prison personnel, volunteers, and inmates, more or less in that order. The material you received from the CDCR should be read before first going into prison, and consulted whenever any difficulty arises in the relationship between a volunteer and a prison administration.
- b) The personal expectations that *inmates have of volunteers* probably are at least as many as there are inmates. They range from very positive to very negative and even destructive. Some specific expectations are described in the report of the Gathering of Women Friends Going Into Prisons (Albany, NY, April 1983), reproduced in the AVP Basic Workshop Manual. Men as well as women should read this; much of it applies to all of us. If there is any one expectation that volunteers should have of inmates in general, it is that they tend to be very perceptive. The nature of their prison experience itself teaches them to be so. Anyone who has ever done the exercise Masks as a masked participant may have experienced the sharpened perceptions that result from the squelching of free expression.
- c) The expectations that *inmates have of AVP* as a program are less diffuse. AVP has been in the New York prison system for over a decade, and most inmates have at least an idea of what it is. Most of them also see it as a potential point in their favor when they meet the Parole Board. AVP itself does not wish to be, or to be seen as, part of the parole process. We specifically warn that participation in the program will do nothing to heighten chances of parole unless the Board sees evidence of a change for the better in an individual's behavior, and perhaps not even then. Happily, participating inmates who have come to the program to impress the Parole Board usually decide, in the course of the workshop, that it is worthwhile in its own right and go on to involve themselves in it for its own sake.
- d) The expectations that *prison staff* (correctional officers, chaplains and program people) have of volunteers is that the volunteers shall obey the rules and cooperate with them sufficiently to make it possible for them to do their jobs. Beyond that, the attitudes of individual COs and other staff members toward AVP volunteers range from downright surly to enthusiastically cooperative. Most of them at least try to be helpful, within the confines of their authority. We need to remember that these people, particularly the COs who are in effect imprisoned all day, every day, have a difficult job to do. They must do their best to apply the rules conscientiously.

The job requires them to live with danger, often with boredom, and often with hatred (and contempt from the people they must deal with daily. COs have jobs that are paramilitary, and they are expected both to enforce the rules and to obey their superiors; there is little leeway for their discretion. We give them respect, and we try not to add to their burdens unnecessarily. Examples of important rules:

Do not bring in contraband. (By definition, "contraband" is anything brought in without being cleared in advance.)

Do not give gifts to individual prisoners or deliver notes or other messages for them. (There are good security reasons for this that you might not suspect. In one New York City jail, for instance, a volunteer gave a bandana to an inmate during a visit. The bandanna was used to make a handle for a shiv fashioned from a bedspring sharpened on a concrete floor. Legally, that volunteer might have been held as an accessory for a stabbing.)

Respect confidentiality with the prison personnel as well as with the inmates.

Do not interfere with prison discipline (you can always take things up with prison officials later if necessary).

Some prison employees do obstruct and make our task difficult. But they seldom succeed in making it impossible, because there is always someone on the prison staff who does care about the inmates and will help.

Two examples:

One AVP lead trainer came to a workshop to find that only half the participants had showed up. The CO claimed that they had all been called, but were not interested in coming. The inmates who were present told her (the lead trainer) that this was not true. She applied to the Watch Commander, who backed the CO. Finally she found the Catholic chaplain, and he made it possible for all the participants to get there.

So keep on trying, and remember that prison staff are not immune to Transforming Power. We often fail to live up to our best potential by forgetting that.

Another AVP trainer (working on this occasion in a prison outside New York State) was approached by one of the chaplains and asked to report to him any information that might be gleaned from the workshop participants about crimes committed that might be unknown to the authorities. No such information had been revealed by anyone in the workshop (it almost never is), but even if it had been, to reveal it would have been a flagrant breach of the confidentiality we promise the participants and expect from them. So this trainer told the chaplain that she would report to the prison authorities any breach of security that occurred during the workshop, but that the rule of confidentiality would not permit her to reveal any other information of any kind. Then she quietly reported the incident and her response to the other chaplain, who was an enthusiastic AVP supporter. Nothing more was said by anyone on the matter.

So do not allow yourself to be intimidated or persuaded to violate the ground rules of AVP.

2. Know that ***AVP also has expectations of its volunteers, and of the prison systems within which we work.***

Our purposes and emphases are different from those of a prison system, and we are bound to have problems with some of their requirements.

a) Most notably repugnant to the spirit of AVP is the requirement that in the course of our volunteer work we conduct ourselves "in a professional and impersonal manner." A basic ingredient of a nonviolent lifestyle is the building of community. This cannot be done by remaining professional and impersonal. We do build friendships. They are valuable. However, let us recognize that the prison system has in mind some very real problems. Some prisoners do exploit volunteers. Some prisoners are very dangerous and might also harm a volunteer. The DOC has a responsibility to protect us from both, and it takes that responsibility very seriously.

It is incumbent on us to take steps to protect ourselves, each other and the AVP program.

Some no-no's:

- Do not carry in unnecessary valuables (among other things, these could be a temptation to someone who is trying to change his life, and we do not wish to add to his or her problems).
- Do not give out personal addresses or phone numbers—your own or anyone else's. Remember that nothing is truly private in a prison, and even if the person you give it to is reliable, it could always be stolen.
- Do not take blank AVP certificates into a prison and leave them around unwatched. Believe it or not, blank certificates can be used as currency on the prison bartering system, with consequences that can only be detrimental to AVP. Bear in mind that many other things—cigarettes for example—that do not serve as currency in the street take on that function in a prison. Try not to contribute to this black market economy. (The prison's rules are set up partly to avoid this—one reason they should be obeyed even when they seem unreasonable.)

b) ***Jailhouse romances*** are well covered in the report of the Gathering of Women Friends Going Into Prisons, mentioned above. We do not rule out the possibility of an important love, but volunteers must bear in mind that people who are in prison are not living a normal lifestyle, and if we are meeting them for the first time as prisoners, we cannot come to know them as they will be when released. Experience—that of AVP, other volunteer organizations and individuals, and the Department of Correctional Services—overwhelmingly indicates that most jailhouse romances do not long survive in the community, and many have very negative consequences. It is this experience primarily that has prompted the DOCS rule that a person may not be at the same time a registered volunteer and on an inmate's visiting list. That rule offers the volunteer who forms a personal relationship with an inmate a choice of status—volunteer or visitor. It rests with AVP to remember that people going into prisons, especially those involved in prison-born relationships, need support and counsel from people they can trust.

It is up to us all to provide it, and to help people to be clear about the choices they make. Perhaps the most important of our guidelines is, ***trust your own gut feelings***. If you feel you are being exploited, you probably are. If we respect ourselves and others, we will not go far wrong. We are doing an important, valuable task. With respect, caring, and community, we will do it well.

From *AVP Training for Trainers Manual*

WHAT WE WISH WE HAD BEEN TOLD WHEN FIRST GOING INTO PRISONS

(Advices from some Quaker women volunteers who are old prison hands,
to new women volunteers, Quakers and others)

1. Prison is, to you, a foreign country. As in any foreign country, it is wise to be quiet, observe, listen, learn the language and identify the values of the prison culture before advancing too many strong opinions or taking any drastic action.
2. Don't be afraid to define yourself clearly. You are not required to be all things to all people at all times, nor to live up (or down) to any stereotype (including the one about the sainted Quaker lady). You are entitled, moreover, to define for yourself and for others what you choose to be or not to be, do or not to do. This will take some time, but you should be aware of the need to do it from the beginning of your prison visiting. Even after you have clearly defined yourself, expect to be tested, again and again, in many ways, including sexually, morally, and religiously. Eventually, however, if you are firm in sticking to your definition of yourself, others will adjust to it.
3. Expect to meet many tremendous and valuable people in prison. Expect also to meet some champion manipulators. Do not be surprised if these sometimes turn out to be one and the same person. Manipulation is a form of survival for the powerless (a fact that women, historically, have had ample cause to know).
4. Especially at first, you will find it helpful as soon as possible after your prison visits, to share with a trusted woman friend the feelings generated by the prison experience. It is a rare woman who does not experience anger, fear, pain, outrage, wonder, and other strong emotions upon contact with the prison environment. These feelings, shared, can lead to much that is constructive and rewarding. Unshared, they can lead to emotional burnout and ill-considered actions. The need to share them, therefore, never ceases.
5. Expect to feel an unfamiliar, very heady and very addictive "super star" feeling, especially at first. It may arise from sexuality in a deprived environment, from the unfamiliar real power to help the helpless, or other sources. Do not let it go to your head. Remember that you will be constantly tested and probed by prisoners and staff alike, and that no leading lady's image can survive the footlights forever. If your mascara runs in the heat, remember to be real.
6. It is possible that you will feel alienated, after prison visiting, from other people who have not shared and do not understand this experience, and from the society that produced and maintains the prisons. It is a difficult ministry, but a ministry nonetheless, to share the experience and the light that you have in this area of darkness.
7. Expect to find in prisons all the corruption and evils of society, as well as all the goodness of human nature—both magnified larger than life. Therefore, resist the temptation to:
 - a) Romanticize the prisoner. If his being caged does not necessarily make him a monster, neither does it necessarily make him a saint. To assume otherwise is always inaccurate, usually patronizing, and sometimes dangerous.
 - b) Condemn the prison staff as brutes. Many of them are good people trying to do a hard and thankless job well. Perhaps almost all of them entered the prison system initially with the intention to do good as they saw it. And they are as vulnerable to being hurt by the system as anyone else.
8. Keep your eyes, ears, and gut feelings open to the possibility of allies on the prison staff. At the same time, do not be too trusting. The objective of a prison, after all, is total control of all people crossing its threshold. The nature of a prison is to make it easy for its staff to be hurtful but difficult to be helpful.
9. Expect to be lied to by everybody—prisoners, staff, administrators, other volunteers, and even colleagues working with you in volunteer programs or prison ministries. Some of the untruth is unconscious; it is nevertheless untrue. On the other hand, do not go overboard and expect everybody to lie to you all of the time. There is also honor among both the "thieves" and the "virtuous." Therefore:
10. Learn to "trust your gut" and heed it. Develop your awareness. Go cautiously at first; awareness comes with experience. The initial prison experience might be frightening of itself. If you have stuck with it long enough for this to wear off, and you find yourself afraid of a given person, chances are that he or she may be dangerous to you. If you feel resentful at demands being made on you, you may well be being hustled. Trust these feelings, act on them, and do not feel guilty about them. If after an initial exposure you find yourself fearful of the prison environment, you should not continue to go into prisons. This work is not for everyone, and there is also a ministry in serving as a support for other Friends who are active in it.
11. Do not under ANY circumstances bring ANY contraband into the prison, no matter how innocent the "contraband" may seem or how stupid the rule against it. For instance, a bandana or any piece of cloth that is non-prison issue may be used to make a handle for a home-made "shiv"; herb tea may be used to hide drugs; and the introduction of ANY prohibited article by a volunteer is a misdemeanor at least, and may subject that volunteer both to criminal prosecution, if caught, and to subsequent blackmail. As for rules in general, expect to find some that seem unnecessarily silly, unjust, or oppressive. Do not be afraid to protest them, to higher authority if necessary, and to try to get them changed; but never try to simply disobey them. Disobedience may have effects that you cannot anticipate, and will certainly put you in a position from which it will be that much more difficult for you to bring about change.

