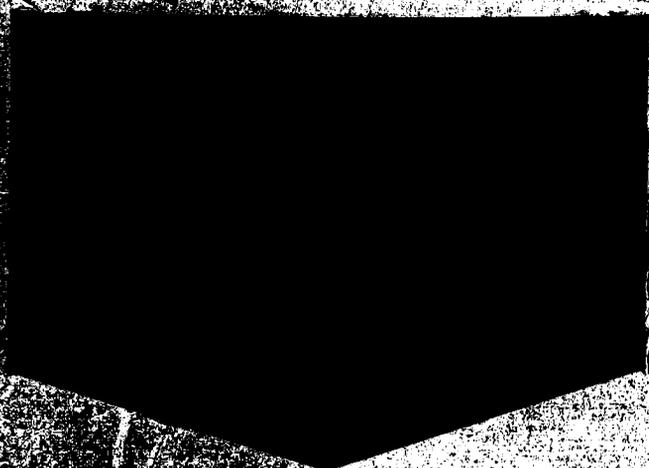


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**MONTANA STATE
PRISON**

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Preliminary Analysis
1967

Western Interstate Commission for Higher Education

WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION

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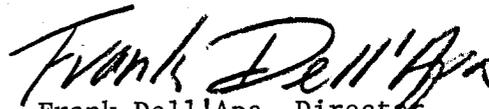
Dear Mr. Kellner:

The Western Interstate Commission for Higher Education's Corrections Program is happy to provide the Department of Institutions with this report, "The Montana State Prison - A Preliminary Analysis 1967." It is hoped that this report will contribute to the ongoing planning of the Department of Institutions.

The report and recommendations contained in it were developed by Robert E. Ashpole of the University of Utah and is for the use of the Department of Institutions. It is not the "final word" of an outside expert; rather its purpose is to initiate dialogue among those relevant persons within whom is vested the decision for implementation.

This report is one of a series of similar reports of activities in the 13 western states provided by the WICHE Corrections Project and is funded by the Office of Law Enforcement Assistance.

Sincerely,



Frank Dell'Apa, Director
WICHE Corrections Project

MONTANA STATE PRISON - A PRELIMINARY ANALYSIS 1967

Sponsored by the Western Interstate Commission for Higher Education

under the auspices of

The Montana State Department of Institutions

A WICHE Corrections Program Summer Faculty Placement
June - July, 1967

Funded by the Office of Law Enforcement Assistance, U.S. Department of Justice
Grant No. 024
May, 1968

Preface

The objective of this preliminary analysis of the Montana State Prison was to provide a brief up to date appraisal and series of recommendations for use by key administrators and decision makers in the state.

At the request of the acting Director of the Department of Institutions, Charles Dell, and under the sponsorship of the Western Interstate Commission for Higher Education (WICHE) Corrections Project, arrangements were made to provide the Department of Institutions with a resource person for the task. It was decided that Robert E. Ashpole, a faculty member of University of Utah's Department of Sociology, who had previous experience in the prison field, would be an excellent choice. Mr. Ashpole consented and in the summer of 1967 began his assignment. This report is a direct result of his work.

Frank Dell'Apa, Director
WICHE Corrections Project

Boulder, Colorado
June, 1968

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INTRODUCTION

The position of a "foreigner" who has been permitted to snoop into the very ego extensions of public employees and then attempt to objectively report findings is one of built-in role strain.

The WICHE Corrections Program director asked if I would spend some time in Montana as a summer faculty placement to assist at the state prison in whatever way possible. The intimation was also that I could act as a catalyst in the initiation of an Office of Law Enforcement Assistance (OLEA) training grant request for the prison. Regrettably, if these were hard and fast major objectives, the project was probably a failure.

A secondary goal, and probably as important to the faculty placement person, was for the observer to become a more learned educator. My grateful appreciation is expressed to Warden Ellsworth, Deputy Warden Dwight, Mr. Erickson, Mr. Miles and many other prison employees, and Mr. Dell and the capitol staff for assisting me with the secondary goal.

