

OREGON STATE PENITENTIARY

Hoyt C. Cupp, Warden

HISTORICAL SURVEY AND A DESCRIPTION

OF THE AGENCY'S FUNCTIONS AND OBJECTIVES

Established in Portland in 1851, the Oregon State Penitentiary was moved to Salem in 1866, and is entering its 102nd year of service to the State of Oregon in the present location. A member agency of the Corrections Division, Oregon State Board of Control, the Penitentiary is of maximum security design, totaling approximately 23 acres inside a 25-foot high, reinforced concrete wall. It has been approved and used by the U. S. Bureau of Prisons for housing Federal prisoners. The Main Penitentiary, with a regular status capacity of 1,249, receives all male convicted felons from the entire State who have been sentenced by the courts to the Corrections Division and who are not qualified to be sentenced to the Oregon State Correctional Institution.

Warden Hoyt C. Cupp was appointed Acting Warden during the riot of March 9, 1968. His position was permanently approved by the Board of Control on March 15, 1968. His predecessor, C.T. Gladden, retired March 6, 1968. The warden is assisted in the administration of the institution by three deputy wardens, the superintendent of the Oregon Women's Correctional Center, the industries manager, and a chief medical officer. In addition, the deputy warden in charge of the Reception and Planning Center is directly responsible to the warden for custody matters, and to the Administrator of the Corrections Division on matters of policy.

Major organizational subdivision of the Penitentiary include Administration, Custody, Treatment, Oregon Women's Correctional Center, Annex-Farm, Forest Camp, Medical, Dietary, Physical Plant, and Industries. Intra-institutional committees such as Budget and Planning, Physical Plant, Farm Planning, Classification, Disciplinary, Tool Control, Safety and Sanitation Inspection, and Salary and Institution Survey Board, were functioning prior to the riot. Since the riot, A Department Head Committee, with elected members from each department, have been added. These committees meet periodically with the Warden or his designated representative to consider and render decisions on matters pertinent to the efficient management of the institution. The service provided by these committees has proven to be of invaluable assistance to the Warden in his efforts to manage an increasingly complex organization.

DESCRIPTION OF INSTITUTION RELATIONSHIP

WITH PUBLIC, PRIVATE, AND VOLUNTARY AGENCIES

The Penitentiary, in harmony with various public, private, and voluntary agencies, has made a concerted effort to develop programs which will be meaningful to the inmates and enhance the community's awareness and understanding of the Penitentiary's purpose, goals, and method of operation.

The performance of a needed work project, at a reduced cost to other agencies and utilizing inmate abilities, is a typical example of the type of program the Penitentiary strives to develop. Penitentiary inmates performed tasks for the following agencies during the past biennium:

- Oregon State School for the Blind
- Oregon State School for the Deaf
- Oregon State Hospital
- Dammasch State Hospital
- Oregon State Tuberculosis Hospital
- Fairview Hospital and Training Center
- Hillcrest School of Oregon
- MacLaren School for Boys
- Oregon State Correctional Institution
- Oregon State Forestry Department
- Oregon State Fairgrounds Board
- Oregon State Department of Finance

Reciprocating services from other agencies (such as Oregon State Hospital, Oregon State Tuberculosis Hospital, the University of Oregon Medical School, and local clinics) assisted the institution in meeting the medical and psychiatric needs of the inmates.

Further examples of community involvement in the programs of the Penitentiary include volunteer services from civic groups such as Toastmasters, Junior Chamber of Commerce, and outside Alcoholic Anonymous organizations; addresses to inmates at pre-release meetings by community leaders; college level courses which are instructed by teachers who donate their time; and legal advice from the Willamette University Law School Legal Aid Clinic and the Marion-Polk Legal Aid Association. Co-operative working relationships also continue with the Oregon State Board of Parole and Probation, the Public Defender, Work Release, and the Division of Vocational Rehabilitation.

CHANGING CONDITIONS WHICH HAVE AFFECTED INSTITUTIONAL PROGRAMS

Two major incidents occurred during the biennium which reflected changing conditions in the institution and resulted in some major modifications to existing programs and operational procedures.

The first of these incidents was the attempted over-the-wall escape by five inmates armed with three handmade shotguns. The officer on duty was fired upon; however, he repelled the escape, wounding one of the attackers in the process. The shotguns apparently had been fabricated and assembled in institution shops. The ammunition for the weapons was manufactured commercially and had been smuggled into the walled enclosure. Corrective measures now include random "strip" searching of inmates coming into the institution from details outside the walls, and a correctional officer is assigned full-time to custodial surveillance of machinery capable of fabricating firearms.

The second incident was the full-scale disturbance of March 9, 1968. Commencing at approximately 4:10 p.m. and culminating 15 hours later with the release of four hostages, the riot marked the occurrence of probably the most serious incident in the history of the institution. Evidently less than two dozen inmates planned and initiated the riot. However, after the officers in the central control room were subdued, the instigators were joined by many others in a rampage of arson, theft, vandalism, and general destruction of property which enveloped the housing units, culinary department, canteen, hospital, and shop areas.

Some of the administrative measures being taken to restore order include fulfilling certain agreements made with the rioters, manning additional key custodial posts, maintaining a full-time riot squad temporarily, and implementing carefully planned and diversified programs.

STATUS REPORT OF EACH MAJOR PROGRAM, INCLUDING
A STATEMENT OF CONCEPT AND PROGRAM PROJECTIONS

Administration

The primary function of the administration is to insure that the various programs of the Penitentiary are properly managed and the goals and objectives achieved through established general orders governing the operational procedures of the institution. In addition, the administration

is responsible for fiscal control of the entire institution, except Penitentiary Industries and the Reception and Planning Center.

Ancillary services include personnel and business, and are responsible for obtaining the materials necessary for the operation of each institutional program, the maintenance and storage of inventories, payroll, recruitment of new employees, management of equipment and property, management of trust funds, cashiering and accounting, and operation of the inmate canteen.

