

OREGON STATE CORRECTIONAL INSTITUTION

Amos E. Reed, Superintendent

The Oregon State Correctional Institution was established by the 1955 Legislature and operates under Oregon Revised Statutes Chapter 421. Officially opened June 1, 1959, the institution began preliminary operations May 26, 1959, by receiving 81 young inmates in transfer from the Oregon State Penitentiary, and became fully operational on July 1, 1959, with acceptance of the first inmate sentenced from the courts of the State. OSCI became a member agency of the Oregon State Board of Control, Corrections Division, when the Corrections Division was established in 1965. The institution is approved by the U.S. Bureau of Prisons for housing of Federal prisoners.

Situated in the Willamette Valley, Marion County, approximately 3.5 miles southeast of Salem on Highway 22, OSCI encompasses 395 acres of land. A security double fence encloses 33 acres of the main institution grounds and buildings. Interstate Highway 5 passes within two miles, providing direct access to the institution from Oregon's two largest cities, Portland and Eugene.

Now firmly established as a rated maximum-500 capacity, modern correctional facility, the Oregon State Correctional Institution had received its 3,178th inmate and had a total population of 470 on June 30, 1968. During the July 1, 1966, through June 30, 1968, biennium, the institution received 779 new commitments, released 730 -- 396 on parole, and 334 by discharge. 180 Work/Education Release program placements were made, and 104 individuals were transferred to the Penitentiary. On June, 1968, total staff numbered 189, of which three were part time and two on contract.

Upon their commitment to the Corrections Division, all convicted male persons under the age of 26 who have not been convicted of the crime of murder, rape where actual force is involved, treason, or who have not served a previous term of imprisonment in an adult penal institution are initially received at the Oregon State Correctional Institution. The Corrections Division may transfer other inmates to the Correctional Institution for the purposes of diagnosis and study, rehabilitation and treatment, as best fits the need of the inmate, and for the protection and welfare of the community and the inmate. (ORS 137.124)

ORS 421.710 sets forth the principal objectives of the Correctional Institution as follows:

- "1. The principal objectives of the Oregon State Correctional Institution are to provide for the discipline, correction and rehabilitation of male persons convicted of a crime who, because of their experience in crime and delinquency are not eligible for commitment to or would be serious disciplinary or security risks at the MacLaren School for Boys but who are considered amenable to rehabilitation and do not require a sentence imposing a punishment of imprisonment in the Oregon State Penitentiary.
- "2. Primary emphasis shall be placed upon the rehabilitation of persons committed to the institution. Restoration to useful citizenship shall be the principal aim of the institution.
- "3. The superintendent of the institution and his subordinate officers and employees shall use their best and consistent endeavors to bring about rehabilitation and restoration through a program of work, education, guidance and discipline so that the inmates are trained and developed to become useful and honorable members of society and that they will be encouraged to live a law abiding existence upon their release."

A majority of the men received at the Correctional Institution are seriously under-privileged economically, educationally, culturally, morally, socially, and/or vocationally. Most of them are school dropouts, without skills or economically productive work habits. They often lack socially acceptable moral principles or cultural interests. Many have acquired undesirable attitudes and values, and have established a beginning pattern of self-destructive recreational interests. Yet, all are scheduled for eventual and early return to society.

The Correctional Institution philosophy recognizes the need for sound control, while emphasizing a program of effective corrective treatment, with the following goals and objectives:

1. Develop a competent professional appraisal of the academic, vocational, social, moral, medical, and psychological assets and deficiencies of the individual.
2. Promote within each student an appreciation for education and provide academic and vocational education to meet his individual needs, through imparting of factual knowledge and development of skills.
3. Emphasize to each individual his responsibilities as a citizen while developing respect for the rights and property of others, and provide motivation toward desirable ethical and social values.
4. Aid the individual in improving his ability to adjust to social problems and pressures through individual counseling, group guidance, and religious instruction.