Shortly after my arrival in Montana, I became aware of a concern at the state capitol about the operation of the state prison. Certain things had occurred over a period of time which had created expressed doubts among people in the political power structure and in some of the news media as to the effectiveness of Warden Ellsworth and his staff in conducting a prison program in accordance with the legally constituted statutes and in keeping with the desires of the residents of Montana (and sometimes these two masters do not appear to be in agreement).

The State Department of Institutions, through its acting director, requested that I evaluate the state prison in terms of the Wham Report which was conducted by R. L. Wham in 1957. At that time he made many recommenda-

tions, some of which have not been fulfilled. The Wham Report was carefully reviewed and findings will be reflected in this report.

Chapter III, reporting my observations, findings, and recommendations, will hopefully reflect experiences and knowledge obtained as a probation and parole officer, a psychiatric social worker in a treatment facility for criminal offenders, a prison caseworker, as a member of a prison warden's staff, and as a university professor who teaches subjects related to deviant behavior and social control.

It is hoped that this report is not based on an "ideal" program of another state, but on the writer's appraisal of the Montana situation, what the people of Montana seem to want, and what appears to be feasible.

CHAPTER I

GENERAL OVERVIEW

Montana is the fourth largest state in the nation and has a population of less than 700,000. This population is widely scattered and could hardly be referred to as highly urbanized. The largest cities are less than 60,000, and the average county population is approximately 12,250. The largest county has near 80,000 people and the smallest 894 (1960 census).

The Montana State Prison is located in Deer Lodge (4,681), Powell County (7,002) in the southwestern part of the state. It is more than 500 miles from the eastern border of the state and half that distance from Canada.

Purpose

From a report compiled by the prison staff in 1966 we find:

The Montana State Prison at Deer Lodge is the only correctional institution for adult offenders in the State of Montana. Offenders are received from the courts of the county where the felony occurred by direct commitment and delivered by the Sheriff or his Deputy to the prison.

Felons may be received at the prison from age sixteen and up. Men and women are sent to the prison for corrective treatment of their delinquent behavior. This involves many things, including changing attitudes, respect for laws, respect for people and property, wholesome use of leisure time, moral and spiritual guidance, good work habits, if possible, a worthwhile trade, education, self discipline or the ability to perform in a manner acceptable to the society in which he or she must live after release.

The purpose of the prison is the protection of society. This is a three-fold purpose in that the offender must be securely isolated from the society he has offended by failing to conform in an acceptable manner to the rules of that society as expressed in the laws it has passed, protection of the offender from adverse influence or physical harm while so confined, the rehabilitation of these offenders so they can return to society -- as 98% -- as contributing

members, ready to take their place as tax-paying citizens, as assets instead of liabilities.

There is a direct relationship between the crime rate and the type of correctional program within a state. A correctional institution has, in many ways, the same obligation as our educational institutions -- preparing those sent to them to live acceptable, useful, productive, happy lives when they have completed the programs provided.

The task assigned Warden Ellsworth and his employees as indicated in the above quotation is awesome indeed. Most of the offenders are not at all happy with incarceration regardless of how wholesome, worthwhile, educational, or rehabilitative it might be intended. A prison, whether it has minimum or maximum security inmates, will be faced with the impossible task of implementing positive changes as indicated above while securely isolating the offender from the society to which he will eventually return.

Inmate Composition

Appendix A consists of a statistical report covering the calendar years 1963 through 1966. There has been a steady and fairly uniform decrease in numbers received and a decrease in the average daily count. Approximately 18.5 percent were received for crimes against the person and the remaining 81.5 percent for crimes against property. The percentage of first commitments has increased from 48 percent to 55.5 percent and the average age has gone down from 32 to 29.5 years. The percentage of Indians has increased by 50 percent since 1963 from 12 percent to 18 percent.

In 1966 there were six counties which did not commit anyone to prison. The big majority, 38, delivered five or less persons to prison that year. Only one county had in excess of 25.