Financial problems have plagued the Penitentiary since the Columbus Day storm in October, 1962. The following figures indicate the total cost of improvements in staff, service, and capital improvements, and the actual improvements authorized after all reductions were made during the last three biennial periods. Some of these reductions were improvements deleted and some were reductions to the current level of service.

<u>Biennial Period</u>	<u>Improvements Recommended</u>	<u>Improvements Authorized</u>	<u>Mid-Biennium Budget Reductions</u>
1963-65	\$164,509	\$ 82,153	\$ 93,177
1965-67	480,366	132,446	30,753
1967-69	984,149	198,095	249,858*

*Prior to March 9, 1968

Although the size of the inmate population has remained relatively constant over the past two years, there has been a significant increase in the problems of recruiting qualified personnel. During the past fiscal year, 651 applicants were considered for employment. Of this number, 95 were employed. This is an employment ratio of 1 employed for every 6.85 applicants considered. The reasons for this difficulty are not easily identified, but are probably due to the nature of the work and the low salaries. At the close of the biennium, the Penitentiary employed 317 people.

For the biennial period, the average per capita cost per day was \$5.87, and the per capita cost per month was \$178.68. The increase over the preceding biennial period, when the average per capita cost per day was \$4.30 and the per capita cost per month was \$130.81, was caused by (1) A reduction in the average daily inmate population from 1,611 to 1,423; (2) An increase in salaries paid employees; and (3) Large additional expenses, including overtime payments to employees caused by the March 9, 1968, riot.

The immediate objective of the administration is to insure that firm custodial control of the inmate population is restored. Other programs with high priority for the future include:

1. Training of staff.
2. Improving inmate attitudes.
3. Careful assessment of the damaged and destroyed physical plant and development of a purposeful reconstruction plan.
4. Evaluation and re-establishment of basic treatment services which were destroyed as a result of the riot.
5. Expansion of treatment programs to include more vocational training opportunities and meaningful leisure time activities.

Custody

At the close of the biennium the custody program was deeply involved in re-establishing acceptable standards of security and control. The inmate attitude generally permeating the Penitentiary operation is one of speculation and reservation of judgment as the new administration proceeds to implement program changes.

The custody program's primary responsibility must be to fulfill the statutory mandate for security and control of the entire institution. In fulfilling this responsibility, custody personnel become the day-to-day decision-makers in the lives of the inmates. New programs are evolving which increase the responsibility of the custody staff to effectively communicate and interpret program changes to the inmates. Holding inmates accountable for their behavior, encouraging those who falter, and generally supporting all constructive programs throughout the institution are means by which subsidiary objectives of the custody program relate in a meaningful way to the over-all operation.

During the biennium, there were no successful escapes from within the wall; however, 24 inmates walked away from outside work details and 26 were classified as escapees from the Work Release program. At the close of the biennium, two who escaped from outside details had not been returned, and five from the Work Release program remained at large.

Participation and teamwork are the keynotes of the present custody program. Correctional staff are now participating as members of work release screening committees and classification sub-committees, and report any changes in inmate attitudes or behavior to those responsible for inmate program adjustments. The dichotomy of custody versus treatment is merely a theoretical handicap. Understanding mutual objectives and striving toward them, and using independent and complementary methods, are the chief characteristics of contemporary corrections.

Basic care aspects of housing, clothing, bathing, laundry, barber service, issuance of toilet articles, work, and general supervision are continuing responsibilities of the custody program. Immediate objectives are the restoration of over-all order, setting of achievable and meaningful limits of behavior, and greater involvement of inmates in work, education, and other self-improvement activities.

Long-range goals include:

1. Maintenance of a full complement of custodial officers, trained and experienced to both control the inmates and to serve as catalysts for programs of rehabilitation.
2. Intensify training efforts to better prepare all custodial staff for the stressful and responsible roles necessary in corrections.
3. Continue evaluation of staffing patterns and personnel policies to elicit the maximum effort from the staff.
4. Develop a working knowledge of the over-all Penitentiary operation to enhance and make more meaningful efforts to broaden the assistance base to inmates.
5. Participate in the over-all planning and operation of the institution to permit multiple goals to be more readily achieved.
6. Study and review operational procedures and practices to maximize the effectiveness of the custody program in such a manner that rehabilitation goals are assisted.
7. Improve the daily living situation for each inmate, confronting him immediately with consequences of unacceptable behavior and rewarding exemplary conduct on an incentive basis.

Treatment

Under the direction of the Deputy Warden Treatment, the goals and objectives of the Treatment Department are specifically oriented toward instilling in inmates an interest in self-improvement; providing services, guidance, and counseling; and providing academic and vocational training so individuals can leave confinement better equipped to maintain themselves and their families in a mature, law-abiding manner.

Classification Committee

To meet the general needs of the institution and to afford all inmates an opportunity to present their requests for reduction in custody or change in job assignment, the Classification Committee meets twice each week. Progressive changes are made when the inmate involved has displayed a very good to excellent level of work, attitude and conduct. Until the time of the riot, inmates made personal appearances at their initial classification and thereafter on a voluntary basis at least once each

year. At other times, the inmates made written requests for changes in inmates' assignments and custody. 915 inmates made personal appearances by reason of initial case history summaries or parole violator reports, and 14,794 appeared for reclassification.

Counseling Service

Inmate caseloads are now divided among six counselors who resolve inmate problems by holding interviews with inmates. 10,047 formal interviews were held with the inmates during the 20 months prior to the riot; 915 case histories were prepared before the Reception Center began processing incoming inmates.

When the National Council on Crime and Delinquency (NCCD) conducted its investigation in 1966, it stated that personal guidance and counseling deficiencies were serious and recommended immediate action be taken to increase personnel. However, only one additional counselor has been authorized since the report. Meanwhile, the riot has magnified counseling requirements. Although correctional counselors are no longer required to complete case history summaries, their capabilities and time are not sufficient to answer the numerous inmate questions. Effective treatment only occurs through contact with an interested, trained individual who has the time to effectively assist in the development of desirable social and ethical values, attitudes, and habits. Approval of requested counselor staff increases of a Correctional Guidance Supervisor and eight Counselor 2 positions, as recommended by NCCD, is urgently needed.