12. Expect that continued exposure to prisons may bring on negative feelings such as emotional numbness, helplessness, a feeling of inadequacy or of being overwhelmed. Prisons are destructive environments, and if you do not have a supportive community, dealing with them will burn you out.

13. It is essential, therefore, that you find a community that will offer you a safe place to vent your real feelings and to discuss your real problems, without fear of judgment or condemnation. At the same time, that community must love you enough to reach out to bring you back when you stray onto dangerous or unproductive bypaths. Quaker Meeting at its best is such a community. The Oversight Committee of a prison Meeting exists, among other things, to provide such a community for the Friends, inside and outside, worshipping in the prison. If you do not have such a community (and a Quaker Meeting at its less-than-best may not offer it); then you must seek out such a community or build one for yourself.

14. Expect to be sexually turned on some time early in your prison work. Almost nobody escapes this experience, from beautiful and innocent young girls to happily married (or widowed) matrons of a certain age; not to mention single women, divorcees, engaged women, gay men, and those who have foresworn all such relationships and feelings. When this happens to you, it may possibly be the beginning of something that may mature into a viable relationship in time. But it is also possible that other and less romantic but more powerful elements enter into it. When it happens to you, don't panic and don't go overboard. Examine yourself to see whether the feeling does not contain one or more of the following elements:

- a) The sexual deprivation of prison life creates an electrical charge in the very air when a woman enters into this environment—a charge that no woman can fail to respond to or at least to feel.
- b) The balance of power between free women and imprisoned men. One of the few milieus in our society where a woman is more powerful than a man is in the prison situation where the woman is free and the man is a prisoner. As men have long known/ but women frequently do not realize, the possession of power is a sexual turn-on. Indeed, women have had so little experience with the phenomenon, that they may not recognize the sexual overtones of power and may mistake it for love.
- c) The inaccessibility of the man for a normal everyday relationship. This allows both parties to fantasize but commits neither to live with the results of a relationship in the real world. As long as one of them is locked up, the parties are, in a sense, safe from each other. The dark side of this is that you may be exploiting another person without being aware you are doing so—by projecting your fantasies and your needs on him or her as a promise that in the real world you cannot or will not keep. Experience exploitation.

When you are seized by this strong emotion, whatever it turns out to be—give yourself plenty of time and room to find out what it actually is before you act on it. Hang in there, and you may get over it. Or hang in there, and you may find that the fantasy does not fit the reality. Or hang in there, and let the relationship mature into something worth having, if it will.

In the meantime remember that a sexually deprived environment breeds violent jealousy and other strong emotions, and do not flaunt your feelings in ways that may provoke gossip, violence, or loss of your own or your fellow workers' good repute, be discreet in dress and in body language.

Remember that a prison, all appearances to the contrary, is a very puritanical place. If inmates and prison staff share nothing else, they share a conservative value system in sexual matters. Remember also that many men have to spend long years in this deprived environment, and that it is important for them to adjust to the realities of doing time. To quote a respected and weighty Quaker prisoner, "a close woman friend, in prison, can mess up a man's head."

15. Do not be surprised if you become overly preoccupied with an individual prisoner. Romantic attraction is only one of the roots of such preoccupation. Others are compassion, admiration for a strong personality or a valuable talent, or a sense of perceived injustice. Try to keep a balance and not invest all of your valuable energy in one person where there is so much need in others also.

16. A woman should make a considered decision, in consensus with her family or people living in her household, whether or not to divulge her address and phone number. There are alternatives, e.g., use of a Quaker Meeting House as a mail drop, or rental of a P.O. box.

17. Prisons have proved that people do not lean very much from punishment. Quaker (and human) experience proves that they frequently do learn from example. What you do in prison, therefore, is more important than what you say there. Quakers acting religiously as ministers in prison Meetings should always be mindful that our being true to the manner of Friends is far more eloquent than our preaching about it. It is especially important in prison work not to make promises that can't or won't be kept. A broken promise to a caged and powerless person is even more painful than in normal life, and it is an act of cruelty. Even worse, it will further disable the person from learning to trust, and since trust is essential for reintegration into a community, a broken promise may further alienate and destroy the victim.

18. It is important always to remember that we stand for Quaker values and Quaker process based on consensus, non-violence, truth, and a reverence for God in the individual. These values are not likely to be found in prison guidelines for volunteers. They nevertheless are the most valuable thing we have to offer to the prison and the world, and we should never allow them to be compromised, no matter how strong the pressure is to do so.

19. In spite of everything, going into prison can be a very rewarding experience. Jesus was not kidding when he said, "I was in prison and you visited me."

TO SEE OURSELVES AS OTHERS SEE US
Brainstorm of Perceptions of Women Friends in the Prison Environment

As Seen by Prison Administrators and Staff

- "Bleeding Hearts"
- Naive and over-emotional
- An unwelcome responsibility and nuisance to security staff
- Security risk because of sexuality and naivete, capable of provoking violence
- Potential carriers of contraband
- Guilty of causing discontent by promising more than we can give
- A threat to existing power arrangements; destabilizing
- Deliberately disruptive; amateur lawyers; political information carriers; legal and political activists.
- Arrogant, know-it-alls—believe ourselves to be superior and better educated
- Some see us as radicals / traitors / revolutionaries/ gays / Communists and other "bogey women." Some even question whether we are a religious group or a plot to overthrow the Government
- Some see us as a public relations asset
- Some see us as a calming influence, therefore an asset
- Some see our attempts to empower prisoners as a threat to their control
- Some are resentful because we're seen as the "good guys" and they as the "bad guys." This is made worse when we align ourselves with prisoners and manifest hostility to guards and other prison personnel
- Some see us as looking for a husband, a lover, or sexual excitement; losers with men on the outside
- Willing to throw away our lives on prisoners, traitors to our class/race/whatever.

As Seen by Prisoners

- Willing suckers
- Bleeding hearts
- Rich, well connected, powerful (more than we are)
- Religious fanatics
- Post (wo)men and writers of letters to the Governor
- Parole tickets
- Support system for their families
- Competition that can be used to spur their girlfriends or families to greater efforts on their behalf
- Obligatory martyrs to their needs (or, if we decline to be this "bad Quakers" and hypocrites)
- "Commie weirdos, "radicals, revolutionaries, lesbians
- Neurotics; bored women with endless time
- Sexual targets or objects
- Man-hungry; hung up on caged men
- Troublemakers
- Naive
- Sexual teases
- Over-romanticized "good women"
- Link to different realities
- Sole link to outside
- Some want religion from us
- Some value us as people they need not be tough with
- Some try very hard to understand what we bring
- Some see us as people to protect
- Some feel we are people with whom they can feel some power
- Others see us as acting as Ladv Bountiful and resent our rubbing their noses in their own powerlessness
- In sum, we are seen as sluts or saints—no middle ground.

As Seen by Other Volunteers We Work With

- Non-Quaker volunteers see us as elitist, exclusive, controlling, not sharing power—purveyors of a myth in support of this attitude (Quakers have some mysterious

- quality beyond the reach of ordinary mortals).
- Some welcome us as women in a male environment
- Some see us as strong, relatively fearless and persistent
- Some see us as objects of jealousy—we are perceived as infringing on their territory or their prisoners
- Some see us as radical
- Some admire us and look to us as teachers and leaders
- Some see us as distrustful of others, prone to hidden agendas and secret relationships
- Some see us as hard-selling our own concepts
- Some see us as having our own code of how women should behave

As Seen by Male (and Even Some Female) Friends

- Some see us as sexually and romantically eager; sexually attracted to violence and other seamier sides of life.
- Perhaps because of these perceptions, some see us as a threat to their own image of sanctity in the eyes of the world.
- Some Friends feel threatened by what they feel is a loss of their control over Quakerism as they know it or have always conceived of it, as a result of the prison ministry in general and the role of women in it in particular.
- We are seen as a group to watch—a target for surveillance.
- But we are also seen as valuable assets; brave; appreciated for carrying the weight of the prison ministry and testimony.
- Some male Friends are supportive of us.
- Others are willing to believe the worst of us; and to act on the belief in as authoritarian way as they can get away with, without consulting us first.
- There is a tendency for male Friends to identify with male prison administrators—they are too easily co-opted into prison values and policies. They tend to be seduced into acting as policemen for the system, forgetting to adhere in adversity to the tested manner of Friends. When this happens, the first casualty is our way of life; the second casualty is our ability to offer anything of real value in the prisons; and there are usually individual human casualties, too—Friends, prisoners, and prison staff.