At the time of my survey in 1967, there were three females and 37 males under the age of 21 incarcerated at the prison.

Employees

The organizational chart (Appendix B) indicates a structured chain of command with defined areas of responsibility. The payroll breakdown for August, 1967, reflects a fulltime employment average of 194.85 for 200 possible employees. Custody personnel (including officers and sergeants) comprise 61 percent of the total. Payroll for the prison for the month was \$96,903.11.

CHAPTER II

THE WHAM REPORT: 1957

R. L. Wham spent a considerable length of time at the Montana State Prison in 1957 and wrote a very inclusive evaluative report. That report, with its recommendations, covers all aspects of prison administration and management. I must agree, at least in part, with the warden's letter to the acting director, August 1, 1967, in which he questioned the value of a follow-up study. I found, as Warden Ellsworth stated, that many of the suggested changes had been made and that some suggestions are not appropriate to contemporary conditions. There are some, though, which bear repeating.

1. There is an apparent lack of knowledge or conformity in almost all divisions except custody as to the lines of command, even though on inquiring we find an existing structured organization. This problem could probably be corrected through unit meetings at every level.
2. The visiting area in the main building continues to be a depressing example of a punitive orientation to imprisonment. Open visiting with adequate security controls should be instituted.
3. The pendulum swing from too-liberal to repressive custody measures should again be reviewed. Too often we tighten controls and exact greater punishments when programs, planning for the future, and perhaps even inmate assistance in planning for the present alleviates problems of unrest.

4. Staff-inmate relationship appeared to be at a low-low. A few employees seemed to be keyed into the same communications channel as the inmates and vice versa. In the main, inmates were "doing their time," apparently fully believing that they had no influence over their future.
5. I support Mr. Wham in his recommendation that total mail censorship be reduced to spot, percentage, or selective censorship.
6. Limited outside visiting has been achieved. The present outside visiting area should be used by selected main building inmates and a new visiting area established at Rothe Hall.
7. The parole decisions are not as mysterious as was reported in 1957. A source of tension does exist in requiring men to remain in prison until acceptable employment is found. No man is put in prison because of an inability to find a job. No man should remain in prison because of that reason.
8. Many of the employees as well as inmates feel that all other facets of the prison are subordinated to the operation of the ranch and other outside facilities.
9. There continues to be the possibility of excessive long-term solitary confinement. This may at times appear to be desired by both inmate and employee. The inmate can, through this method, withdraw even from the reality of incarceration. The employee may see this as a solution to a management problem. Long-term isolation as a punish-

ment is not effective in working toward the goals of rehabilitation as expressed in the 1966 report.

10. On pages 50 and 51 of the Wham report the need for strengthening the disciplinary committee, giving it consistency of purpose and removing bias, prejudice, and emotional over-reaction is spelled out. It should again be reviewed.

This writer will deal with the subject of discipline later in this report; upon reviewing the Wham report, I find conditions vastly improved at Montana State Prison over what they were 10 years ago. Of the many recommendations made by Mr. Wham, I find but the above few of sufficient importance to restate at this time.

Montana State Prison, Summer 1967

A prison is, first of all, people. It consists of the keepers and those disenfranchised who are being kept. The purpose for keeping is the protection of society. Usually the only protection comes from a temporary isolation of the deviant from a free society which he might otherwise victimize. Hopefully the deviant undergoes change which enables him to function in free society without committing additional crimes.

It is the task of the prison employees to attempt to bring about positive changes. Since 98 percent of the people received in prison are released, the task of the prison employees is to bring about positive change. This task, though, is secondary in most prisons (including Montana State Prison) to "not rocking the boat" and "keeping things quiet."

The Montana State Prison is an old prison. It is a traditional prison based on punitive retribution and repressive custodial measures. The clear-cut status differentiation between employee and inmate supports

the tradition and further defines the role of keeper and kept. But Montana State Prison is functioning smoothly. There is no question as to who is in command and the fact that the administration intends to maintain control. In a very real sense, this is desirable. There is no indecision. There is no need for an inmate to think or plan or plot. Even the challenge of attempting to escape is stifled.