Psychologist

During the biennium, the psychologist position was vacant seven months, and the psychological assistant position was vacant more than two months. Due to the lack of clinically trained personnel, inmate help was relied upon for routine functions. Since professional assistance was not available throughout the period, it was impossible to conduct the intensive interviews considered necessary. The need for three psychologist positions, as recommended by the NCCD study, is of paramount importance. It is readily apparent that the inmates are desperately in need of psychological counseling. The recent disturbance brought to the fore many undiscovered emotional problems that, if not treated, will continue to cause problems during incarceration of the inmate and for society upon his release.

Academic Education

Until the riot in March, 1968, regular elementary and secondary classes were offered in a 17-room school. From September through May, classes were held afternoons and evenings, providing inmates who worked days an opportunity to attend classes at night. During the summer quarter, classes were taught mornings and afternoons. The average daily attendance was 225 students. Grade school diplomas were awarded to 66 students and certificates of high school equivalency were earned by 154 individuals. After the riot, the academic school moved to the old dining room, where 14 classrooms and four offices were constructed of plywood. The classroom space is inadequate, acoustics are poor, and supervision is extremely difficult. Construction of the proposed academic school will eliminate these inadequacies.

The College Resident Instruction, which began in September, 1965, with one volunteer professor and 16 students, has grown into a program involving a total of 24 volunteer faculty members from Oregon State University, University of Oregon, and Warner-Pacific College. 203 students enrolled in the fall quarter, 1967. This resident program is currently offered through the auspices of the Division of Continuing Education, Oregon State System of Higher Education. Since volunteer instructors are used, no tuition charges are made and resident credit is granted by each university. In addition, 176 college correspondence courses are available free to qualified students through the Division of Continuing Education. At present, 198 inmates are enrolled in the college correspondence courses.

The cell study program was destroyed in the riot, but courses in General English and Mathematics have been reactivated. Prior to the riot, 141 students were enrolled in ten subject areas, and submitted an average of 1,800 lessons per month.

On July 5, 1967, the Upward Bound Oregon Prison Project (UBOPP), a Federally funded (Office of Economic Opportunity) project under the direction of Dr. Thomas E. Gaddis was inaugurated at the institution using the facilities of the Education Department. UBOPP was the first Upward Bound program based in a penitentiary. The program provides simulated college campus preparatory education to a group of 40 men and ten women selected from the inmate population. Of the 23 members who have been discharged, paroled, or assigned to work release, 19 are attending universities or colleges. UBOPP provides counseling, tuition, books, and room and board assistance after release to qualified students.

During the past two years, the school received Adult Basic Education Federal funds which enabled 12 part-time certified teachers for elementary instruction to be hired. These funds were discontinued July 1, 1968; 12 budgeted part-time positions are required to fill the void. This additional part-time staff has permitted the academic school to operate

on a minimal standard basis, provided certified instructors in evening elementary classes, and supplemented secondary instruction. However, the need for qualified professional teachers continues to exist. The adult male school drop-out needs more intensified instruction, more counseling, and more motivation than the normal student. Nine additional qualified classroom teachers are needed to bring the student-teacher ratio up to State Department of Education basic standards. With this additional staff, most inmate instructors could be eliminated.

The Computer Instruction program introduced by the IBM Corporation is to be discontinued due to Federal cutbacks. Appropriated funds are necessary in order to continue this worthwhile program at its current level. This program can train 40 inmates receiving 60 hours in Basic Computer Instruction, FORTRAN IV, and Basic Computer Programming.

Vocational Training

Prior to the riot, the Vocational Training program encompassed 18 fields of training and included classes in Theory, Related Trades Instruction, and On-The-Job Training. Fields of training included Automobile Mechanics, Automobile Body Repair and Painting, Baking, Carpentry, Cooking, Drafting, Electrical Maintenance and Electric Motor Rewinding, Furniture Refinishing, Woodworking, Upholstery, Laundry Practices, Machine Shop Practice, Meat Cutting, Painting, Plumbing Tailoring, and Welding. Training completion in these fields range from six months to two years. During the biennium, 140 inmates earned certificates of completion in these programs. The riot and fire destroyed the entire Vocational Training program, including buildings, facilities, and equipment.

In April, 1968, the Corrections Division Advisory Board designated a committee to review opportunities for vocational education available to inmates of Oregon adult penal institutions. This committee recommended, "That a separate vocational training facility be constructed which would house laboratories and classrooms or instruction in expanded occupational preparation programs based on realistic post-release employment opportunities for inmates." ". Vocational Curriculum, Related Trades Classes, and On-The-Job Training at the Oregon State Penitentiary should be expanded to provide both an increased number and variety of educational opportunities for inmates."

The restoration and expansion of the Vocational Training program will require a building containing approximately 23,000 square feet. This would include areas for printing, electronics, welding, diesel mechanics, automotive mechanics, body and fender repair, classrooms, library, storage, etc. In addition to space, facilities and equipment, ten full-time and nine part-time vocational instructors would be required to offer instruction, supervision, and guidance to the various programs. Only through construction of an adequate facility, suitably equipped and manned with a qualified staff, can we teach saleable skills to inmates who will return to the community.

Religious Programs

Two full-time chaplains, Protestant and Catholic, maintain a complete religious program. The two chaplains held 8,584 office interviews with inmates, conducted 895 masses and services which were attended by 42,807 inmates during the biennium. Services of the chaplains also included individual and group counseling, Bible and catechism instruction, conducting choirs and interviews with inmate family members.

Work Release

During the biennium 451 inmates were recommended for work release participation, and 583 were not recommended. 328 inmates were placed on the program, and of this number, 56 were returned for disciplinary reasons. Twenty-seven were returned for being AWOL or escapees. At the close of the biennium, 22 inmates on work release were housed at the Annex-Farm and 50 were housed in county jails.