5. Teach individual techniques to enable him to live compatibly with his fellow man.
6. Continue, through all aspects of programming, to assist each person to develop the techniques of maintaining gainful employment in a field in which he is capable of achievement and satisfaction.
7. Interpret for each man a practical and realistic understanding of existing economic conditions and how to budget his resources.
8. Provide encouragement and training toward the individual's constructive use of leisure time while incarcerated and after release.
9. Enhance the dignity of the individual and build for a feeling of self-worth, self-respect and self-discipline.
10. Maintain constructive family relationships, and provide for the development and maintenance of socially effective contacts with individuals and/or groups in the larger community setting.

In recognition of the vital importance of the study and control of delinquency and crime in Oregon, the Correctional Institution also:

1. Sustains a climate conducive to research and program evaluation, particularly in the areas of crime causation and treatment, and cooperates with other governmental agencies, departments, and institutions in authorized research endeavors.
2. Works cooperatively with communities, community agencies, and educational institutions in the investigation, development, and implementation of community programs of crime and delinquency control, education, and treatment. Fulfillment of these goals requires continuing dynamic programs of employee training at all levels for the consistent improvement of work skills and general competency, in line with changes in correctional philosophy, methodology, and increased community participation in the correctional process.

In complete manifestation of the mandates, goals and philosophies, the word "change" best summarizes all OSCI activity during the past biennium. A change in top level administration (superintendent, two assistants, and captain) in 1967 promptly resulted in a thorough reorientation of the institution. Positive, identifiable administrative structures were established, enabling ease and efficiency in developing and implementing new programs, philosophies, goals, and concepts of operation.

Policies have been re-formulated toward positive integration of staff and inmates, community and institution. While maintaining a high level of discipline and order, staff and inmates have become oriented to many changes resulting from the new "total community" emphasis. These changes have placed a heavier responsibility on staff, requiring a higher degree of discretion and judgment. Staff development programs and involvement of all staff in decision-making processes have balanced staff anxiety resulting from the changes.

The change to a "total community" concept has been highlighted by:

1. Minor remodeling which greatly improved inmate intra-institution movement.
2. Streamlining of paper-work procedures.
3. Development of a monthly combined staff-inmate publication, "View-point."
4. Totally and liberally revised inmate visiting and correspondence regulations.
5. Shift from officer uniforms to varied civilian garments.
6. Communication to all security staff of their full role in the rehabilitation process of inmates.
7. A marriage of the traditional custody-oriented Disciplinary Committee and treatment-oriented Classification Committee into a team-oriented Program Planning Committee.
8. Thorough review, upgrading, and renewed emphasis on religious programs, recreation, academic, and vocational programs.
9. Increased individual and group counseling.
10. Inmates being permitted to conduct significant family members on tour of the institution.
11. Expanded programs involving the institution with the community, other government agencies, labor unions, industry, Jaycees, Toastmasters, union meeting attendance by inmates and shop supervisors, recreation events, stage productions, religious events, etc.
12. Establishment of a Psychological Services Section, whereby programs and procedures are being reviewed and evaluated through planned research.

As the Correctional Institution continues its efforts to reduce the abnormal and artificial aspects of institution work and living, it must be remembered that the main purpose is the placement of an effectively functioning citizen into community living as a responsible, socially competent person, capable of self-maintenance, and responsive to others. The 1969-71 budget request is aimed at making the Correctional Institution one of the finest rehabilitation facilities in the nation.

Short- and Long-Range Goals and Objectives

OSCI short-range goals include:

1. The planned reduction of rigid rules and police tactics in favor of a therapeutic community concept where inner control is emphasized without destroying the framework of external controls.
2. The evaluation and updating of policies and procedures to bring them into focus with present-day knowledge and reality.
3. Careful designing of staff development programs to assist each employee to achieve his professional potential.
4. The extension of education to improve academic, vocational, and social skills of inmates to the point that they can function adequately in the general community.
5. Programs for involving the family and the general community as full partners in the rehabilitation process.
6. Placing of emphasis upon careful on-going planning for release, including specific, individualized pre-parole planning.
7. A recreational program giving attention to intra-mural sports, music, art, drama, and social clubs.
8. A well-rounded religious program of significant meaning to the inmates.
9. Continued communication that all staff members are therapy and change agents of significance.
10. Closer working relationships with industry and labor.
11. Joint involvement of staff and inmates in activities designed to enhance respect and acceptance.