Most theoretical criminologists and penologists tell us, though, that prisoners must be involved in planning their own lives while incarcerated and that their rehabilitation is dependent to a large degree upon the development and/or maintenance of a positive attitude toward free man and free society. They imply that a prison program such as exists in Montana would not be effective in reshaping the lives of prisoners since it maintains a very pronounced differentiation between the kept and the keepers.

From a review of the statistical record (Appendix A) we would question these theoretical premises. In comparing 1963 to 1966 we find that, while the number paroled is near the same in each of the years, there has been a 23 percent decrease in parole violations. There has been a 29 percent decrease in the number received and a 17 percent decrease in the number released. The average length of sentence has increased by almost six months and the average daily count indicates a 17 percent decrease. Population in the state has shown little change. The age at commitment is down slightly and the percentage who are imprisoned for the first time is up considerably.

	<u>1963</u>	<u>1966</u>
Paroled	281	260
Parole violations	105	81

	<u>1963</u>	<u>1966</u>
Received	589	415
Released	548	453
Average sentence	3-6-15	4-0-8
Average daily count	675	558
State residency	75%	76%
Age of commitment	32	29.5
No prior commitment	48%	55.5%

From the above it is seen that something is happening in the Montana correctional system that influences criminal behavior or the administration of criminal justice. We can not say that changes in the rate of recidivism or in the number of commitments per year is the result of programs, policies, or the administration of the prison. I do believe, though, that the stable, consistent, and strong leadership at the prison has had a very real effect on the prisoners and their orientation to continued criminal activity and possible return to prison.

The unity of purpose on the part of the staff and employees and a recognition of this by the inmates legislates against attempts to "con their way out" or politic into jobs where there is an opportunity to "beat the keepers."

In short, Montana State Prison is not easy time. The administration, employees, and inmates see the same picture and talk the same language. The prison, in the eyes of all, has as the major task a responsibility to receive and hold prisoners until the legally constituted authorities present an order for release. Rehabilitation, education, and other aspects of inmate involvement are not primary goals of the philosophy of incarceration.

tion and holding process. The goal of rehabilitation could undoubtedly be strengthened without weakening security and without creating conflicts or divisionary processes.

CHAPTER III

OBSERVATIONS AND RECOMMENDATIONS

My following remarks about the prison, its personnel, and the inmates are based on the assumption that the system, politically, administratively, and physically, will continue basically as it is and has been over the past many years.

Physical Plant

The buildings in the main compound, though old and designed for an earlier era of correctional management, are surprisingly functional. The condition of the buildings reflects constant repair, preventive maintenance, and liberal use of paint, and is a compliment to those responsible for its upkeep. "Defective wiring, leaning flagpole, crumbling walls, etc." as reported in 1957 are not quite so obvious at this time. Custodial control and discipline are hampered to some degree by the poor arrangement of housing and the need for supervisory personnel to cover small units of inmate activities.

Space used for industrial activities seems to be over-crowded and cluttered. This may be due to multiple industries attempting to operate within limited physical space.

Facilities for the educational program are extremely limited but operated efficiently within these limitations.

The hospital plant is functional, segregated, clean and appears to be adequate for the needs.

There are several separate isolation units, two areas of cells for disciplinary segregation, and a maximum security unit.

The ability to separate prisoners into small groups breaks the communi-

cations channels and benefits custodial control. On the other hand, each small unit requires custodial personnel to an extent that might reach a point of diminishing returns.

Facilities for leisure time activities are woefully inadequate. The absence of a gymnasium will be felt when inclement weather prohibits physical recreational activities in the yard and pent-up energies seek release within the confines of the cell block, dormitory, school, theater, mess hall, and other limited areas.

Rothe Hall, a medium and minimum custody facility, is located on the ranch. It was built by prison personnel (inmate and free) from concrete block produced on the one-block press at the prison. This four-dormitory facility houses approximately 43 percent of the inmate population, most of whom work on the ranches, in outside industries, warehouse, slaughterhouse, registrar's office, and in the farm machinery and vehicle maintenance shops. The high percentage of prison inmates in this facility indicates a higher degree of trust than is found in most one-prison states.