Relationship between the facility and AVP local group

Guidelines in working within prison:

- All participants in AVP workshops are volunteers.
- Participation is open to all inmates.
- Registration for AVP workshops is according to the inmate's sign up date. A system needs to be devised to assure this happens.
- Participation in AVP workshops shall not be considered a requirement for any DOC program.
- Inmates have excused absences from their normal program/work assignments to attend AVP workshops.
- Facilities will work with AVP to accommodate the request for 22 hours workshops.
- Facilities are expected to provide appropriate space for the workshops.
- In order to preserve confidentiality of participants, DOC staff is not present in the workshop rooms without prior approval of the group. Of course, this should not interfere with the correctional facility staff's ability to perform essential duties.

Additional information:

- The appropriate AVP body conveys these guidelines to the participating facility or DOC, and devises with that agency the method used to communicate the guidelines to the facilities.
- Employees of DOC are encouraged to participate in and facilitate community workshops, once trained, but may not do so in prison workshops.
- Local groups and regional, or statewide organizations should consider and implement ways of letting corrections staff know the philosophy and format of AVP workshops.

- In order to maintain AVP's program integrity and autonomy, we do not accept funds from DOC, except for provision of meals and certain supplies during workshops. Funds that come from inmates or that are controlled by them are welcome.
- Local groups will appoint an outside Prison Coordinator for each facility where they conduct workshops. Prison Coordinators are responsible for maintaining a good working relationship with local facilities and for dealing with problems as they arise.
- Prison Coordinators, working with the Local Group, will ensure that outside facilitators are cognizant of prison regulations affecting volunteers and AVP workshops.
- The content and process of AVP workshops remain within the province of AVP. Prison officials are not involved with AVP affairs.

Excerpted from AVP USA, Inc. *By Laws and Policy Statement, 2004*

Compassion for Others / Relationship to Prison Staff

Because what is being offered is very valuable and because no money is accepted, sometimes AVP volunteers feel personally slighted when problems occur in scheduling or holding a workshop. But consider the following.

Remember the focus of a prison

Although in a given prison we may interface with only a handful of people, we are actually dealing with an enormous entity comprised of thousands. In addition to the inmates, there are custody staff, support staff and others, all of whom have jobs to do that are regulated by a Department Operations Manual (DOM). Their jobs focus on safety and on no escapes. Safety includes that of themselves, of us, of the inmates and of the surrounding community. (Some of the prison staff we may meet are listed below.)

In California right now, AVP is receiving a lot of attention. Let's be grateful for this and at the same time, not begin to feel that we deserve it and will always have it. If you have worked in industry, how many times have you been privileged to meet with the person who heads up your unit of 1500 people, with the person who has to make the decisions involved in running a \$125 million dollar operation? If you have met a prison Warden, you have met such a person.

Respect the time of the administrative staff

The job of a Warden or of an Associate Warden, includes, in addition to safety, security, DOM and issues of staff performance, issues related to inmate families, to the press, and to unions. How much time would you be able to give to a volunteer, no matter how worthy the cause, when your work day was already full of such things?

Although we may have the attention of a Warden or Associate Warden, we should always consider taking as little of her or his time as possible so that we can help her or him to do an already very demanding job.

Honor the trust given to AVP

AVP is being given a great deal of trust when we function in a prison. To appreciate this responsibility we need to remember to not only follow the rules, but to be sure when a regulation is broken (which happens) that we tell our sponsoring person as soon as reasonable. On the job people don't like surprises, unexpected changes and if our sponsor hears about a problem first before the administration it is more easily handled.

Prison staff are people, too...

In your job, whatever it is or has been, there are some who do good work and some who don't. It has to be the same in Corrections. Let's be grateful when we are fortunate to be able to interface with someone who does good work. And should we not be so fortunate, let's be compassionate for others.

To help you better understand the hierarchy in a prison:

Chain of Command:

Corrections Officer

Sergeant

Lieutenant (may be the administrative assistant to the warden and the public information officer)

Captain (may be in charge of a facility)

Associate Warden (custody, business services, inmate services)

Deputy Warden

Warden (responsible for a staff of 1500, a prison population of 5000, and an annual budget of \$125 million)

Associate Director

Director

Other Corrections Staff:

Correctional Counselor II

Correctional Counselor III (same level as Captain)

Principal (heads up educational programs, reports to AW, inmates services)

Chaplains (report to AW, Inmate Services)

Medical Staff

Administrative Staff

A few of the practicalities of going into a CDCR prison:

Read this carefully; there really will be a quiz

Clothing:

Don't wear anything blue, even shades such a turquoise, or anything denim – even black denim.

Be conservative in your dress, not seductive, but comfortable.

Especially be comfortable. Dresses at the knee are not comfortable for sitting on the floor for

Construction exercises or for having men sit across from you.

Layer. Air conditioning or lack thereof, coming out to a cold night, all need to be taken into consideration.

If possible, a waistband, belt or something you can attach the alarm call pad, which is the size of a large cell phone and attached with a clip or snapped on

Wear comfortable shoes. Sandals seem to be ok.

I like to wear colorful clothes and jewelry because it brings in a good cheer. And I like to wear different clothes every day just for variety for the prisoners. And on the last day, I tend to dress up a bit for graduation. George Lakey's comment to a group of advanced social activist trainers: "If you want high energy in your workshops, wear high energy clothing!"

What to not to take in:

Anything that could be made into a "shank" knife – metal silverware

Glass

Cell phone or anything electronic

Wallet or any identification that includes your address or contact information except ID you will carry on your person.

What to consider taking in:

•Take in only what you need for the day.

•Develop a small container that you can carry on your person such a fanny pack or glasses case with pockets in which you can hold:

your identification which you should carry on your person.

your car key (if you don't have a car in the lot, don't take any keys in. If you have a car in the prison lot then take in one key, don't take in the "clicker").

personal items such as lipstick, chapstick

medication

glasses

•Also plan to carry in a larger bag (not a backpack), such as a cloth grocery bag where you can put the following (I keep this stocked and ready to go so I don't have to think about it every time):

Jacket/sweater (You may need to wear it in if you aren't allowed to carry it)

AVP Manual (Bring a Basic, Advanced and T4T in case the workshop has been changed, if you have them. You can leave the ones you don't expect to need in the car and retrieve them if needed.)

Plastic cup and plastic silverware

Water bottle, granola bars,

I have a little kit of gum, aspirin, chapstick, lipstick, aspirin, comb, Kleenex/hanky etc.

•Lunch(*nuts, dried fruit and granola bars are clean/quick to eat while planning*), dinner (*Talk with your lead to determine what you need in terms of meals*). We cannot accept anything from or take any food in to prisoners, seldom do we have any way to heat and chill the food we eat inside, so plan on ready-to-eat meals or a soft-cooler. At Susanville, in the motel, we have microwave and fridge.

BRING for the night (if you are not going home at night)

All the things you need to spend the night away from home

If you are staying at someone's home or are receiving donated lodging, consider bringing a little gift for the host and a sleeping bag so they don't need to make up the bed.

For **hotel-donated lodging**, plan to leave a tip for the housekeepers of no less than \$2/day/each guest.

Food for the weekend or discuss with team lead as to how much you will be dining out.

(12/05 ph)

First timers quiz

Circle all correct responses.

1- You can expect CDCR adult prison staff to:

- A. Serve meals to volunteers from the outside.
- B. Welcome your bringing food to inmates
- C. Be overjoyed that you are volunteering in their prison
- D. Provide private access to the bathrooms for volunteers

2- Situation where you can run when inside a prison:

- A. To the bathroom.
- B. To tell an officer you need help with a lock
- C. When you are have heard there is an incident on the yard
- D. None of the above

3- AVP/CA reimburses volunteers who have need for reimbursement only for the following:

- A. Lodging, when you are away from home, if private homes are not available.
- B. Public transportation costs or mileage at 14¢ a mile
- C. Food away from home while doing workshops
- D. All of the above as available— when possible

4 -You can bring gifts to prisoners, when

- A. It is their birthday.
- B. It is Christmas
- C. They have given you a gift
- D. None of the above.

5- Under what situation can you hug inmates.

- A. Graduation ceremony
- B. When they are sad
- C. When you feel moved to do so
- D. None of the above.

6 – The clothing you should not wear in CDCR prisons is:

- A. Blue, because the inmates wear blue
- B. Anything denim, because the inmates wear denim
- C. Khaki, because the officers wear it
- D. All of the above

7 - Circle items you can bring into a prison:

- A. Backpacks,
- B. Reading glasses
- C. Cell phone
- D. Wallet
- E. ID card or drivers license
- F. Key to your car
- G. A flask of gin
- H. Glass food container
- I. Metal coffee mug

- J. Plastic water bottle
- K. Pills that give you a lift during slow times
- L. Belt
- M. Lunch and dinner items in plastic
- N. Metal fork
- O. Plastic spoon
- P. Personal items such as chapstick, aspirin

8 – Under what circumstances, might you develop a closer, more personal relationship with a prisoner?

- A. When you have found a soul-mate.
- B. When you are a very experienced facilitator
- C. Upon his/her release from prison
- D. When you are no longer volunteering with AVP
- E. When you both have strong feelings toward one another
- F. When you are facilitating on a team together

9 – When a correctional officer is being rude or harsh, you'd best demonstrate which of the following:

- A. Give back some of the same.
- B. Ask strong questions to clarify the situation
- C. Be aware that you are the guest.
- D. Not allow yourself to be pushed around
- E. Educate him/her on how to better handle people
- F. Be humble, while being yourself
- G. Try AVP listening techniques, a little transforming power.

10 – You might wear into the prison which of the following;

- A. Short-sleeved blouse or shirt
- B. Short skirt or short pants
- C. Skirt tastefully to your knees
- E. Tight shirt or low-cut blouse
- F. Long denim skirt
- G. Comfortable, yet discreet clothing
- H. Always wear long sleeves and high necked clothing
- I. Belt
- J. Cheerful colors and Jewelry
- K. Jacket with a hood
- L. Something that makes you look really “hot”
- M. Loose, not skin tight, pants with pockets
- N. A sweater or jacket
- O. High heeled shoes or flip flops

11- What kind of personal information is not advisable to give to prisoners

- A. Home address and phone
- B. First name and area where you live
- C. Personal stories in context of a gathering or exercise
- D. All of the above

First timers quiz: Answers

Circle all correct responses.