12. A social clinic of qualified professionals who can assess inmate needs, design programs, effect positive change, and evaluate results.
13. Essential physical facilities, equipment, and aids.

OSCI long-range goals include:

1. Programs for inmates designed to effect the greatest positive change in accordance with specific designs supported by analysis, evaluation, and research.
2. Increased emphasis upon a total community effort on behalf of OSCI inmates, programming toward individual responsibility and social competency.
3. Development of the best possible staff capable of assessing need, designing and implementing program plans, and researching efforts and results.
4. Religious, academic, vocational, and recreational outlets that will further broaden and enrich inmate life experiences.
5. An institution atmosphere conducive to creative and dynamic change.
6. Bridging the gap between institution life and general community life.
7. Communication of experience and professional knowledge to others in the general community.
8. Closer working relationships with industry and labor.
9. Carefully designed short-range goals as well as long-range goals for inmates and reinforcing them by rewards and discipline.
10. Construction of a multi-purpose building long needed at OSCI.
11. Construction of an addition to the vocational training building in order to meet space needs.
12. Planning for a new visiting facility to meet expanding visiting program needs.
13. Generous use of pictures, plantings, varied colors, etc., to help eliminate the harsh prison atmosphere.
14. Involvement of parole services in on-going, joint planning and programming for inmates.

15. A system for continuous evaluation and revision of policies and procedures.
16. A meaningful program of educational leaves with stipends, sabbatical leaves, and other methods for staff improvement.
17. Improvement of business and social service practices to save money and to eliminate unnecessary paper work.

Administrative Services

Administrative services are directed by the superintendent and provided under his supervision by two assistant superintendents, the personnel officer, and the business manager. The primary objectives are to comply with Oregon Revised Statutes, Board of Control, and Corrections Division policies in the creation and maintenance of programs leading to progressive involvement of the inmate in the larger community. The administration must develop and maintain an organizational structure which defines lines of authority and communication, provides fiscal control, manages personnel and training programs, property controls, and the physical plant. Other administrative objectives are recruitment and development of staff, provision for institution-community interchange, and maintenance of a climate conducive to research.

The direction and philosophies of the institution changed markedly during the 1967-68 fiscal year: the total institution has been directed toward increasing emphasis on rehabilitation of inmates. In this process, there has been a major staff realignment and reorganization, and redevelopment of operational procedures and policies. During the 1969-71 biennium, these changes will continue to be consolidated.

Inauguration of the total community approach will demand changes in staffing patterns in some areas, and will require additional space and modern equipment, to be further supported by greatly increased community-institution involvement and closer liaison with other State agencies, institutions, and departments.

The personnel officer is charged with responsibility for recruitment of and services to staff. Staff recruitment and retention problems during the biennium were especially pronounced by separations in the following classifications: correctional officers (25), secretarial-clerical (13), academic teachers (6), vocational instructors (5), and counselors (5). The total of 68 staff separations included the superintendent and three assistant superintendents. Amos E. Reed, formerly superintendent of MacLaren School for Boys, became the Correctional Institution's third superintendent on November 1, 1967. Hoyt C. Cupp was transferred from assistant superintendent at the Correctional Institution to warden of the

Oregon State Penitentiary on March 9, 1968, during the Penitentiary riot. The first female employee to work in the main inmate population security area was assigned as a dental technician in August, 1966.

Difficulties in staff recruitment and retention are seen as attributable to lack of public recognition of corrections as a career field; vagueness of guidelines for selection of effective correctional employees, with few research reports available; unavailability of personnel with appropriate skills; and pay ranges not competitive with comparably responsible employment in other fields.

The business manager has the responsibility of administering a sound general fiscal program in accordance with Board of Control, Department of Finance, and Corrections Division standards. Objectives of the business office are central fiscal management through cost control and strict accounting procedures for all levels of the institution structure; budgetary planning; purchasing; stores maintenance; property control; and operation of the inmate canteen.

Program Services

Under the direction of an assistant superintendent, program services, formerly known as the Treatment Department, Program Services composes and correlates all programs and services of the institution specifically designed for the diagnostic study, education, training, counseling, health, welfare, and programmed rehabilitation of the inmate.