Employment Placement Service

Approximately one-third of the inmates are released by parole. Jobs are secured for them by a Parole Board placement officer. However, there is still a tremendous need for assistance to those discharged.

Recreation-Athletic Program

Emphasis in this program is on participation sports under qualified supervisors. Seasonal intramural sports include volleyball, handball, softball, and basketball. Horseshoes, dominoes and weightlifting are carried on, as well as a large variety of field day events on Memorial Day, Independence Day, and Labor Day. Inmate weightlifting teams compete by mail twice each year with weightlifters of other penal institutions throughout the nation. The inmate softball team schedules games with outside competition. An 18-hole miniature golf course is particularly popular with older inmates.

An activities building is necessary to develop a meaningful program to constructively occupy inmate time during the lengthy Oregon rainy season. Organization of winter activities in the open recreation yard has proven impractical. Conversion, remodeling, and staffing of the present mainline dining room and kitchen facility into an all-purpose activities area is planned as a temporary expedient. This will provide programming, treatment, and supervision of large groups of inmates in athletic activities, music education, band-gee club programs, etc. The recreational needs of the inmate population can be met more appropriately with provision for organized indoor recreation.

A number of other activities have been inaugurated since the riot to help direct inmates in the worthy use of leisure time. The Jaycees Club provides leadership training and benefits through organized group action. Self-improvement and service to the institution are additional aims. Twenty men are now active in this organization. The Toastmaster Club teaches personal growth and development through training in speech and leadership. Twenty-one men are currently enrolled in this activity. The Car Club attracts many inmates interested in the design and construction of cars. Improved relations with the community are fostered through outside leadership and through demonstrations and car shows by community clubs. 103 men are presently engaged in this activity. An Amateur Radio Operator's Club, Art Club, Record Club, and a Chess Club are presently holding regular meetings with 82 men participating. Bridge and debate clubs will be formed this fall. Additional staff is essential to supervise these groups, solicit volunteer leaders, and schedule and coordinate their activities.

Library

Prior to the riot, the library contained 16,000 volumes of fiction and non-fiction titles. In addition, a book bindery, hobby shop, and a legal work section were incorporated in the same area. These were totally destroyed during the riot.

Since that time, through donations and purchases, the library has been rebuilt to 6,169 volumes. A limited allocation of Federal funds has been made available through the State Library to aid in replacement of professional reading for staff members, college reference books, and adequate shelving. At present the library is located in temporary quarters which are inadequate for normal library functions. Additional books, space and shelving, and budgeted funds are needed to rebuild and maintain the library at recommended minimum library standards.

Handicrafts Program

Hobby-craft fabrication during leisure time hours has proven to be a constructive influence on Penitentiary inmates with creative talents which otherwise would lie dormant during imprisonment. Prior to the riot, the physical plant limitations restricted this activity to only 65 inmates at the Main Penitentiary.

Due to the loss of facilities since the riot, hobby shop activities have been limited to the Farm-Annex, Forest Camp, and the Women's Correctional Center. Proposed expanded facilities in the remodeled intermediate building will allow an additional 77 inmates to participate.

Additional inmates could receive this therapy if adequate space were available. In addition to the wholesome utilization of leisure time, the

handicraft program provides an incentive privilege for good behavior, accrual of funds for release purposes and/or funds for family members in need, and a source of additional funds for such items as dental prosthetics and eye glasses. Because of the changed location and the requested additional 77 hobby shop tables, which more than doubled the pre-riot capacity of the hobby shop, it will be necessary to obtain a recreational therapist to give guidance and supervision to this program.

Music Program

Prior to the riot, an average of one hundred inmates participated in 15 various music groups including western, pop, modern, classical, jazz, etc. At present, 48 men are active in organized band programs, including a concert band which meets weekly and is conducted by a Salem civic leader. The present music program is severely hampered by lack of adequate space for practicing.

Alcoholics Anonymous

The Penitentiary Alcoholics Anonymous organization, "Mill Creek Group," encourages voluntary attendance. The only prerequisite is a problem in controlling use of alcohol. Accredited outside Alcoholics Anonymous members are permitted to visit the regular Sunday afternoon meetings. This is an active and influential group, averaging 76 inmates per month in attendance. Alcoholics Anonymous activities are held on a limited basis at the Annex-Farm and Forest Camp.

Yokefellow Group Counseling

The Yokefellow counseling program, supported by the Lilly Foundation, was inaugurated at the institution in October, 1964. During the current biennium, 120 inmates completed the six-month program through ten separate groups. The Penitentiary now has six groups with an enrollment of 54 inmates, led by 16 lay leaders from various Oregon communities. Inmate response to groups has been enthusiastic; thus, continuation and expansion of the program is planned.

Release Orientation

Two groups of men attend prerelease meetings. Parolees meet to receive instruction from members of the Board of Parole and Probation. The second group is composed of those who will be discharged the following month. At an afternoon meeting, a Department of Employment supervisor explains how to secure and keep employment. At an evening meeting, selected responsible outside citizens, consisting of employers, union officials, bank representatives, police officers, etc., explain special areas that will be affecting these soon-to-be-discharged inmates.

Inmate Legal Activities

For the 20 months of the biennium prior to the fire, there were 5,009 inmate visits to the legal library. The slight decrease from the previous biennium was due to an increase in the activities of the Public Defender, as well as a decline in the number of petitions for post-conviction relief.

Following the riot of March 9, 1968, inmates were permitted to have legal papers and books in their own cells. Among 572 Public Defender cases, 78 are still pending and 494 have been closed. Several times during the biennium, a U. S. District Court session was held at the institution to hear inmates' complaints against administrative practices.

Record Office

This area was remodeled, two additional clerical employees were hired, and the files on inmates discharged and paroled prior to January, 1968, were moved to the Archives Section of the State Library. A central file folder on each inmate is maintained, and all pertinent material is available to staff members on a confidential basis. The record office staff computes sentence lengths of each inmate, prepares release lists, supervises the Receiving and Discharge Section, and processes each inmate admitted or released from the institution.