1- You can expect CDCR adult prison staff to:

- A. Serve meals to volunteers from the outside.
- B. Welcome your bringing food to inmates
- C. Be overjoyed that you are volunteering in their prison
- D. Provide private access to the bathrooms for volunteers

2- Situation where you can run when inside a prison:

- A. To the bathroom.
- B. To tell an officer you need help with a lock
- C. When you are have heard there is an incident on the yard
- D. None of the above

3- AVP/CA reimburses volunteers who have need for reimbursement only for the following:

- A. Lodging, when you are away from home, if private homes are not available.
- B. Public transportation costs or mileage at 14¢ a mile
- C. Food away from home while doing workshops
- D. All of the above as available— when possible

4 -You can bring gifts to prisoners, when

- A. It is their birthday.
- B. It is Christmas
- C. They have given you a gift
- D. None of the above.

5- Under what situation can you hug inmates.

- A. Graduation ceremony
- B. When they are sad
- C. When you feel moved to do so
- D. None of the above.

6 – The clothing you should not wear in CDCR prisons is:

- A. Blue, because the inmates wear blue
- B. Anything denim, because the inmates wear denim
- C. Khaki, because the officers wear it
- D. All of the above

7 - Circle items you can bring into a prison:

- A. Backpacks,
- B. Reading glasses
- C. Cell phone
- D. Wallet
- E. ID card or drivers license
- F. Key to your car
- G. A flask of gin

- H. Glass food container
- I. Metal coffee mug
- J. Plastic water bottle
- K. Pills that give you a lift during slow times
- L. Belt
- M. Lunch and dinner items in plastic
- N. Metal fork
- O. Plastic spoon
- P. Personal items such as chapstick, aspirin

8 – Under what circumstances, might you develop a closer, more personal relationship with a prisoner?

- A. When you have found a soul-mate.
- B. When you are a very experienced facilitator
- C. Upon his/her release from prison
- D. When you are no longer volunteering with AVP
- E. When you both have strong feelings toward one another
- F. When you are facilitating on a team together

9 – When a correctional officer is being rude or harsh, you'd best demonstrate which of the following:

- A. Give back some of the same.
- B. Ask strong questions to clarify the situation
- C. Be aware that you are the guest.
- D. Not allow yourself to be pushed around
- E. Educate him/her on how to better handle people
- F. Be humble, while being yourself
- G. Try AVP listening techniques, a little transforming power.

10 – You might wear into the prison which of the following;

- A. Short-sleeved blouse or shirt
- B. Short skirt or short pants
- C. Skirt tastefully to your knees
- D. Tight shirt or low-cut blouse
- E. Long denim skirt
- F. Comfortable, yet discreet clothing
- G. Always wear long sleeves and high necked clothing
- H. Belt
- I. Cheerful colors and Jewelry
- J. Jacket with a hood
- K. Something that makes you look really “hot”
- L. Loose, not skin tight, pants with pockets
- M. A sweater or jacket
- N. High heeled shoes or flip flops

11- What kind of personal information is not advisable to give to prisoners

- A. Home address and phone
- B. First name and area where you live
- C. Personal stories in context of a gathering or exercise
- D. All of the above

QUERIES ON SEXUALITY AND AVP

by the Participants in a Session on AVP and Sexuality

Bulls Head Friends Meeting, Clinton Corners, NY, November 1981

(These queries are offered, not as the definitive set of queries on this subject, but as part of the ongoing process of reflection on issues of concern to the AVP community.)

- What is the relationship between my feelings for all people and my feeling of sexual attraction to a specific person?
- Am I seeing the person in her/his wholeness?
- What role does power play in the sexual feeling?
- To what extent is a sexual attraction mere personal gratification, and to what extent is it a reflection of real concern for the other person?
- Can I love others without claiming anything for myself?
- What do I feel that I'm afraid to show and why do I believe it cannot be transformed?
- Why do men find it hard to express feelings and be vulnerable with other men?
- Can men and women relate to each other as equal partners?
- Why do men feel they can express feelings and vulnerabilities only with women?
- Why do women feel they can express real feelings and vulnerability only with other women?
- How can we cope, ethically and emotionally, with feeling sexual attraction to two or more people at the same time?
- Can sexual awareness be a positive aspect of a nonsexual relationship?
- How do the loving approaches of a sexually starved person make me feel?
- How are sexual feelings tied to anger?
- How does my own sexual image affect my relationship with other people?
- Do I strive to encourage others only in roles which are constructive and positive for them and for the group?
- How can I turn off a love relationship which I feel developing but do not want to occur?
- How do I transform a romantic love relationship into a simply loving relationship?
- Is fear linked to a person's inability to love?
- Is male image linked to the perception that a man must come on to a woman?
- Why is an AVP workshop a poor place to work out relationships and sexual feelings?

Queries on Relationships For use with AVP Facilitators

Although we like to believe that everyone in AVP is equal, everyone is not equal in one very important respect: power. AVP facilitators who enter prison voluntarily have the power to walk out the door; inside facilitators and participants do not. This imbalance of power can have subtle effects, and it is important for both outside facilitators and inside facilitators to understand them.

Most workshops are powerful emotional experiences, and we rightly enjoy the feelings of love and joy that come out of having built a community of trust and love. Those of us who continue to work together inside a prison to coordinate the AVP program there have the blessing of having our relationship grow closer, as we work together to nurture and expand our community. Sometimes special relationships develop.

AVP organizations and programs work to break down barriers of rank and hierarchy, and facilitators going into prison may want to reject the authority and power that is conferred on them by the freedom to walk away while others in their AVP community cannot. Efforts to build relationships that are blind to the inequity of power between an incarcerated person and a civilian may seduce them into blurring the boundaries established by the contract under which AVP is allowed in prisons.

When an outside facilitator or an inside facilitator finds himself or herself developing a special relationship with one person – having feelings that are stronger for that person than for others in their AVP community – it is time to question that relationship, and seek help in sorting those feelings out. Taking a time-out (break) from facilitation at that particular institution is appropriate and may be necessary.

AVP facilitators rarely enter into a special relationship with a conscious decision to exploit or harm the person; however, developing such a relationship can result in subtle or blatant harm, both to the AVP program and to the incarcerated person.

Some questions/queries:

- Would I be comfortable having my fellow facilitators know about the special relationship I have with this one particular person?
- What response would I make to any misgivings that they expressed?
- What is the potential impact on the AVP program in this prison?
- What is the potential impact on the incarcerated person, if the corrections officers were to learn of our relationship?
- As an outside facilitator, does my feeling that my situation is “special” make it seem all right for me to violate the agreements I have made with DOCS as a member of the AVP organization?
- Is there any emotional turmoil in my life right now that might impair my judgment about these issues?

Supplies for AVP Workshop Kit

*=every workshop; **=Level 2 workshop; ***=Training for Facilitators workshop
+=means an original is ready to copy
#=can be ordered from AVPusa.org

Each team needs a large, carryable or rollable plastic storage box for their group to put the following into. An expandable file folder with extra pockets helps to hold the miscellaneous handouts.

OFFICE SUPPLIES

- *good masking tape (2 rolls of 1 inch, 1 roll of 2-inch wide tape)
- *newsprint/ flip chart (120 sheets)
- *100 sheets of blank paper
- *Small 5x7 lined tablets (25)
- *pencils one for each participant sharpened(30)
- ***5x7 colored index cards –5 each participant
- *5 pens for facilitators
- *post-its- 2 packs
- *Paperclips
- *rubber bands
- *3x5 cards—100
- *set of small felt tip pens of different colors (not yellow, pink or orange); one for each participant (30) in a container that holds them all
- *Larger magic markers for use in writing on flipchart/ newsprint 8 of green, red, blue, black, purple, dark orange or other readable colors (not yellow or pink unless really dark)
- *newspaper 50 sheets or former newsprint agendas
- **pack of colored construction paper, masks, glue sticks depending on exercises

MATERIALS NEEDING COPYING FOR EACH WORKSHOP:

- *+Listening skills sheet
- *+Guides to Transforming Power – full sheets
- *Guides to Transforming Power - cards
- *+Evaluations for each participant
- *Certificates (brought into prison filled out with individual names)
- *+Evaluation for facilitation team members
- *+Overall Evaluation
- *+Sign in Sheet
- *+ “I” messages sheet/Listening skills
- ***Basic Manuals for each participant; **Level 2 Manuals for inside team

TOYS/EXERCISE MATERIALS

- *feeling faces cards in plastic sheets in notebook
- *stick-on, colored dots of 6 different colors -1/2 inch in diameter
- *3 sets of Tinker Toys (80-100 pieces each) or paper and masking tape
- *Blow-up ball
- *electronic kitchen timer
- *ball of yarn

Music on tape for graduation and meditation (facility PROVIDES TAPE/CD PLAYER)

- *Broken Squares: Sets of five envelopes with Broken Squares components (one set for every five participants, you can also create one for four people by holding aside a square)
- *Koosh balls (2)=#
- *bean bags, small easy to catch balls or tiny bean bag animals (6)=
- *Picture Sharing pictures plastic sheets in notebook#
- *Shaker for Alligators and Frogs or lively fun music on tape

Some Ideas for Facilitating a “Gathering”

- **Gather the Group**

The facilitator of the Gathering is the team member primarily responsible for bringing the group back together. Gatherings typically occur after a break. The facilitator needs to watch the time and try to regroup at the time that was announced to the group before the break. If the facilitator needs help from other team members, he should ask for support.

It is helpful to reestablish the circle of chairs as often the chairs are moved before or during a break.

Rather than shouting out to the participants “It’s time to get back together!”, the facilitator and other team members could try to go around the room and quietly invite the participants to join the circle. For example,

“I welcome you to join the circle. We are about to begin again.”

It is important that the facilitators spread themselves around the circle so the response to the gathering topic can be remodeled to the length and depth of response the team planned.

- **Welcome the Group Back**

Once the participants and team members are seated around the circle, the facilitator welcomes the group back. For example,

“My name is Groovy Gary. Welcome back from the break.”