Rothe Hall provides housing for those inmates considered most trustworthy and most capable of making a contribution to the prison and the state. These are also the inmates who should be most likely to benefit from educational and rehabilitative programs which, in the main, are located inside the walls. There should be provision for classrooms, recreation activities, library and study rooms at Rothe Hall.

Several carefully screened inmates live in outlying camps and ranches. Most of these living-out arrangements are necessary if the assignments are to be adequately fulfilled. Camp and bunkhouse living probably contributes more to release preparation for these men than would any other prison

arrangement.

Buildings, warehouses, shops, toy repair shops, barns, and houses are scattered over thousands of acres of prison land. Many employees reside in prison-owned dwellings. Maintenance and repair of these structures provide meaningful work experiences for many inmates. These work experiences, some mobility, and contact with free people undoubtedly contribute to an inmate's reality orientation and readiness for eventual release.

There are rumors to the effect that a bigger and better prison will be built on the ranch. Montana is experiencing a decrease in prison population and an increase in extra-institutional services such as probation, parole and work release.

Recommendation No. 1:

Do not plan extensive improvement of physical plant, expansion of facilities, or investment of additional large sums of money without first obtaining sound research and developing projected plans.

The women's unit is located in a very secure building separated from the main prison. The care and keep of the small number of women is extremely expensive, especially in terms of matrons and administrative personnel who seem to be required to spend an extraordinary amount of time attempting to solve problems within this unit.

The physical plant is adequate for the limited needs of room and board, but confinement to the interior of the building during inclement weather probably creates an almost intolerable situation for both matrons and inmates.

Work arrangements in the registrar's office and the administration building are quite satisfactory and possibly educational for a limited few. I think that the total program would be improved by the establishment of

a women's prison unit in conjunction with the Girl's School, Galen, Warm Springs, or one of the other institutions. . Some states presently have such arrangements.

Recommendation No. 2:

Investigate the possibility of total physical transfer of the women's unit to one of the other institutions.

An alternative to this would be a cooperative prison for women involving several states. The 1967 Directory of Correctional Institutions and Agencies shows that Idaho had 17 females, Montana 10, Utah 12 and Wyoming 8. A single unit for the four might possibly be arranged. I do feel that the arrangement as stated in recommendation no. 2 is preferable.

Administration

The executive level of operation at Montana State Prison is fortunate in having dedicated, well-qualified personnel. Over-all prison planning involves mainly the warden, deputy warden, business manager, and superintendent of ranches. Staff meetings called by the warden, even though they include more personnel than those mentioned above, are mainly reflections of the needs and desires of these four people who dominate the power structure. There is some, but not pronounced, resentment expressed by personnel who feel that those in this power structure and their units reap benefits not accessible to divisions not directly represented by the foursome.

Public relations in the community are good. Interlocking memberships in the Country Club, Rotary, and other organizations contribute to an acceptance by the community and its power elite. The prison also contributes to Deer Lodge in many ways.

Rapport between the prison executive level and the Board of Institutions was, in the summer of 1967, somewhat strained. Those in the capitol

indicated a lack of information as to the Deer Lodge picture. Demands made by news media for releases of information placed the Board of Institutions in an awkward "there is no way to win" position. On the other hand, the prison officials expressed an attitude of "how can they tell us how to run a prison when they have had no experience."

Recommendation No. 3:

There must be an opening of the prison to the press, the Board of Institutions, and the public.

Personnel and Training

These are closely related though administratively assigned to separate individuals, both of whom seem to be free-floating within the administrative structure with too little or too much work assigned. The personnel officer has a million and one discrete and often disconnected tasks, whereas the training officer appears to be isolated from the happenings and has a rather minor and limited assignment.

Recommendation No. 4:

Somehow pull together the responsibilities of the personnel officer and the training officer.