One of the strongest NCCD recommendations was the replacement of Treatment Department inmate clerks, but the department is still burdened with inmates performing many confidential clerical duties. Invariably, inmate clerks are carriers of information back to the general inmate population. Also, valuable professional staff time is wasted in recurrent training of inmate clerks due to constant turnover. While a minimal increase in paid clerical staff has been received, the demands for material to be updated and confidential information to be made available to staff are rapidly increasing. Much valuable information is not being placed in the central file jackets due to lack of time and personnel.

The Oregon Women's Correctional Center

The Oregon Women's Correctional Center, located adjacent to the Main Penitentiary, occupies approximately 3.6 acres inside a wire fence enclosure. Considered a part of the Main Penitentiary, it receives all females in the State who have been convicted of a felony and sentenced to the Corrections Division. The one-story building, providing single-room housing for a maximum of 76 inmates, was made fully operational January 5, 1965. Space is also provided for admission and orientation, counseling, visiting, recreation, chapel services, education, library, medical-dental services, ironing, sewing, and storage. Prior to its construction, female inmates were quartered on the upper floors of the administration building at the Main Penitentiary. The total population as of June 30, 1968, was 49.

The superintendent, appointed May 1, 1966, has full responsibility for managing the institution. She is assisted by a woman counselor, ten women correctional officers, and one correctional lieutenant.

Support services such as personnel, business, food, medical, dental, psychiatric and psychological services, and physical plant maintenance are provided by the Main Penitentiary.

Correctional treatment programs oriented toward preparing the inmates for eventual return to society are administered by the superintendent in accordance with the guidelines, objectives, and philosophy of the main institution.

The academic-educational program, under the direction of the education director of the Main Penitentiary, has progressed over the past two years from a program leading to a GED certificate to a program oriented toward college-level courses. During the biennium, 14 persons took the GED test and eight passed.

Present programming emphasizes preparation for GED certificates; however, current planning is directed toward teaching courses in living skills, which will hopefully acquaint women with realistic demands of our fast-moving society. The Upward Bound Oregon Prison Project is tutoring 32 inmates toward a GED. It is hoped that up to 12 inmates can be selected in September, 1968, for college training.

Religious services, both Protestant and Catholic, are conducted each Sunday by the chaplains from the Main Penitentiary. Special services have been offered by outside groups such as the Apostolic Faith, Gideons, and Volunteers of America. Individual counseling is available upon request.

Interested individuals from the community have volunteered their services to provide instruction in art, sketching, jewelry making, Christmas card design, knitting, hair styling, and the proper use and application of cosmetics. These programs have been very popular and can be useful to the women upon their return to the community.

In return, the women have assisted the Salem Fire Department in repairing toys at Christmas. In recognition of their recent efforts in helping to prepare packets for the Heart Fund Drive, a certificate of honor was awarded by the Fire Department.

The lack of staff trained in recreational techniques has prevented the development of a planned recreational program; however, an outdoor recreation area is available for volleyball, badminton, tennis, clock golf,

shuffleboard, and lawn croquet for those wishing to participate. Future planning includes the development of an outdoor program. The effectiveness of such a program will be heavily dependent upon the approval and employment of a qualified recreational therapist.

The main vocational training programs have been the nurses' aide training program at the Oregon State Hospital in which 36 women received nurses' aide training over the past two years; the industrial sewing program employing eight inmates to perform mending services for Fairview Hospital and Training Center at a graduated pay rate of five cents, eight cents, and ten cents per hour.

This sewing program provides experience in the use of power machines and is supplemented by a course in dress-making and home sewing. Ironing services are also provided to the Oregon School for the Blind during the winter months.

Future programming will utilize Federal funds received in June, 1968, through the Department of Employment's Manpower Development Training Act to finance educational and vocational training in the community for selected inmates.

The Annex-Farm

The Annex-Farm, located five miles southeast of the Main Penitentiary, utilizes nearly 2,500 acres and can employ 230 minimum custody inmates in a diversified farm training program in dairy, beef cattle, swine, gardening, and slaughterhouse techniques. Vocational training classes in livestock husbandry, slaughter and meat processing, machinery operation and maintenance, herdsmanship and milk processing, and swine husbandry, offered under the direction of trained vocational instructors and coordinated with on-the-job instruction by staff supervisors, maintained an average monthly enrollment of 48.

This facility supplies farm products at a reduced cost to the entire Penitentiary, the Oregon Women's Correctional Center, the Annex-Farm, Forest Camp, and other State agencies. A portion of the dormitory is currently being utilized to house inmates from the Penitentiary and the Oregon State Correctional Institution in the Work Release program.

1,910 acres of irrigated and dry land are maintained at the Annex-Farm proper to produce alfalfa, grass, corn, silage, small grains, and a variety of garden crops for the culinary department of the Main Penitentiary. In addition, 170 acres adjacent to the main institution are used to produce alfalfa and grass hay. 390 acres of Board of Control property located at St. Paul, Oregon, are maintained in the production of small grains.

The dairy operation, milking 226 Holstein cows three times per day, produces and processes milk for all State institutions in the Salem area. The Dairy Herd Improvement Association recorded an average production of 15,429 pounds of milk and 529 pounds of butterfat per cow per year. To modernize techniques and upgrade the dairy plant operation, side opening stalls were replaced with Herringbone stalls this past biennium.

The beef herd has an inventory of 736 Angus and Angus Holstein crossbred steers, an increase of 40 over the last biennium. A Charolais herd sire for cross-breeding with the Angus herd foundation has been added to improve quality and meat carcass weight.

The poultry department has maintained an inventory of 9,000 birds over the past biennium, producing an average of 529 dozen eggs per day. It supplies all State institutions in the Salem area and the Columbia Park Hospital in The Dalles, Oregon.