- **Announce the Gathering Topic**

For the first gathering of the workshop, the facilitator should explain a little about gatherings. For example,

“In AVP we usually like to do a gathering after a break so we can all come back together and focus again on the workshop.”

Also, it is important to tell the group that in a gathering, it is not a time to make comments on what has been shared. For example,

“In a gathering, we respond to the topic however we feel comfortable doing. It is not a time to respond to what others have shared.”

The facilitator should announce the gathering topic and expand on the topic a little if it is not clearly self-explanatory. For example,

“The gathering topic is (fill in with the topic or partial sentence as shown on the agenda). The team selected this topic because we thought you are ready to share at a deeper level. Take a moment to think about the topic. Maybe some ideas come to mind.”

A pause at this point is often helpful to give time for the group to think about the topic. This is especially important if the topic is a deep one.

- **Give Directions**

The facilitator should indicate to the group that he will respond first to the topic and indicate the direction around the circle the gathering will go. This gives time for the person immediately after the facilitator to get over being startled. For example,

“I will respond first to the gathering topic and then we will go around the circle to my right (or left).”

It is also helpful for the facilitator to use a hand gesture such as an open hand indicating the direction.

The facilitator may then remind the group that everyone has a right to pass and that those who passed will have another opportunity to respond. For example,

“Remember that everyone has a right to pass. If you pass, you will have another opportunity to respond after we have gone around the circle.”

- **Respond to the Topic**

At this point, the facilitator should take a moment and pause. The facilitator is now becoming a participant and should become prepared to respond. This might even include a change in posture such as sitting back in the chair and perhaps closing his eyes to indicate the transition. If the topic is a deep one, then a longer pause might be helpful.

The facilitator should now respond to the topic and model length and depth of response that the team planned. The facilitator should also start with his adjective name since this is what we would hope the participants would do. The facilitator should also restate the topic in his response just as we would hope the participants would do. For example, if the topic on the agenda for this gathering is “What I hope to get out of this workshop is”,

“My name is Groovy Gary. What I hope to get out of this workshop is (then finish the sentence). I say this because”

When finished responding, the facilitator should be clear and gently gesture to the next person to respond.

- **Wrap Up**

Once everyone around the circle has had a chance to respond, the facilitator then welcomes those who passed (if there were any). It is helpful if the facilitator uses the adjective name of the person(s) who passed. This is a way of inviting them personally to respond. For example,

“My name is Groovy Gary. Joyful Joseph, would you like to have another opportunity to respond?”

Once it is clear that everyone has had an opportunity to respond, the facilitator simply wraps up by thanking the group and then moving on to the next item on the agenda. It’s not a time to try to summarize or respond to what was shared. For example,

“My name is Groovy Gary. I’d like to thank the group for responding to this topic. It is now time to move on to a Light and Lively facilitated by Amazing Anthony.”

2008-09-19/GAW

AGENDA Weekend

BASIC WORKSHOP COMMUNITY

Day I: Session 1 – 6:00 p.m.-9:00 p.m.

Agenda Review/ *poster*
Introduction and welcome
Opening Talk/Ground Rules/*posters*
Adjective Name Game
Affirmation Exercise
L & L: *Big Wind Blows?* Hurricane

Break

Re-entry: What I hope to get out of
this workshop
Concentric Circles Exercise (as a graduated
listening example)
L & L : *Elephants and Palm Trees*
Brainstorm: What is violence/
non-violence?/*poster*
Evaluation /*poster*
Closing:

Day 2 - Session 2 8:30 a.m. - noon

Agenda Review
Re-entry:
Exercise: Sharing a conflict I resolved
non-violently...
L&L
Transforming Power Talk/*handout*
Construction Exercise/*Tinker Toys*
L& L:

Break

Re-Entry:
Feeling faces (3 times around) *Faces cards*
L & L:
“I” Message Exercise/*poster*
Evaluation

LUNCH

Day 2: Session 3 12:45 – 5 p.m.

Agenda Review/*poster*
Re-entry:
Broken Squares Exercise/*squares*

Break

Re-entry
Exercise: From another point of view
L & L:
Quick Decisions Exercise(Active Listening)
L & L
Role play orientation
Evaluation

DINNER:Plan role plays as teams

Day 2: Session 4 6-9 p.m..

Agenda review/*poster*

Re-entry:

Role Play 1

L & L:

Role Play 2

L & L:

Role Play 3

Evaluation/*poster*

Closing

REMEMBER: MORE EXPLANATIONS AND GO OVER THE PURPOSE OF EXERCISES

Day 3 Session 5 8:45 – 1 p.m..

Affirmation Posters as they enter

Agenda review/*poster*

Re-entry:

Leftover role play (Colored dots/Empathy)

L & L:

Break-Affirmation Posters &
Written evaluations—*team & partic.*

Trust circle/lift

Meditation Exercise/Who am I?

Unanswered questions

Where do we go from here?

Talking circle/*talisman to pass*

FILLERS AND L & Ls ideas

Big Wind Blows Mountains and Valley Zip, zap, boing Elephants and Palm Trees Rainstorm

Pattern Ball Noah's Ark Mrs. Mumbly Touch Blue Pretzel Jail Break Bump Tag

Crocodiles and Frogs Machines

See WWW.AVPCalifornia.org for more agendas

Advanced workshop agenda

Day 1 Session 1

Introduction and Welcome

Agenda Review

Opening talk - Agreements

L&L: Big Wind Blows (Hurricane entitlement)

Adjective Name Game with Gestures

Break

RE-entry: An issue I've struggled with since the Basic workshop is (Scribe and post)

Exercise: Construction tower/animal with paper

L&L

Brainstorm: What makes me feel included in a group decision is...

Consensus talk eliciting their understanding of consensus (and possible handout)

Exercise on consensus

L&L

Look at issues listed above and see where the discussion leads in terms of selecting a topic/theme

Reflections/Evaluation

Closing/homework

Day 2 Morning

As arrive, create a personal motto or bumper sticker Share and post as re-entry

Re-entry:

Concentric Circles with differing levels of communication (not listening, passive listening, active listening)

L&L:

Exercise: Who Am I?/ Masks

Break

Picture Sharing/Facilitated Conflict Resolution/Who are YOU?

Evaluation/reflections

Day 2 Afternoon

Re-entry:

Carefronting/Masks

Reflections

Day 3 Morning

Re-entry:

Exercise: Six point problem solving (hand out)

L&L:

Exercise: Colored Dots/Picture sharing

Exercise: Forgiveness Circle/Human to Human

Break

Gathering:

L&L

Exercise

AGENDA BASIC WORKSHOP 2 -1/2 days

Day I: Session 1 – 7:30 a.m.-11 a.m..

call to announce ?

Introduction and welcome

Agenda Review/ *poster*

Opening Talk/*Ground Rules poster Unanswered Questions poster,*

L & L: *Big Wind Blows?* “Hurricane” intro

Adjective Name Game

L&L: Elephants and Palm Trees

Affirmation Exercise

Break

Re-entry: What I hope to get out of
this workshop

Brainstorm: What is violence/
non-violence?/*poster*

L & L :

Concentric Circles Exercise

Reflections/evaluation **POSTER**

Lunch: *Name poster & SIGN IN sheet*

Session 2- 11:30 a.m – 4 p.m.

Agenda review *poster*

Re-Entry:

Coop/construction Exercise/*Tinker Toys*

L & L:

Exercise: Sharing a conflict I resolved
non-violently...

L&L

Transforming Power Talk/*handout*

Break

Exercise/Re-entry: Faces

“I” Message summary/*poster*

L & L:

From another point of view exercise

Reflections/Evaluation /*poster*

Closing: Affirmation Pyramid: “What I like about our group is...”

Day 2: Session 3 – 8:30 a.m.-11.

call to announce ?

Agenda Review

Re-entry:

Broken Squares Exercise/*squares*

L&L:

Inclusion Exercise

Break

Re-entry:

Deep Listening: Facts, Feelings, Values

L & L

Role play introduction

Evaluation

Day 2: Session 4 11:30 a.m.-4 p.m.

Agenda review/*poster*

Re-entry:

Role Play 1 *TAPE*

L & L:

Role Play 2

Role Play 3

Evaluation/*poster*

Do at night:

Prep Affirmation posters, we sign them

Certificates ready to hand out

Day 3 Session 6 7:30 –11:30 p.m.

Agenda review/*poster* (1) ***Affirmation Posters***

Re-entry/ck-in(20)

Exercise: Strategy/ Building new Society/Colored Dots (90)

L & L:

Exercise: Human to Human/ Who am I?(30)

Break /posters) **WRITTEN EVALUATIONS/team and partici.**

Unanswered questions (10)

Where do we go from here? (5)

Graduation (10)*certificates,tape*

A- L & Ls

Big Wind Blows Elephants and Palm Trees Rainstorm Tennessee Squeeze Mrs. Mumbly

Pretzel Crocodiles and Frogs Touch Blue Jail Break Bump Tag Pattern Ball

Noah's Ark ? /Name that Tune Machines Owl and Mouse Mountains and Valley

Concentration I love you baby, but I just can't smile Handpushing Zip, zap, boing

A What? Big Sigh Back to back Earthquake Fire on the Mountain

Father Abraham (Put your whole self in) Ha ha Howdy, howdy

I am going on a picnic Jack and Jill

SIGN IN SHEET

Workshop Level:

Location:

Date:

CERTIFICATE NAME

ADJECTIVE NAME

CDCR #

1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____
11.	_____	_____	_____
12.	_____	_____	_____
13.	_____	_____	_____
14.	_____	_____	_____
15.	_____	_____	_____
16.	_____	_____	_____
17.	_____	_____	_____
18.	_____	_____	_____
19.	_____	_____	_____
20.	_____	_____	_____

Agreements

1. **We look for and affirm one another's good points.**
2. **We refrain from put-downs of ourselves and others.**
3. **We listen to what each person has to say; we do not interrupt each other; and we do not speak too often or too long. Shy people: Don't be afraid to speak up, we need your contribution. Talkative people: Have your say, but do not monopolize the conversation. Speak from your own experience**
4. **When volunteering, volunteer yourself only. Don't volunteer others.**
5. **We observe confidentially regarding the personal sharing of each participant.**
6. **Everyone has the right to pass.**

From AVPUSA *Transformer* newsletter, 2006;

Post workshop team evaluations? Are we only eating cake?