During the 1967-68 fiscal year, Program Services was sharply reoriented in goals and procedures centering around the total community emphasis. The traditional Disciplinary and Classification committees were merged into a team-oriented Program Planning Committee. Thorough review, upgrading and renewed emphasis on academic and vocational programming, religious programs, increased individual and group counseling, development of a Psychological Services Section, and expanded community-institution involvement have all contributed in the move toward a more modern and dynamic approach to the institution's goals. These shifts in program emphasis require a major adjustment in staff patterning in the Social Services Section, enlargement of the existent vocational training building, increased funds for inmate incentive pay, and the provision of modern equipment in many areas of training and service. These needs have been defined in the Correctional Institution's 1969-71 budget requests.

Educational Services

The Educational Services Section, under the educational director, correlates the programs and services of the Academic School, Inmate Library, Special Events, and the Vocational Training Sections.

Academic School

The Academic School program is designed primarily for adult regular and remedial elementary and secondary levels with a basic goal of students reaching saturation point, General Education Development (GED) certification, or regular high school diploma issuance through the individual's former high school. For the small percentage of qualified students, some first-year college work is included. It is hoped that inmates' prior feelings of failure and poor attitudes toward education will be altered by their experiencing success in the academic programs.

The Academic School staff consists of six full-time certified teachers, one half-day teacher during summer of 1968 only, and one Institution Teacher 2 who serves as supervisor. One of the six full-time teachers serves as librarian for the Inmate Library. During the biennium, the average inmate daily attendance in school was 197, from one to four hours daily. 263 GED certificates and five regular high school diplomas were earned, totaling 840 and 24 respectively, since the institution opened. Sixty-eight students successfully completed college courses at the institution through the Oregon State Division of Continuing Education. In September, 1967, an art class involving 15 inmates began meeting three nights a week, and in April, 1968, a computer programming class involving 15 inmates was instituted with the IBM Corporation furnishing the instructor and materials. Twelve students completed the two computer languages and writing program.

Adequate staffing and equipping of a science and mathematics section and additional audio-visual equipment and teaching machines are the most pressing Academic School needs. The continual improvement of existing programs, increased participation in the Education Release Program, and more community involvement in the academic programs are present goals. Art, music, and drama classes are most desirable and urgently needed.

The offering of two complete years of college work for qualified inmates and expansion of the academic curriculum and staff with the long-range goal of being able to issue a regular high school diploma are part of future planning.

Inmate Library

The Inmate Library currently has 11,798 volumes, of which 1,540 are paperbacks, and enjoys a very active inmate attendance. A legal library section affords inmates wishing to review the legal aspects of their cases access to adequate reference materials. The librarian is an academic teacher on a part-time basis; he has four inmate library aides. Library objectives are to provide leisure-time reading material for the inmate population, reference materials for academic classes, vocationally ori-

ented material, materials supplementary to the various social education programs, and access to the facilities of the State Library.

During the past biennium, library circulation averaged 4,000 books per month. Goals are to hire a part-time trained librarian; continual replacing of old, unused volumes; acquisition of audio-visual materials to enhance the teaching of current library procedure; individual programmed library use by inmates; and acquiring greatly increased numbers of general reference materials.

Special Events

Special events include activities or organized inmate groups of Alcoholics Anonymous, Jaycees, and Toastmasters as strong community participation influences in the inmate population, with average memberships of 27, 37, and 25 respectively. These groups encourage inmate involvement in institution and larger community responsibilities through meetings attended by visitors from the larger community, group self government, and publications. Inmate members began attending and participating in meetings of like groups in the larger community; a 1931 institution-owned Chevrolet firetruck was reconditioned and members of these groups rode this firetruck in community parades; the Jaycees sponsored a state-wide Jaycee convention at the institution; and the Toastmasters hosted an area Toastmasters' speech competition meeting during the biennium. The Jaycees continued their sponsorship of a Korean orphan and conducted many institution community-improvement programs such as a Sani-can contest resulting in colorfully designed receptacles being placed at strategic points throughout the institution for "Keep Our Community Clean" purposes.