As of June 30, 1968, the swine herd totaled 1,600 head including 162 sows, 423 weaner pigs, 303 shoats, 204 hogs, 501 pigs, and seven boars. Two Hampshire boars were added to the herd during the past biennium to further upgrade the quality of the herd.

The central slaughterhouse facility processed 1,093,000 pounds of pork and beef during the past biennium for all State institutions in the Salem area as well as the Columbia Park Hospital, The Dalles, Oregon, and Eastern Oregon State Hospital, Pendleton, Oregon.

Newly developed programs for minimum custody inmates, such as work release, have made it more difficult to maintain a sufficient number of thoroughly trained men. However, the farm program will continue to emphasize practical working experience that will be meaningful to the inmates and provide the same high caliber of service to the Penitentiary and other State agencies.

The Forest Camp

The Forest Camp, located in Tillamook County approximately eighty miles northwest of the Main Penitentiary and 28 miles east of the coastal city of Tillamook, has the capacity to house 85 inmates. The two side camps, Camps Murphy and Nehalem, established in 1964, did not operate in 1967 or 1968 due to a shortage of inmate personnel. Inmates assigned to the camp include men from the Penitentiary and the Correctional Institution who have demonstrated dependability and trustworthiness. In addition, beginning June 10, 1968, in accordance with an agreement made between the Corrections Division and various counties throughout the State, selected individuals convicted of misdemeanors have been sent to the Forest Camp for the duration of their sentences.

Under the direction of the State Forester, inmates plant trees, fight fires, and perform other related work projects such as road building, and equipment maintenance; manufacturing wood stakes, posts, shakes, signs and picnic tables for roadside parks; and slash-burning. During the past two years, work crews planted a total of 2,168,986 seedlings consisting of Douglas Fir, Noble Fir, and Sitka Spruce. They also transplanted 3,042,330 trees into a seven-acre tree garden. Inmate suppression crews trained in fire-fighting techniques were dispatched to 82 fires throughout the State. All reports received indicate that the inmates do an excellent job and are in high demand by various fire protection districts.

Inmates also participated in the Cedar Creek Deer Study, conducted jointly by the Oregon State Game Commission and the Oregon Board of Forestry, to determine the effects of deer browsing on tree mortality.

The results of the Forestry Camp program has proven that many inmates, if given the opportunity and proper guidance, can learn good work habits through meaningful employment which can serve them well when they return to society. The State has appreciated a savings in thousands of dollars which would have been expended to accomplish the same work through other sources.

The selected misdemeanants will also be afforded these same opportunities without having to spend meaningless time confined in a county jail. The exposure to this program may mean the difference between further lawlessness and leading a law-abiding life.

Medical Services

The Medical Department, under the direction of a chief medical officer and a full-time hospital manager, provides medical services to the population of the Main Penitentiary, Oregon Women's Correctional Center, Annex-Farm, and Forest Camp inmates transferred to the main institution.

The 50-bed general hospital, with general medical, contagion, and intensive care wards, is staffed by trained civilian hospital technicians who assist visiting physicians from the community. Other facilities include a full clinical laboratory and a modern surgery unit. A specialist's consultant list is maintained and services are requested when necessary.

Optometric needs are fulfilled by a visiting optometrist who administers eye examinations and dispenses prescription glasses at a very nominal cost to the inmates.

One dentist provides all dental care and manages a complete dental laboratory which manufactures dental prosthesis at a nominal cost for inmates as well as patients and inmates of the Dammasch State Hospital, State Tuberculosis Hospital, Hillcrest School of Oregon, and MacLaren School for Boys. This service is made possible by utilizing inmate abilities in a training program of prosthetic repair and manufacturing.

Support services provided by the Oregon State Hospital offers specialized surgery, child delivery, and psychiatric care for inmates requiring extensive therapy. Diagnostic work and treatment were provided for active tuberculosis patients by the Oregon Tuberculosis Hospital. Specialized surgery was performed at the University of Oregon Medical School.

The March riot rendered the hospital totally inoperable for approximately three weeks because of lack of power and heat. Emergency procedures were established offering first aid services for routine problems in the housing units. Patients with severe medical problems were transferred to private or other institutional hospitals such as the Oregon State Hospital or the Oregon Medical School. Although records are not complete, it is estimated that nearly 10,000 medical visits were made during the month of March, 1968, under emergency conditions.

Residual medical problems associated with the riot required special attention. Again, although the records are incomplete, a total of 25 confirmed and suspected cases of hepatitis were treated during the last three months of the biennium.

The Oregon State Board of Health recently completed a survey of the medical services program at the Penitentiary. The survey results were incorporated into specific recommendations for changes. The most significant recommendations were to re-locate the existing hospital nearer the main entrance of the institution and to reduce the type of service offered from an all-encompassing medical program to a dispensary-type facility offering only convalescent care and first aid treatment. Major medical needs would be provided primarily by the Oregon State Hospital. Implementation of this proposal should benefit both the inmates and the Penitentiary personnel.

Medical Services- Hospital, July 1, 1966-June 30, 1968

Number of inmates seen on sick call during normal operation	89,060
Number of inmates seen on sick call during emergency period following riot (est.)	10,000
Number of inmates to first aid department	13,340
Number of inmates admitted to the hospital	1,193
Number of minor surgical operations	912
Number of major surgical operations	96
Number of institutional deaths	19
Number of pairs of eye glasses delivered	1,503
Number of psychotherapy treatments given	2,861
Number of X-rays taken	10,908
Number of fluoroscopic examinations	278
Number of electrocardiographic examinations	201
Number of laboratory tests (consisting of serologies, blood counts, urinalyses, etc.)	8,143

	<u>Male</u>	<u>Female</u>
Number of inmates examined at the Ore. Medical School	419	4
Number of inmates admitted to the Ore. Medical School	81	1
Number of inmates examined at the Ore. T.B. Hospital	0	2
Number of inmates admitted to the Ore. T.B. Hospital	1	0
Number of inmates transferred to the Ore. State Hospital	40	2
Number of OSCI inmates admitted to the OSP Hospital	4	0
Number of inmates examined by "outside" doctors away from the prison	532	8