By Pat Hardy

In AVP we seem to understand the need for a strong pre-workshop team building session, but are we adequately taking advantage of the personally valuable post-workshop team evaluation opportunity? While with pre-workshop team building we start with a good solid plate on which to create the rich cake of the rest of the workshop, the post-workshop feedback is the icing and fruit décor, which make it sweet and beautiful. In conversations with others at conference during a workshop on this topic, facilitators indicated they tend to refrain from this tasty and valuable part of an AVP workshop. Though mentioned only briefly in the Basic Manual (C-8 Suggestions for Giving and Receiving Feedback Among Team Members), this is one of the most satisfying times a team has for individual members to receive feedback outside of the hustle of the workshop itself. Let's look at why the frosting is important.

What are post-workshop team evaluations?

This evaluation occurs immediately after the workshop. The form can be filled out while participants fill out theirs. Once each member of the team fills out their form, the team sits together sharing what they have written about themselves, the team and the workshop. This takes about an hour and uses all the skills discussed in on page C-8 of the Basic Manual. See box for questions on the Facilitators Constructive Guidance Evaluations.

FACILITATORS CONSTRUCTIVE GUIDANCE EVALUATIONS

Team member:

- 1/ What did I do at this workshop that I am most proud of...(To affirm self)
- 2/ What did your team members do that was WOW? (To affirm others, each individually)
- 3/ What helpful observations can I offer to the team members in regards to their facilitation during the workshop? (To learn more; be specific about each team member)
- 4/ Issues on which I need reassurance from my team...(For support)

5/ Were there any particular people to whom I was attracted or with whom I particularly struggled that I would like to discuss? (For support)

6/ Ways in which I have seen myself grow as an AVP trainer with this workshop... (To monitor self progress)

6/ Any comments about the workshop in general?

Why do it?

Personal growth and change within the workshop is often so profound, why would we subject ourselves to even further input? Well-done feedback rounds out the workshop experience for a team.

Encourage participants to affirm themselves, this is the chance for facilitators to actually do this in the particular. Though we are all volunteers, we have a responsibility to one another to assure that we are appreciated for the specifics of what we do.

While facilitating, and at the end of each session or day, we are likely to affirm one another for a well-done exercise. However the process isn't really helped with in-depth constructive feedback unless something is going to continue as a problem for the rest of the workshop. For example, I recently worked with an apprentice who made jokes throughout the agenda review, gathering and first exercise which was confusing the participants and affected the process. This behavior needed some constructive feedback, while a suggestion for handling a completed exercise could readily wait until the end of the workshop.

While some facilitators have expressed discomfort with this kind of in-depth giving of feedback, learning process of giving both affirming and constructive feedback is good leadership training for the workplace.

Part of what we do in a workshop is training leaders both inside and outside and straight-forward self-evaluation is a crucial part of leadership development. Honest feedback is an important aspect of believing that the positive feedback is real. This kind of honesty completes the cycle of team building, pulls the whole dessert together.

Why at the end?

I can hear you saying, "We do this throughout the workshop!" Yes, that is really important too, but its more than filling to the cake, which holds the team together. This time is the only period that is really just for the working team. It is the only time when direct feedback can be given with the perspective of a whole workshop behind you. It is the only time where you can unabashedly receive and ask for input on what you did that worked and didn't work. Sure, in the ideal workshop this happens throughout the workshop, but this is where solid, helpful insights have time to surface. The *Manual* suggests: "At the end of each session, or at least at the end of the day, take turns popcorn style: Have each person reflect on how they think they did: leading their exercise, being supportive, being creative. Have others offer feedback for each person starting with positives then offering any ideas they may have for change."

Often during a workshop it can unproductive to correct or recommend a change in the future handling of an exercise to a team member, tending to change the team's good feeling about one another. In trusting the process, this recommendation often is unnecessary as the workshop plays out. Yet, at the end, often my team member has understood where they could improve and has verbalized that. Thus, during the evaluation period... we have a chance to validate that growth rather than having been the critic during the workshop.

How to do it?

The *Basic Manual* suggests a recipe: At the end of the workshop, start the team evaluation of the workshop by focusing on the questions (see Box) as a way to give team members time to interact and “unload.” Rather than just a free-for-all discussion, the questions focus the team into a safe, productive time. Encouraging everyone to give feedback *specifically* to each person, affirming “WOW” and constructive guidance are the most valuable. Broad general statements about the team are not as productive for the individual’s growth, though they are valuable for a “feel good” team.

Ingredients from the *Manual*:

In offering feedback, it is important to:

- describe your reaction

- be specific

- speak to a behavior the person has the possibility of changing (eg. sitting rather than standing when presenting an exercise)

In receiving feedback, remember:

- We all have much to learn and can always improve—it’s even possible we may be wrong.

- We can even learn from misguided criticism.

- Sometimes, we are “stand-ins” for others in our critic’s lives—we shouldn’t always take things personally.

- Each person is the final judge of what is valuable to him/herself.

- We all have to accept much imperfection in ourselves and others—and try to live with it.

Specific feedback from team members at the end and an opportunity to celebrate one’s own growth is that luscious icing on the cake that is available every workshop.

Pat Hardy, first trained in AVP in 1991, now works with AVP/California to bring together facilitators in the state to begin workshops in ever more prisons.

Alternatives to Violence Project

_____ Workshop Evaluation Name (Optional) _____

1. Tell about something you learned about yourself during this workshop.

2. Tell about something you learned in general.

3. What were some of the most valuable aspects of this experience?

4. How do you think what you've gained here will affect your life?

Evaluation for AVP Workshop Date _____
Name _____ Level _____

Topics
What I liked
What I Didn't Like
Suggestions for Change

Exercises

The Group

The Trainers

Anything Else
(Use other side if needed)

Facilitator/Workshop Guidance & Evaluation

Name _____ Date _____ Type: _____
Basic/Advanced/T4T

1. What I did at this workshop that I am proud of? (To Affirm Self)
2. What did each of my team members do that was WOW? (To Affirm Others)
3. What helpful observations can I offer to the team members regarding their facilitation during the workshop? (To Learn More)
4. Issues on which I need reassurance from my team . . . (For Support)
5. Were there any particular participants to whom I was attracted or with whom I particularly struggled that I would like to discuss? (For Support)
6. Ways in which I have seen myself grow as an AVP trainer in this workshop (To Monitor Self Progress)
7. Any comments about the workshop in general?

AVP/CA, 11/07

**OVERALL Workshop Evaluation
For reporting on QEWR**

Commentary:

3.1. Factors that affected the workshop: Positive, negative and why?

3.2. Team functioning?

3.3. Interesting events and other comments

3.4. Comments of Post-workshop de-brief:

Private:

4.1. Lead facilitator comments on apprentice facilitators. This will be used in their final certification.

4.2. Participants' names, Adjective name and number. (For Community workshops: please enter names on AVPCalifornia.org database)

Notes:

Put notes to yourself or to the system administrator here

AVP/California WORKSHOP OVERALL EVALUATION REPORT

Location: Civigenics – Long Beach (Drug Rehab transitioning to community)

Dates: Nov. 1-3, 2006 **Type of workshop:** Basic

Lead facilitator: Pat Hardy

Other facilitators: Kenya Williams did a T4F Overlay as part of this workshop

Observers, if any: One young woman from staff sat in for the first half day then was gone, When she returned the next late morning we said she couldn't continue as part of the workshop, but allowed her to sit in and out throughout the workshop which she said she understood but the guys didn't. (She is a new employee and the men like her and are using her according to the Director (warden).)

Total number of participants: 22 **Number completing:** 22 **Pins given out:** 0 **Cards given:** yes

Form filled out by: Pat Hardy

1. Factors that affected the workshop: Positive, negative and why?

Again, the first time in the staff doesn't get that the participants should be volunteer, plus they are all there on Substance Abuse issues except for the compulsive gambler (and talker). The energy level was high in Ams and unusually verbally critical and low in the afternoons, which Vicki has informed us is not unusual with this particular clientele. Complaining about how long it was to the bitter end. Much body movement of feet and hands and crosstalk and side conversations throughout the workshop. Low literacy level of majority of class and unusually sensitive egos in terms of words we were using. We kept slipping in and out of community depending on the time of day. These men need this workshop more than those inside. Most do not appear ready to be in the outside world.

2. Team functioning? We were great feeling backed up and supported through a challenging three days.

3. Interesting events and other comments including selected role plays

They got "I" messages very quickly. The role play de-briefs had some very good insights.

4. Type of Post-workshop de-brief: Kenya and I de-briefed every evening and then the last day did a summary for half an hour.

5. Trainees who showed outstanding ability and capacity to be good facilitators if trained:

List Name and Number:

Michael Solorzano

Albert Talavera III

Eugene Harris

Rodney Severson

6. Hours spent on workshop

a) By outside facilitators (include travel time) 100 including overnights Miles traveled: 800

b) By inside facilitators (include planning) 0

c) Class hours by participants 20 hrs

d) Housing costs or provided: CDCR paid Kenya's housing and I shared her room at the Hilton!

7. Lead facilitator comments on trainee facilitators (this will be used in final certification of apprentices)

Use reverse side:

Kenya will be superb once she gets a few more workshops under her belt. Her sense of the group is very good and she of course knows the prison population. I chose to do this workshop in order to get her up and facilitating since we have had a couple Blythe workshops cancel and she can't, as staff, yet facilitate in the prison. She was invaluable and she knows now why we say 'Trust the Process. Still getting her sea legs in terms of being herself in the AVP modality.