Two information and self-expression publications are printed, the weekly staff-to-inmate "OSCI-llator," and monthly joint staff-inmate "Viewpoint." Holiday programs are supported both by the institution and inmate service groups, designed to strengthen the intent of the celebrated holiday. Facilities and staff, for coordination of properly balanced programs in arts and crafts, music and drama, and for a greater number of special events for the social and cultural education of the inmates, are critical needs. A special events supervisor and a multi-purpose building to house existent and proposed programs are included in OSCI's 1969-71 budget requests.

A forest fire fighting crew of 28 volunteer minimum custody inmates is maintained from June through October by the institution training officer. Saturday training and maintenance during actual fire fighting are provided by the State Forestry Department. This crew was established July 13, 1967, by cooperative agreement between the Oregon State Correctional Institution and the Oregon State Department of Forestry. During the 1967 forest fire season, the crew was used to fight forest fires at Tenmile, The Dalles, and Estacada, Oregon.

Vocational Training

The vocational training program provides each inmate an opportunity to enhance his employment potential by developing marketable skills along with the development of good basic work habits, attitudes, and an appreciation for the "world of work." It is the ultimate goal of all these trades to develop skills that would normally be developed with one year's employment in the trade. With this amount of training, it is felt that the inmate can return to society better qualified to compete in productive employment benefiting him, his employer, and the community.

Community involvement was strongly emphasized in the Vocational Training Section during the past biennium. This included participation by the Oregon State Apprenticeship Council in placing trainees as apprentices in Oregon; AFL-CIO representation and assistance in the development of training programs; local participation with apprenticeship committees and advanced training in the community by inmates; participation of inmates and staff with Oregon Nurserymen's Association in convention attendance and a display; trainees and instructors' attendance at Oregon Job Fair; a 1967 Oregon State Fair Floral-Garden Show display; and a reciprocal agreement with Fairview Hospital and Training Center for barbering of patients, which gained experience with children for the inmate students. During fiscal 1967-68, many one-hour releases were initiated for instructors to give them the opportunity to schedule participation in professional classes, class preparation, professional meetings, and visitation of Oregon industries to learn current trends and methods.

Beginning the biennium, 16 different vocational training programs were offered to inmates. These were all full-time programs with qualified vocational instructors in agriculture, baking, barbering, business machine repair, brick-laying, carpentry and cabinetmaking, cooking, electromaintenance, graphic arts, landscaping, meatcutting, metal and wood refinishing, radio and television repair, shoe repair (orthopedic appliance repair), small engine repair, and welding.

Agriculture was terminated in 1966; the instructor and his training aids were transferred to the Penitentiary. Welding was expanded to include an evening class, and a part-time qualified instructor was secured to meet this need. Micro-wire welding and Heli-arc welding were added to the program, greatly increasing the employment potential of the trainee in meeting the demands of industry. Radio and television repair received its first color television set to be serviced; an increasing emphasis has been placed upon training and servicing color sets.

As noted and recommended by the Corrections Division Advisory Board's Inmate Training and Employment Committee's report of March, 1968, there is a critical need in the vocational area for additional training space,

training programs, instructors, and more modern equipment. Present goals include the securing of a full-time related trades instructor, automotive repair instructor, and expanding the present facilities to include mechanical drafting, automotive repair, and body-fender repair which would involve a total of 44 additional trainees in the program. The addition of new demonstration equipment is also needed in several areas to update the courses, skills, and techniques taught, in line with the requirements of industry. Re-evaluation of all programs will be continued.

On June 30, 1968, 159 trainees were enrolled in vocational training. During the past biennium, 256 trainees completed courses and were issued certificates of achievement; 62,060 hours of theoretical training and 339,006 hours of practical supervised and planned experience were accumulated.

Social Services

The Social Services Section, under supervision of the social services director, encompassing six full-time counselors, records office, secretarial pool, mail room, reception desk, and inmate visiting, has the following objectives: accomplish inmate case analysis and recommend rehabilitation programming to Program Planning Committee; provide clerical services; maintain comprehensive inmate and statistical records; and insure implementation of program decisions.

Marked operational changes were made in the Social Services Section during the past biennium: many paper-work forms were revised; inmate mail and visiting regulations underwent major revision; a job search techniques class was implemented for inmates; the inmate case history summary format was significantly modernized; inmate group counseling programs were instituted; the Work-Education Release Program, Citizen Sponsor and Volunteer Visitor programs were developed and implemented. The six counselors held more than 12,000 inmate interviews; over 3,400 cases were reviewed by the Program Planning Committee for initial or review planning; 180 inmates were placed on work or educational release; inmates received 21,886 visits made by adults and 5,429 visits made by children under 16 years of age.