Medical Services- Dental, July 1, 1966-June 30, 1968

Number of inmates on sick call	3,798
Number of extractions	1,721
Number of gum treatments	3,171
Number of fillings (porcelain and amalgam)	402
Number of oral surgery cases	14
Number of inmates to have their teeth cleaned	1,385
Number of dental X-rays taken	23
Number of dental prosthesis made	1,035

Food Services

The Dietary Department of the Penitentiary is responsible for the proper management and effective maintenance of several food preparation and serving areas, including the mainline dining room, Segregation and Isolation Unit, hospital, Oregon Women's Correctional Center, Farm-Annex, Forest Camp, and the employees' dining room. It is the primary objective of the service to plan menus which are nutritious, diversified, and well balanced. Inmates employed in the various culinary sections are afforded the opportunity to develop good work habits and training in a vocational field which can provide them with meaningful employment at a livable wage following their parole or discharge. Since the riot, most of the dietary staff has been replaced by new personnel. This large turnover, coupled with lack of experience, has resulted in many minor problems which should be resolved shortly through in-service training.

Total destruction of the physical plant shops during the riot and the lack of available building space have forced the operations of the Physical Plant Department to temporarily relocate into the dietary area. As a result, the sharp-freeze program for vegetables and fruits has been temporarily discontinued. This has placed an additional burden on the budget for food items not previously planned for. Reconstruction of a new physical plant building will remedy this situation.

The new dining room and kitchen, completed in September, 1967, has been a big improvement over the previous location. Damage to the facility suffered during the riot, minor in comparison to other areas, has been repaired and it is now back in full operation with some small alterations in operational procedures. One piece of equipment of considerable expense which was destroyed during the riot was the ice cream machine. Because of the expense of replacing this machine and considering other equipment that is needed more urgently, the ice cream machine will not be replaced in the near future.

One other major difficulty associated with the operation of the dietary units is that of motivating inmates to work in this field. Efforts are under way to develop proper pay programs as an incentive to individuals with a sincere interest in culinary work. This should not only contribute to the efficiency of the training program but should also improve the quality of the food.

The Physical Plant Department

The Physical Plant Department, under the management of the physical plant director, is charged with the responsibility of providing general maintenance and continuing upkeep services to the building complexes of the Main Penitentiary, the Oregon Women's Correctional Center, and the Annex-Farm.

Employing inmate labor supervised by a civilian shop foreman, construction projects totaling \$259,610 were completed during the 24-month period ending June 30, 1968. This does not include finances expended for cleanup and restoration after the riot.

On-the-job experience, coupled with weekly classroom instruction on related academic material, provides a sound foundation to inmates interested in their own self-improvement through meaningful employment.

The largest and most important construction project for the biennium was the completion of the new mainline dining room and kitchen in September, 1967. Having a seating capacity of 416, this modern cafeteria-style facility utilizes four-man, multi-colored and octagon-shaped tables and a coordinated color scheme designed to provide a relaxing atmosphere. Large wall murals contribute further to an air of pleasantry and relaxation. The kitchen, located adjacent to the serving line, is equipped with modern equipment and utilities. The entire complex has provided vast improvements in sanitation and efficiency.

The canal, previously used to divert water from Mill Creek to the creek water pumping station outside the east wall of the Penitentiary, was eliminated and the pumping station was relocated on Mill Creek proper. This construction was done in conjunction with the Highway Department to alleviate flooding conditions at the Oregon Women's Correctional Center and the surrounding area. The project represents a savings in money and labor which was formerly spent correcting the results of floods.

Relocation of the officers' dining room, kitchen, and bachelor quarters to the two upper floors of the administration building has been completed. The old facilities were housed in an obsolete building which was subsequently razed. Since the riot, however, the bachelor quarters have been eliminated to provide expanded staff training facilities.

A fertilizer storage building was constructed at the Annex-Farm. Because of the explosive nature of the fertilizers, the site was isolated to eliminate danger to human lives and fire hazards to adjoining barns and storage sheds.

Twenty-seven miles of drain tile, which represent approximately two-thirds of the entire planned drain tile project, were installed on the Cottage Farm lands. The remaining one-third of the project is at Fairview Hospital and Training Center. However, due to the riot restoration, construction projects in progress and those planned for the immediate future, work on the remaining portion of the drain tile project must receive secondary consideration.

Immediately after the riot, work crews began cleaning and removing debris from the riot and fire. Work continued until all of the buildings affected by the fire were cleaned of debris. Simultaneous with the cleanup work, renovation of the new mainline dining room, housing units, control center, deputy warden of custody's office, captain's office, visiting room, receiving and discharge area, post office, and the training office was in progress and work continued until full services of the facilities were obtained.

The physical plant shops, vocational training building, sign shop, and the yard cleanup building, totally destroyed during the riot, are being razed. This hazardous work is progressing as rapidly as possible.

Proposed construction projects will be directly dependent on the results of an architectural survey and space utilization study currently under way. However, the following should receive priority:

1. A new physical plant building which would house the physical plant offices, the carpenter shop, plumbing shop, electric shop, and paint shop.
2. An academic school building.
3. A vocational training school building.
4. Relocation of the hospital.
5. Remodel old mainline dining room into a multi-purpose floor.
6. Hobby shop area.
7. Library facilities.
8. Reconstruction of suitable quarters for Classification Department.

Penitentiary Industries

Penitentiary Industries, which is comprised of a furniture factory, metal shop, upholstery shop, garment factory, laundry, and auto shop, provides State agencies with a continuing supply of products and services which are produced by utilizing the skills of inmates confined to the Oregon State Penitentiary, with the objective of imparting to these inmate workmen acceptable work skills, habits, attitudes, and work discipline which will contribute to their re-socialization process.