Policy on AVP/CA expense reimbursement

Philosophy: AVP/CA is a volunteer organization and we value being able to say we are an "all-volunteer" organization. While we encourage volunteers to: pay for their own meals, seek alternative or at the least shared overnight accommodations and to car pool or use public transportation whenever possible; we do not want to discourage volunteering by only involving those who can afford to pay these basic expenses.

We also acknowledge that different facilitators will have different financial needs in relation to being able to volunteer in distant locations, thus a limited amount of money is budgeted to be available to those involved in initial launching of AVP/CA workshop programs, who need assistance. Once a local group has been established, we invite them to consider the following policy as they take on the responsibility for their program and their facilitators' expenses.

Any submissions for reimbursement must be approved by the lead facilitator for the workshop and receipts shall be provided for all expenses.

Lodging: \$75/night for a shared room or where no one is available to share, \$37.50 for a person opting to have a single room. Seeking hospitality in local homes or donated hotel lodging is recommended.

Food: Maximum-Up to \$30/per day for three meals. Receipts must be submitted.

Transportation: Full payment of economy public ground transportation. Airfare will need to be approved on a specific basis. Carpooling strongly recommended. Individuals carpooling are encouraged to contribute toward driver's gas.

Mileage reimbursement rate: 14¢/mile

This section of the reimbursement policy is experimental:

Lost wages and child care assistance: Though we want to preserve the importance of an "all-volunteer" group of facilitators, in order to expand the diversity of our facilitator base and tap recent parolees, we need to consider the economic differences and be open to the possibility of lost income replacement and child care costs as a necessity. This should be decided on a case-by-case basis with a cap of \$120/day.

AVP/CA Expense Claim

See Page 50

ALTERNATIVES TO VIOLENCE PROJECT/CALIFORNIA

BYLAWS

Adopted by Steering Committee, June 30, 2005;
As Amended at Annual Gathering of Facilitators, November 15, 2008

ARTICLE I

Name, Organizational Status, Mission & Policies

The name of this organization is Alternatives to Violence Project/California (AVP/California). AVP/California is a regional organization of Alternatives to Violence Project/USA, Inc. (AVP/USA), within the meaning of the AVP/USA Bylaws (last amended May 30, 2004). AVP/California's mission, adapted from the AVP/USA mission statement contained in the AVP/USA Bylaws, is as follows:

The mission of the Alternatives to Violence Project is to empower people to lead nonviolent lives through affirmation, respect for all, community building, cooperation and trust.

Founded in and developed from the real life experiences of prisoners and others, and building on a spiritual base, AVP encourages every person's innate power to positively transform themselves and the world.

AVP/California offers experiential workshops in personal growth and creative conflict management for adults and youth in and around the state of California.

AVP/California subscribes to the AVP/USA Policy Statement, last amended September 5, 1999, a copy of which is attached and incorporated herein by reference.

AVP/California does not discriminate in any of its policies, appointments or other activities on account of race, sex, sexual orientation, age or religious conviction. AVP/California does not engage in political action or lobbying and does not promote any specific political view as an organization. Members may not espouse a political position in the name of AVP/California or as AVP facilitators. AVP/California is nondenominational and does not promote any religious doctrine. The programs of AVP/California are educational in nature, and are not psychotherapy.

C- ARTICLE II

Tax Exemption & Reporting

AVP/California is organized exclusively for charitable purposes within the meaning of section 501(c)(3) of the Internal Revenue Code. Notwithstanding any other provisions of these bylaws, the organization shall not carry on any other activities not permitted to be carried on by an organization exempt from Federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code (or corresponding section of any future federal tax code). Upon the dissolution and winding up of this organization, after paying or adequately providing for the debts and obligations of the organization, the remaining assets shall be distributed to a nonprofit fund, foundation or corporation organized and operated exclusively for the purposes specified in section 501(c)(3) of the Internal Revenue Code and which has established its taxexempt status under that section.

Pursuant to the AVP/USA Bylaws, as a regional organization taking 501(c)(3) status from AVP/USA, AVP/California will submit a financial statement to the Finance Committee of AVP/USA annually in July.

D- ARTICLE III

Organizational Structure

Membership. Membership in AVP/California is open to all those who have completed an AVP Basic workshop or its equivalent, at least one AVP Second-Level workshop and an AVP Training for Trainers, and who are active in the work of AVP/California.

Annual Gathering. The ultimate policy-making body of AVP/California is the Annual Gathering of facilitators. When practicable, input on matters known to be coming before the Annual Gathering for decision will be sought from facilitators unable to attend due to incarceration, and will be taken into account in the decision-making process.

Steering Committee. The Annual Gathering will appoint a Steering Committee of at least six (6) people to facilitate the work of the organization during the year. The Steering Committee is empowered to act on AVP/California's behalf in furtherance of its mission and policies. Meetings of the Steering Committee are open to all members of AVP/California. At any properly called meeting of the Steering Committee, those members present shall constitute a quorum. A record of decisions made at meetings will be made available on the AVP/California website.

Officers. The Annual Gathering or the Steering Committee may, as needed for the work of the organization, appoint Officers who are members of the Steering Committee, including at least a Clerk (presiding officer) and a Treasurer.

The Treasurer shall have custody of the organization's funds and keep accurate accounts of receipts and disbursements in books belonging to the organization, and shall deposit all monies and other valuable effects in the name and to the credit of the organization in such depositories and with such right of withdrawal and access as may be designated by the Steering Committee. The Treasurer shall make proper vouchers for disbursements of organization funds and shall render to the Steering Committee or Annual Gathering, whenever they may require it, an account of all her or his transactions and of the organization's financial condition. The Steering Committee shall from time to time determine who shall be authorized on the organization's behalf to sign checks, drafts or other financial instruments.

ARTICLE IV
Decision Making

Decisions of AVP/California shall be made by the consensus process that incorporates ideas from the entire group.

ARTICLE V
Fiscal Year

The Fiscal Year of the Corporation shall be twelve months and shall run from April 1 through March 31.

E- ARTICLE VI

Amendments

These Bylaws may be amended by the decision-making process described in Article IV, provided written notice of the proposed amendment has been given to the membership at least 30 days in advance of the date set for action on the amendment.

Signed:

Pat Hardy, Clerk (President)

Stephen Matchett, Treasurer

AVP/California Steps for AVP Facilitator Qualification

To assure the presence in California AVP programs of a consistent and high level of skill, ethics and standards, these qualifications are introduced:

APPRENTICE FACILITATOR: has successfully completed the Basic, Second Level (Advanced) and Training for Facilitators (T4T) workshops (might complete the Advanced after the T4T)

FACILITATOR—Certified

- a) meets the requirements for Apprentice Facilitator above
- b) has apprenticed in at least three workshops
- c) has been approved after consultation among the Lead facilitators with whom they apprenticed*

LEAD FACILITATOR—Basic

- a) meets the requirement for Facilitator above
- b) has facilitated (as a certified Facilitator) at least five workshops, including at least two Basics
- c) has been acting (apprentice) Lead Facilitator on the team of three Basic workshops with three different Lead Facilitators not all of the same gender
- d) has been approved by the Lead Facilitators with whom they apprenticed*

LEAD FACILITATOR—Advanced

- a) meets the requirements for Lead Facilitator—Basic
- b) has facilitated (as a certified Facilitator) at least two Advanced workshops (may be part of the original five)
- c) has been acting (apprentice) Lead Facilitator in two Advanced workshops
- d) has been approved by the Lead Facilitators with whom they apprenticed*

LEAD FACILITATOR—Training for Facilitators (T4T)

- a) meets the requirements for Lead Facilitator—Advanced
- b) has facilitated (as a certified Facilitator) at least two T4T workshops (may be part of the original five)
- c) has been acting (apprentice) Lead Facilitator in two T4T workshops
- d) has been approved by the Lead Facilitators with whom they apprenticed*

Exceptions can be made on an individual basis.

See notes for Lead Facilitators in *Basic Manual*, C-9 and 10

*Approval process: The Lead Facilitators with whom an individual has apprenticed at any particular step will consult among themselves and reach a decision by consensus. Incarcerated Lead Facilitators are to be included in this process. Lead Facilitators should save the AVP/CA Facilitator/Workshop Guidance and Evaluation form from each post-workshop debrief of the apprentice, as a memory aid in this eventual consultation.

AVP/USA, Inc., (AVP/USA) POLICY STATEMENT

Adopted January 16, 1994
Amended September 4, 1995
Amended September 8, 1998
Amended September 5, 1999

Purpose and Methods of AVP Program

The primary purpose of AVP groups is to offer individual tools for personal empowerment, enabling them to live their lives with dignity and self-respect. AVP facilitators serve the community by leading workshops with the goal of enhancing individual skills for peaceful reduction of conflict. Our method is experiential; we use a minimum of lecture. We believe that people have within themselves answers to their questions and problems. We encourage each other to search for solutions within ourselves, drawing on our own experiences and those of our communities.

Workshops endeavor to break down the barriers that prevent people from revealing their inner selves, thus enabling them to form friendships with other individuals, and to build a community.

Spiritual Basis of Program: AVP has a spiritual base. AVP promotes no religious doctrine.

We believe that there is a power available to everyone which, if we are open to it, can transform violent situations. We call this Transforming Power

The goal is to empower individuals to liberate themselves and others from violence by finding creative ways to resolve or manage conflict peacefully by being open to Transforming Power.

We build upon each person's human worth, inner strength and spiritual endowment.

We strive to maintain a caring attitude toward ourselves and others.

Quality of Workshops: Maintaining high standards for AVP workshops is a primary goal.

Another goal is that workshops conducted in different regions are similar enough that facilitators can easily be part of a team in different places.

General

We follow the outline for standard AVP workshops as described in the Basic, Second Level and Training for Trainers manuals.

Facilitators need to be thoroughly familiar with the underlying principles of AVP, including the concept of Transforming Power, and endeavor to demonstrate those principles.

All workshop participation is voluntary.

A workshop leading to a certificate is a minimum of 22 program hours. In unusual circumstances and after serious consideration, a local group may reduce the time to no fewer than 18 program hours.

Workshops are conducted using AVP ground rules as outlined in the Basic manual.