The Social Services Section has as its primary short-range goals major revision of the admission-orientation program, establishment of a meaningful pre-release program, and total restructuring of counseling and program planning services to inmates as the "unit operation" or "therapeutic community" concept is implemented. The unit community program will result in the various housing units becoming small communities to which new inmates will be initially assigned, where they will remain during their stay, and from which they will be programmed out of the institution. Each unit will be led by a counselor, supported by correctional officers and other professional staff in unit and individual inmate programming. Needed staff and equipment to fully implement these program concepts have been requested in the 1969-71 budget requests.

Psychological Services

The Psychological Services Section was established during the 1967-68 fiscal year, and was composed of a doctoral-level psychologist, correctional guidance supervisor, and two part-time consulting psychiatrists. This section provides psychological services in staff development, research and program evaluation, inmate individual and group counseling, intelligence and personality testing and evaluation, psychiatric diagnosis and consultation for inmates, and liaison services with psychological services of universities and other agencies.

Religious Services

Religious services are provided by a full-time Protestant and half-time Catholic chaplain. The chaplains conduct a full, dynamic religious program of counseling (spiritual, marital, moral values) on individual and a group basis; religious instruction; Bible study groups; choir groups; regular Sunday and special religious services. The chaplains involve a great many community groups in their programs and give each inmate full opportunity for religious expression.

Medical Services

Medical services are provided by a chief medical officer (Salem physician), a hospital manager, and three medical technicians. A full-time dentist and female dental assistant complete this program staff. A ten-bed ward is primarily utilized for observation, evaluation, and convalescence. Physical examinations and morning "medical call" for inmates are carried out in the hospital infirmary room. A small surgery room and dental area are also provided. Special medical and dental services and consultation are employed as needed from local Salem practitioners and from other State and local medical facilities. Case referrals to outside facilities and consultants totaled 251 during the biennium. The average daily number of patients attending medical call was 87.59. 129 patients were admitted to the hospital for extended observation or care, averaging 10.65 patient days. Three times each year staff and inmates donate blood to the Red Cross; 1,210 pints of blood were donated during the biennium. OSCI continues to hold the Oregon record for the largest number of units per drawing per capita.

Objectives of the Medical Services Section are to provide all inmates medical and dental diagnostic and treatment care as needed for maintenance of good health. Some corrective and cosmetic surgery is performed when indicated to be rehabilitative to the individual concerned. Constant efforts are made to improve and update services offered; all present technicians have recently participated in a special in-service training course at Salem Memorial Hospital to upgrade their knowledge. In early 1968, the entire medical services program was very carefully studied and reviewed by an Oregon State Board of Health team headed by Dr. Edward Press, State Health Officer. The analysis report was quite complimentary.

The Correctional Institution is in desperate need of one additional medical technician position to provide 24-hour coverage.

General Services

The General Services Section directed by an assistant superintendent and formerly called the "Custodial Department" was formalized during the December, 1967, reorganization of the institution. General services include planning, supervision, and implementation of programs in seven section areas: Recreation, Group Living and Security, Safety and Sanitation, Staff Training, Work Programs, Physical Plant, and Food Services. The objective of the General Services Section is to encourage inmate self-evaluation through programs which supplement or support inmate strengths and controls, helping them to avoid major conflicts and achieve acceptance in any community setting.

Through the Program Planning Committee, coordinating Program Services' and General Services' viewpoints and specialties, both the inmate and management level staff cooperate daily in the decision-making programming process. Present planning envisions many program planning functions being carried out by a living-unit team of correctional officer, counselor, work supervisor, and inmate, with review of decisions by the Program Planning Committee.