Mr. Svarney is an expert in training and has a well-designed program for the new officer. There are too few new employees to really involve him to near capacity, and the older employees are not required to participate in inservice training.

Recommendation No. 5:

The training program should be expanded to include all personnel, including the warden, as trainees.

Recommendation No. 6:

Mr. Svarney should become more actively involved as a member of the administrative staff, as an expert in recommending changes and innovations in treatment and rehabilitation, as well as custody and control.

Recommendation No. 7:

All employees should have an annual refresher training program.

Recommendation No. 8:

Increase the area of training which deals with inmate-employee relations and how to deal with the disturbed individual.

Recommendation No. 9:

Investigate and take advantage of federal grant funds for the development of training programs.

Business Division, Purchasing, Accounting, and Property Control

Fiscal accounting, purchasing, and property control appear to me, as a person not oriented to this specialty, to utilize many personnel and occupy a disproportionately large area within the prison structure when considered in the context of prison goals as defined in the Annual Report.

The efficiency of this division is undeniable. The personnel, from the head down, are disciplined, well informed, actively occupied, and competent. Warehousing and property control techniques are a pleasure to behold and would probably be exemplary models for private business as well as for other state institutions.

From all appearances this division has maintained itself free from public rumor and accusation and appears to have responsibly accounted for all business transactions. The author's lack of expertise in this specialized area prohibits the author from making any recommendations.

Industries

The motto of the prison industries is "Learn to earn." Inmates are engaged in the making of license plates and in the learning of skills involved in dry cleaning, laundry, book binding, printing, shoe repair, upholstering, furniture refinishing, tailoring, and in the cement block

factory. In most of these areas of employment, there appeared to be an excess of inmate personnel, a shortage of work, a lack of qualified instructors, and inadequate facilities in which to try to do the job.

The industries manager appeared to be a "loner." I felt that he should be more identified and working in closer communication with both education and business but that somehow channels were not open to him. In taking full advantage of the state's Use Law he should have an active exchange with other state agencies and institutions. To do so would require additional and qualified personnel.

The physical area occupied by industries is in a poor location. It, too, has a betwixt and between atmosphere, not belonging but yet possessing a very strong potential of service to the state and for inmate development and employment preparation.

The industries manager was squeezed into an inadequate office in which many activities were compressed. His involvement in minor details indicated that he lacked assistance or administrative skills.

Recommendation No. 10:

Upgrade the position of Industries Manager.

Recommendation No. 11:

Open the communications channels for further state's use involvement. (How can you help fill the needs of the other agencies and institutions?)

Recommendation No. 12:

Evaluate the adequacy of the present manager to fill the administrative role and retain or replace in order to have the most competent person in the position.

Recommendation No. 13:

Obtain skilled craftsmen to supervise vocational training in the industries program.

Recommendation No. 14:

Establish a closer liaison between business and industry. This may require organizational restructuring.

Recommendation No. 15:

Even after interactional roadblocks are removed, it may be advisable to make physical adjustments or relocation.

Custody

The first picture one sees at the Montana State Prison is secure custody. My first impression was that this was punitive custody. I do not now agree with that first impression. We must emphasize the difference between punishment and discipline, terms which are too often considered synonymous. There definitely is disciplinary control at the Montana State Prison. Such control requires an alert and disciplines custodial staff. This was apparent in shift changes which were orderly and efficient, the relaying of communications at shift change, the delegation of authority and the carrying out of responsibilities, the wide-awake response of custodial personnel to the movement of persons through controlled areas, and in many other ways.

A comparatively high morale existed within the custodial staff. Two concerns were expressed by several custodial employees.

1. Salary differentials.
2. Favoritism in promotions.

Recent changes in the compensation schedule have created some discontent. The changes appear to correct, rather than create, inequities but nevertheless, he who receives the least benefit from a change will react as if personally mistreated.

Recommendation No. 16:

Continue to move in the direction of salary levels based on job

skill requirements, education required, and responsibility assigned. This should definitely be related to other employment opportunities in Montana and especially cross-referenced with similar jobs in other agencies and institutions.