During the past two years, the industrial operations have demonstrated a steady growth. The establishment of a metal shop has made it possible to introduce many new items to the product line. The demand for Industries products has increased steadily, keeping all operations supplied with a capacity workload.

Administration

This program provides Industries with management, accounting, sales, production, warehousing, engineering, and design. The position of production manager, added to the staff, has helped tremendously to coordinate production in all units and to alleviate much lost motion.

In January, 1968, the Industries office was moved to new quarters, which also provides an area for display of Industries products.

Furniture Factory

The furniture factory was the only area in the Industries complex damaged during the riot of March 9, 1968. The loss has been set at \$98,716. This includes \$70,751 in damage to the building, \$2,563 lost as a result of equipment damaged or destroyed, and \$25,401 lost to operating and inventory.

Temporary repairs have been made to the building and this unit has resumed limited operation, employing one hundred inmates on two work shifts. Several new pieces of equipment acquired during the past two years have updated production techniques and aided the training program immensely.

Garment Factory

The garment factory, moved to an area in the industrial building, now occupies an additional 3,000 square feet of working space which has improved production efficiency for a daily average of 45 inmates.

Laundry

Although the population of the mental health institutions was projected to decrease, during the last two years the laundry has continued to operate with a steady volume, processing a total of 10,128,256 pounds of laundry for the period ending June 30, 1968, and employing an average of 105 inmates a day.

Metal Shop

The metal shop operation, employing an average of thirty inmates per day, is the fastest growing of all the industries. It offers employment and

training in welding, machining, and sheet metal work, all of which apparently are the most desirable trades among the inmates. The institution machine shop has been combined with the Industries metal shop, and all maintenance for the institution requiring machine shop services are now provided by the Industries metal shop.

Auto Shop

The auto shop provided employment and training for a daily average of 28 inmates over the past two years. More than two thousand surplus vehicles were reconditioned during this period. Many inmates have been placed on work release in jobs as body repairmen and mechanics after receiving training in the Industries auto shop. The Vocational Training Auto-Mechanic program, previously offered in the vocational training building, has also been conducted on a limited scale in the auto shop since the riot.

Upholstery Shop

The upholstery shop, employing an average daily total of 26 inmates, was also moved to a new location in the industries building. The additional space has made it possible for most of the final assembly on metal-upholstered furniture to be performed there.

The immediate objective of Industries is to restore the furniture factory to full operation, preferably in a new structure located adjacent to the metal shop. Relocation of the furniture factory would not only centralize all industrial operations, but it should result in greater efficiency and better custodial control. Expanded vocational training programs are also planned, using industrial experience for practical training to supplement classroom instruction.

Fire, Safety, and Sanitation

It is the responsibility of the safety-sanitation officer to insure that all buildings and property of the main institution, Oregon Women's Correctional Center, and the Annex-Farm are maintained at the highest sanitation level and operated in accordance with established standards of safety. He accomplishes this task by making weekly inspection tours of all facilities with inspection teams composed of top-level administrative members. The results of the inspections are presented to the Warden, in writing, and a copy is directed to the department head of the area concerned. This procedure permits immediate correction of any discrepancies.

Regular inspections are also made of the shops, tools, and equipment to insure safe working conditions and to prevent possible accidents.

A monthly inspection and maintenance of fire extinguishers, fire hydrants, and sprinkler systems is accomplished to maintain maximum protection against possible fire. The efficient operation of the fire-sprinkler system in the furniture factory is credited with preventing total destruction of that facility during the riot.

Increased emphasis is currently being applied by the sanitation officer to prevent injury or loss of life by accident during this critical and hazardous period of cleanup and restoration. All inmate work crews and work supervisors are equipped with safety gear, and are continuously cautioned to pay strict attention to all safety regulations.

OREGON STATE PENITENTIARY

SUMMARY OF EXPENDITURES - JULY 1, 1966 - JUNE 30, 1968

Summary of Expenditures by Program

	1965-67 Biennial Appropriation <u>Expenditures</u>	1967-69 Biennial Appropriation 1967-68 <u>Expenditures</u>	Total Expenditures <u>1966-68</u>
Administration	\$ 215,083.56	\$ 269,431.36	\$ 484,514.92
Dietary	213,288.49	307,074.66	520,363.15
Physical Plant	400,153.32	444,075.66	844,228.98
Custody	1,338,751.26	1,770,546.86	3,109,298.12
Treatment	291,250.31	370,119.64	661,369.95
Medical Care	128,549.05	162,523.74	291,072.79
Women's Correctional Center	97,811.50	111,087.71	208,899.21
Farm	427,909.45	504,158.37	932,067.82
Capital Improvements	62,267.59	5,982.94	68,250.53
Central Freezer	--	24,643.48	24,643.48
Totals	<u>\$3,175,064.53</u>	<u>\$3,969,644.42</u>	<u>\$7,144,708.95</u>
Personal Services	\$2,120,340.99	\$2,680,383.63	\$4,800,724.62
Services and Supplies	978,279.78	1,191,864.18	2,170,143.96
Capital Outlay	<u>76,443.76</u>	<u>97,396.61</u>	<u>173,840.37</u>
Totals	<u>\$3,175,064.53</u>	<u>\$3,969,644.42</u>	<u>\$7,144,708.95</u>

Summary of Expenditures by Fund

	<u>1966-67</u>	<u>1967-68</u>	Total Expenditures <u>1966-68</u>
Miscellaneous Receipts	\$ 524,926.00	\$ 517,641.00	\$1,042,567.00
General Fund	<u>2,650,138.53</u>	<u>3,452,003.42</u>	<u>6,102,141.95</u>
Totals	<u>\$3,175,064.53</u>	<u>\$3,969,644.42</u>	<u>\$7,144,708.95</u>

	<u>June 30, 1966</u>	<u>June 30, 1968</u>
Number of employees, positions filled	307	317
Assessed valuation, physical plant	\$12,963,500.00	\$14,083,200.00
Number of acres	2,153	2,145