Recreation

The Recreation Section, under a recreation supervisor with correctional officer assistance, involves inmates in individual and team sports which promote control of aggressive tendencies and provide encouragement and training toward the constructive use of leisure time. The deleterious monotony of confinement is alleviated, and both physical and mental health are sustained with opportunities to experience new social relationships through group participation and association. Programs have been expanded during the biennium toward increased inmate participation and involvement with the larger community. Soccer and softball team competition has occurred both on and off campus. 172 softball teams engaged in athletic competition at the institution. Amateur Athletic Union track events are under development, and a cinder track is being constructed. Dayrooms in the living units provide table-type games (cards, dominoes, chess, and checkers) with periodic tournament competition and television viewing. Planning and initial designing of an 18-hole miniature golf course has been completed.

The present indoor recreation area is inadequate to inmate needs; a modern multi-purpose building providing specialized reserved space for specific programs is essential and planned. An additional recreation supervisor is required for guidance, instruction, and control.

Long-range objectives include installation of adequate recreation yard lighting, yard paving, a tennis court, the development of physical therapy, and increased institution-community involvement.

Group Living and Security

The Group Living and Security Section, directed by the captain, is responsible for maintaining security and control, and provides for orderly institution living. The section endeavors to ensure that the inmate learns to practice the socially acceptable behaviors necessary to any group living situation. Procedures and programs are being modified to attempt to lessen the traditional barrier between inmates and staff, and a reduction in authoritative rigidity has occurred without loss of controls through encouragement of expanded program involvement by inmates.

The use of volunteers from the larger community is emphasized to aid in planning and supporting all service areas. The traditional correctional officer uniforms are being eliminated, with the conversion to more informal attire.

Short-range objectives include emphasis upon the total community, unit-team concept; the installation of a communications system for rapid and accurate information transmission for more effective controls; and slam-type locks and emergency equipment for rescue and security in the event of internal disorder.

Long-range planning envisions the installation of a closed circuit television monitoring network, providing supervisory controls without staffing increase. If an effective and thoroughly dependable electronic perimeter warning system is marketed, an evaluation should be made of substituting such a device for the present four-manned security towers.

Safety and Sanitation

The Safety and Sanitation Section is oriented toward creating, promoting, and maintaining safety standards and procedures while supervising and teaching sanitation standards.

Daily and weekly team inspections of all institution living and working areas are provided, and building maintenance and other vocational trainees are instructed in industrial sanitation work. Close cooperation with the State Workmen's Compensation Department occurs in a safety program, and with the Department of Motor Vehicles in defensive driving courses for inmate and staff State vehicle operators. As a result, by June 30, 1967, one-half million staff man-hours had been worked without a time-lost or disabling accident. Thirteen industrial injuries to inmates requiring time off from work occurred during the biennium. The institution fire department has been modified from a full-time inmate crew to an "on-call" basis, due to the shortage of minimum custody inmate manpower.

Staff Training

Staff training supplies a thorough orientation for employees in institution policies, methods, procedures, and programs, with ongoing in-service training in emergency procedures, firearms, and narcotics. Seventy-three new employees underwent an initial 80-hour familiarization with the physical plant, institution mission, departmental responsibilities, and critical post operations and objectives. Employee self-improvement is encouraged; during 1966-67, three group living and security employees completed Bachelor of Science requirements; during 1967-68, one hundred employees were involved in college courses, 16 in a Civil Service course, and 22 in Red Cross first aid. An innovation, an accredited college course entitled, "A Survey in Corrections," was conducted at the institution for staff and Penitentiary personnel, with Corrections Division and University of Oregon cooperation. Increased incentives toward staff participation in continued in-service training is a short- and long-range objective; funds are necessary for post relief, compensatory time, training leave, and a suitably equipped training area.

Work Programs

This section's objectives are to provide inmates with opportunities to develop generally accepted work habits and salable work skills, to provide for the operational needs of the institution, and to supply practical on-the-job experience to the vocational training graduate in the area of his training or an allied work situation.

326 acres are maintained including orchards, small fruits, vegetables, grain, hayseed, and a small herd of cattle. Fifteen acres of forest trees have been planted on untillable land, and Oregon State University personnel supervise twenty acres of experimental fruit trees. A granary for grinding and mixing livestock feed for State agencies has been requested to be phased out due to personnel shortage, limited training potential, and poor financial returns. The greenhouse propagates and raises bedding plants and cares for the nursery and grounds outside the fence perimeter. Forest tree transplant raising for the State Forestry Department was discontinued during 1967.