Recommendation No. 17:

Set a 40-hour work week.

Recommendation No. 18:

Expand the promotional selection committee. The best man, rather than longevity, would still receive the rewards.

Recommendation No. 19:

In fulfilling recommendations 16, 17, and 18, include representation from the prison, Department of Institutions, State Personnel Office, and the State Employment Service.

I was very impressed by the use and deployment of custody personnel.

As stated above, the delegation of authority and responsibility was efficient and effective. There were, in my way of thinking, two inequities:

1. Some men on officer pay had responsibilities for major areas and for supervisory-like duties. This was most apparent in the cell block.
2. I question the use of a lieutenant on the radio pick-up truck used for escort and external custody.

Recommendation No. 20:

Formally define positions of responsibility, such as the cellblock charge officer, and promote to sergeant. This would create some new sergeant positions.

Recommendation No. 21:

Re-evaluate the radio truck assignment. Does it require a person with lieutenant authority?

My contact with prisoners was extensive and over a period of six weeks.

The inmates see Deputy Warden Dwight as "custody." I repeatedly heard, "He is tough as hell, but he is fair." Those who expressed a different

opinion of custody (Mr. Dwight) cited only two examples as evidence of other than fair treatment.

Two points of custody weakness were apparent to me:

1. Inmates were living in the hospital. Under this arrangement, regardless of how capable the free personnel are, the inmate can take advantage of diet foods, drugs, and injection devices and act as a communication center, etc.
2. Inmates living above the warden's garage. Prisoners in this, as well as the hospital quarters, tend to become privileged persons, who are trusted and almost exempted from normal shakedowns or other custodial controls. This is also a risk to the community.

There is a built-in mental set that perhaps falsely tells us, "The King (warden) can do no wrong"; "God (chaplain) is infallible"; and "The healer (doctor) can not be questioned." It is custodially wise to raise question in all areas.

Recommendation No. 22:

Find alternatives to housing in the hospital and over the garage, even at the risk of the inmates' being angry.

I had the pleasure of observing escape procedure. Plans were well formulated, weapons and equipment issued, road blocks set up, and the bloodhounds were put on the trail. The escapees were captured. My only question is, "Would the direction, leadership, and authority be there if Mr. Dwight were absent?"

Disciplinary Practices, Isolation, and Segregation

Contraventions of rules by inmates appear to be handled with promptitude and certainty.

Inmates often receive on-the-spot reprimands and contraband is often confiscated. The use of "write-ups" seems to be limited to instances of considerable importance. Minor infractions are handled by Captain's Court in an effective manner. The "reality therapy" of Captain's Court is a therapeutic experience.

Major rule infractors are referred to the disciplinary committee which usually consists of Deputy Dwight and at least two other employees. This committee can impose loss of "good time," segregation, isolation, or maximum custody.

The use of segregation cells in the towers effectively separates a limited number of high-risk trouble-makers from the general population. The negative side of this lies in the almost total inability of officer personnel to observe the inmate in their activities.

The maximum security unit requires several personnel and is somewhat inaccessible, but provides a secure housing of inmates out of sight and hearing of all other inmates and free personnel. The voluntary "retreat" to maximum or segregation permits inmates to escape from the strains caused by congregate living. Several inmates complimented Deputy Dwight on his acceptance of their request to go to maximum or segregation, when they felt a need to remove themselves from the general population. They also appreciated his willingness to return them to the population at their request.