Facilitators and local groups are encouraged to develop new exercises and resources. Such exercises and resources shall not be published as AVP materials and should only be distributed for testing purposes until they have been reviewed and approved by the AVP/USA Education Committee.

Content

Basic workshops include exercises designed to build self-esteem, mutual respect and community; and to facilitate learning the skills of listening, cooperation, communication and problem solving. Role plays demonstrate how these skills influence creative nonviolent conflict resolution.

Second Level workshops expand the skills presented in the Basic workshop, while focusing on situations in our lives or in society that are caused by or result in violence. Themes may be decided upon by participants during the workshop or may be designated in advance.

Although the agendas outlined in the manuals for each of the three levels can be fine-tuned to each workshop, elements of affirmation, communication, cooperation and conflict resolution are to be included.

The concept of Transforming Power is to be communicated in every workshop.

Team Leadership

Team leadership is basic to AVP workshops. Workshops require more than one facilitator. This does not apply to mini workshops or presentations that do not lead to a certificate, although it is still strongly encouraged.

Prison workshops must have at least one outside facilitator.

Every workshop must have at least one experienced facilitator, normally designated as a lead facilitator. This person will have, as a minimum, completed all three levels of workshops, apprenticed as a facilitator, and been recommended by other lead facilitators and approved by the local group for qualification as a lead facilitator.

For programs beginning in new areas, the apprenticeship process may be abbreviated with the approval of the sponsoring program to enable an individual to function as an acting lead facilitator pending designation as a lead facilitator.

A workshop team leader may be designated to lead the pre-workshop team building session, write the workshop report, and may have other responsibilities assigned by the local group. The workshop team leader empowers all team members, encourages them to take responsibility for team functioning and the quality of the workshop.

For each prison workshop, an outside facilitator will be designated to act as liaison with the prison staff for that workshop.

We encourage facilitators to work with facilitators at other training sites at least once a year.

This cross-fertilization stimulates learning and growth among facilitators.

Development and improvement as a facilitator are significant parts of the program. Local AVP groups will establish a process to enable facilitators to learn more about themselves, their strengths and weaknesses, skills and growth, and the place of Transforming Power in their work and their lives.

Prison facilitators are not paid for their work. AVP may reimburse any expenses incurred in conducting a workshop. Local groups may decide whether or not to pay facilitators a modest amount for conducting community workshops. Local groups may also decide whether or not AVP paid staff may conduct workshops from time to time as part of their job.

Organization of Local Groups

Definition

A Local Group, as defined in the AVP/USA, Inc., By-Laws, is an organization that conducts AVP programs in a defined geographic area.

Within any state or Region, Local Groups may be formed where there is a sufficiently large number of trained and experienced facilitators to conduct AVP programs on an ongoing basis.

Any new group that is formed will have a mentor designated from an established AVP group to give support and guidance in the process. Local groups unable to agree on the division of a geographic area will take the dispute to their regional organization or, in the absence of a functioning regional organization, to the Committee of Local and Regional Groups (CLRG).

Responsibilities

The keystone of AVP operations is the Local Group. With a minimum of oversight, each Local Group makes decisions regarding managing its own resources and developing procedures

that meet its needs as long as they are not in conflict with this Policy Statement or AVP/USA, Inc. By-Laws. These include, but are not limited to: finances; training and support of facilitators in their group; relationships with prisons served; pursuit of community applications of AVP; policies that govern facilitators, training procedures, workshop evaluations; job descriptions for organizational positions; oversight of any paid staff.

Working within the policies outlined in this statement, Local Groups are responsible for maintaining standards for workshops including length of workshops, attendance required for certificates, adherence to ground rules, training required for facilitators, etc.

All workshops are conducted under the authorization of an AVP Local Group. Facilitators must work with a Local Group when setting up and/or conducting AVP workshops leading to a certificate.

Local Groups will provide oversight of outside facilitators working in prisons within their area, and ensure that they understand the importance of abiding by Department of Corrections regulations.

Formal orientation of facilitators by the prison where they conduct workshops is highly recommended.

Local Groups will report semi-annually to their Regional Organization or, in the absence of a functioning regional organization, the Committee of Local and Regional Groups on their program and their financial situation.

Governance

Consensus is the recommended process for making decisions. Local Groups will endeavor to develop the community necessary to make this a viable way to govern themselves. If a Local Group fails to reach consensus after persistent efforts, the modified consensus decision-making process as outlined in the AVP/USA, Inc. By-Laws may be the alternative method.

Local Groups shall appoint a representative to their regional organization.

All Local Group meetings are open to active AVP facilitators and volunteers. Individual groups may define 'active' for themselves.

Local Groups may create their own organizational structure, deciding on officers and committees that will best meet their needs.

Considerable effort, including holding AVP meetings inside prisons, should be made to bring inside prison AVP facilitators into the decision making process on policy matters. Local Group members could also visit inside facilitators, discuss concerns and bring insiders' point of view to outside meetings without being obligated to uphold that position.

Regional Organizations

Definition

A Region is made up of Local Groups within a state or contiguous group of states.

Regional Organizations provide support to Local Groups and facilitate communications among their Local Groups and with other regions.

Responsibilities

A Regional Organization supports its Local Groups by sharing information, exercises, camaraderie and visions for the possibility of nonviolence. It may, with the agreement of Local Groups, negotiate with the prison system of the state(s) where it is located. It may organize retreats and/or conferences that provide opportunities for development of trained facilitators and reaffirm AVP's spiritual base. It encourages intervisitation and AVP outreach to new areas. When asked, it may work with Local Groups within its area to help resolve disputes (see section VII).

Each Regional Organization appoints a representative and an alternate to the Committee of Local and Regional Groups. The representative acts as liaison between the CLRG and the Regional Organization and Local Groups.

Each Regional Organization will report semi-annually to AVP/USA on the activities of Local Groups within its Region.

Governance

Consensus is the recommended process for making decisions. Regional Organizations will endeavor to develop the community necessary to make this a viable way to govern themselves. If a Regional Organization fails to reach consensus after persistent efforts, the modified consensus decision making process as outlined in the AVP/USA, Inc. By-Laws may be the alternative method.

Each Regional Organization will appoint a recorder for its proceedings.

The Regional Organization will create governance structures that help it meet its responsibilities.

Relationships with Corrections Department (DOC) and Facilities: The goal of this relationship is to provide an environment where AVP program can be conducted effectively within correctional facilities. Care should be taken not to compromise or surrender those aspects of AVP which are central to its success simply to win admission to a particular prison or prison system.

The following guidelines are expected:

All participants in AVP workshops are volunteers.

Participation is open to all inmates.

Registration for AVP workshops is according to an inmate's sign-up date. A system needs to be devised to assure this happens.

Participation in AVP workshops shall not be considered a requirement for any DOC program.

Inmates have excused absences from their normal program assignments to attend AVP workshops. Inmates may not be called out except for mandatory call-outs.

Participating facilities will support full range of AVP workshops.

Facilities will work with AVP to accommodate the required 22 program hours in each workshop.

Facilities are expected to provide appropriate space for the workshops.

In order to preserve confidentiality of participants, DOC staff is not present in the workshop rooms without prior approval of the group. Of course, this should not interfere with the correctional facility staff's ability to perform their essential duties.

The appropriate AVP body conveys these guidelines to the participating facility or DOC, and devises with that agency the method used to communicate the guidelines to the facilities.

Employees of DOC are encouraged to participate in and facilitate community workshops, but may not do so in prison workshops.

Local Groups and Regional or statewide organizations should consider and implement ways of letting corrections staff know the philosophy and format of AVP workshops.

In order to maintain AVP's program integrity and autonomy, we do not accept funds from DOC, except for provision of meals and certain supplies during workshops. Funds that come from inmates or that are controlled by them are welcome.

Local Groups will appoint an outside Prison Coordinator for each facility where they conduct workshops. Prison Coordinators are responsible for maintaining a good working relationship with local facilities and for dealing with problems as they arise.

Prison Coordinators, working with the Local Group, will ensure that outside facilitators are cognizant of prison regulations affecting volunteers and AVP workshops.

The content and process of AVP workshops remain within the province of AVP. Prison officials are not involved with AVP affairs.

VII. Solutions When Problems Arise

For the purpose of maintaining our integrity and effectiveness, we must promptly use our principles and methods to resolve our own conflicts.

To promote harmonious relations among people involved in AVP Local Groups, AVP committees should provide opportunities for community building.

To protect our community relations, AVP conflicts should be kept out of public view; e.g., not to be shared with client agencies unless the local AVP group or groups involved agree.

Some suggested methods (described in AVP Basic manual, C-6 & C-7) for conflict resolution are:

- Direct conversation

- Clearness committees

- Threshing sessions

- Six point problem solving, and

- Mediation.

When parties involved are unable to find a solution among themselves, they shall invite members of Local, Regional and/or national AVP groups to assist in the solution.

Persons unwilling to participate in conflict resolution until a conflict is resolved, shall be relieved of their AVP responsibilities until they engage or re-engage in conflict resolution. The relevant Local, Regional and/or national groups shall determine whether persons are actively engaged in the resolution process.

AVP/California Expense Claim

Check one:
____ *Invoice to be paid directly to vendor*
____ *Reimbursement request*

REQUIRED: ATTACH COPY OF RECEIPTS/INVOICE
Mail to: S. Matchett, 824 Fell St., San Francisco, CA 94117
Save a copy for your records

Date submitted _____

Name of Payee _____ Phone _____

Address to send check _____

Treas Use: Pd. Check# _____

Date of Expense #/date	To whom paid Acct(s) assgnd	Purpose/Item	Amount
_____	_____	_____	\$ _____
_____	_____	_____	\$ _____
_____	_____	_____	\$ _____
_____	_____	_____	\$ _____
Total Payment requested			\$ _____

Expenses Donated Date	To whom paid/ Mileage	Purpose/Item	Amount (mi. @ 14¢)
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

INITIALS AND NAME OF PRISON or other Purpose: _____

Town/Community _____

Dates: _____ Level: _____ Lead Facilitator: _____ Inside or Community (Circle)