A range of work experiences is further available to inmates in plumbing, painting, electricity, and in the garage, concrete tile and block plant, warehouse, boiler plant, and in general institution maintenance and services. The limited number of minimum security inmates available for work assignments is a major problem area; all future planning is addressed to this difficulty.

Physical Plant

The physical plant provides continued day-to-day preventive maintenance and repair to the physical plant and all related equipment; makes available mechanical and other skilled services in projected facility expansion and improvement; constructs new minor facilities as requested; and provides supervision for on-the-job supplemental training for vocational training graduates. During the biennium, two Board of Control approved capital improvement projects were completed; a service station and a clothing-issue facility. 180 improvement alterations were initiated with 25 awaiting completion on June 30, 1968. 7,329 routine service requests were completed. The Salem Marine Corps Reserve Unit generously supplied personnel and heavy equipment for the excavation of a water reservoir for institution irrigation purposes, and as an adjunct to their training program.

Short-range planning includes acquisition of needed earthmoving equipment, expanded services including a new institution telephone system, and the improvement of grounds and roadways.

Long-range objectives will provide an additional deep well for the consolidated water system; pump line installation from the State Penitentiary Annex to the Tuberculosis Hospital property water system reservoir; replacing inter-institution fire alarm system; and paving, lighting and/or improving parking, recreation, and other areas.

Food Services

The Food Services Section, directed by a food manager with a supervisor and eight steward-instructors, has as its objective to economically and efficiently plan, prepare, and serve a nutritious and attractive diet to inmates and staff, according to established standards. Instruction to inmate vocational trainees occurs in cooking, meatcutting and baking. Food is prepared and served in two kitchen-dining room areas with a daily average of 1,329 inmate meals and 97 meals purchased by staff.

Meatcutting and baking services are provided on contract to Hillcrest School, Dammasch State Hospital, and Oregon State School for the Blind. Baking training and services are to be phased out in 1969 with the transfer of contract production to a State central bakery. Alternate food-choice service is planned; food preparation areas are to be terrazzo tiled; obsolescent or outmoded equipment or procedures will be replaced as required.

SUMMARY OF EXPENDITURES - July 1, 1966 - June 30, 1968

Summary of Expenditures by Program

	1965-67 Biennial Appropriation 1966-67 <u>Expenditures</u>	1967-69 Biennial Appropriation 1967-68 <u>Expenditures</u>	Total Expenditures <u>1966-68</u>
<u>Administrative Services</u>			
Administration	\$ 90,170	\$ 108,544	\$ 198,714
Business Office	75,053	76,829	151,882
<u>Program Services</u>			
Education	278,315	278,924	557,239
Social Services	148,214	165,908	314,122
Medical Unit	75,021	78,050	153,071
<u>General Services</u>			
Physical Care	666,255	745,818	1,412,073
Physical Care-Work Program-Farm	193,450	192,691	386,141
Physical Plant	217,384	238,353	455,737
Food Service	<u>165,749</u>	<u>191,307</u>	<u>357,056</u>
	<u>\$ 1,909,611</u>	<u>\$2,076,424</u>	<u>\$ 3,986,035</u>
Personal Services	1,348,253	1,488,782	2,837,035
Services and Supplies	562,013	562,749	1,124,762
Capital Outlay	<u>(655)</u>	<u>24,893</u>	<u>24,238</u>
	<u>\$ 1,909,611</u>	<u>\$2,076,424</u>	<u>\$ 3,986,035</u>

Summary of Expenditures by Fund

	<u>1966-67</u>	<u>1967-68</u>	Total Expenditures <u>1966-68</u>
Miscellaneous Receipts	\$ 266,005	\$ 240,287	\$ 506,292
General Fund	<u>1,643,606</u>	<u>1,836,137</u>	<u>3,479,743</u>
	<u>\$ 1,909,611</u>	<u>\$ 2,076,424</u>	<u>\$ 3,986,035</u>

	<u>June 30, 1966</u>	<u>June 30, 1968</u>
Number of employees, positions filled	185	189
Assessed Valuation, Physical Plant	\$ 4,374,437	\$ 4,641,489
Number of Acres	395	395