The recent death of Larry Cheadle, while confined in a disciplinary cell located underground in the area below the recreation office, has become a public issue. I, therefore, reviewed reports pertinent to this instance, talked with many people regarding the case, and visited these disciplinary

cells. My visit to this cell area was made in September, 1967, at least 10 months after Cheadle's death. I do not know what changes, alterations, cleaning, painting, etc. were accomplished subsequent to October 31, 1966. On the occasion of my visit, I found the area to be quite clean, fairly well painted, and not uncomfortably humid. At the time, though, it appeared that the humidity had caused some of the new paint to peel. The temperature of this three-cell area did not seem to be significantly higher than that outside at midday, but the air in this confinement area was stale and appeared not to be circulating. This area had not been opened for several days prior to my visit. It was not used for housing inmates during my stay at Montana State Prison. I would recommend against the use of this area for future inmate housing because of its inaccessibility to supervisory personnel, lack of toilet facilities, and lack of circulation. In addition, the area-way in front of the cells is so narrow that an officer attempting to look into the cells would probably be sufficiently close to be assaulted by the confined inmate.

The disciplinary cells which are located near the main cell block are more spacious but probably not very much more comfortable. They, too, lack modern toilet conveniences and are stark, bare, concrete boxes. Officers assigned to adjacent areas can look in occasionally and respond to the needs of the isolated inmates, making this the more adequate place for isolation. The fact that isolated inmates in this area can be heard by the general population is a negative factor.

The proposed maximum security unit to be constructed near the prison hospital should more effectively remove selected men from the general population. It should be secure but not designed to be punitive. It

should eliminate the need for the maximum unit, isolation rooms, and segregation in the towers. Room for 20 men should be sufficient.

Recommendation No. 23:

Continue the practice of Captain's Court. There are actions, such as small fines, payment for contraband, cell moves, loss of recreation or other privileges, which are appropriately handled on the Captain level.

Recommendation No. 24:

Insist on a more broad representation on the disciplinary committee which concerns itself with more serious infractions. The warden plus representation from custody and classification should be on the committee. In the warden's absence, an acting warden should be chairman, with a review of the decision by the warden.

Recommendation No. 25:

The signature of committee members and the warden or acting warden should be required on disciplinary action which imposes maximum custody, isolation, segregation, diet restrictions, or loss of "good time."

Recommendation No. 26:

Disciplinary action should be of as great a concern to the Board of Institutions as fiscal accounting. Such should be included in the monthly written report to the board.

Recommendation No. 27:

Priority should be given to the construction of a new disciplinary unit.

Medical and Dental Services

Surprisingly there were no inmate complaints on medical and dental services. Present arrangements for medical and dental care appear to be in keeping with the expectations of the clientele and are well-supervised by the nurse and custodial staff assigned. I have no suggestions regarding drug control and pill line.

The purchase of medical supplies from the various pharmacies in Deer Lodge, use of the Deer Lodge hospital, and contracting with local

dentists and doctors contributes to the positive relationship between the prison and the community.

My recommendation pertaining to inmate medical aides living in the hospital need not be repeated. (See Recommendation 22.) Support of another recommendation regarding medical and dental service also requires an eviction notice.

Recommendation No. 28:

Transfer the cats to the barn. Find a more sanitary way of eliminating mice.

Culinary and Food Service

Food preparation and service were, without a doubt, superior to any that I have observed in any other prison facility. Some inmates complained about the lack of green stuffs.

The total operation of culinary and food service indicated good, capable management which was enhanced by the fact that there was not an excessive number of inmates assigned to work in this area.

Inmates serving liquids and taking trays for second helpings provided a service which cut down confusion often found in mass dining areas.

Ranch Operations

Ranching and allied diversified enterprises constitute a major financial investment as well as a major inmate and employee involvement at the Montana State Prison. These activities are likely employment opportunities for inmates after their release. In talking with prisoners, I found that many of them were as involved with their job assignments as most ranchers would be on their privately owned property. There are undoubtedly many men who become competent in these various ranching, dairy, meat, poultry, and other operations to the degree that they are more able to obtain and

retain productive employment upon their release.

This writer is in no position to evaluate the financial profits or losses of the ranch and allied operations. The increasing production, processing, and involvement in providing food stuffs for other institutions appear to be of a positive nature. I did wonder about the extremely large number of pieces of farm equipment which were apparently idle.

Recommendation No. 29:

A master plan for the ranch should be drawn up indicating the part the ranch plays in achieving the prison's goals.

Since ranch machinery and operators are there, I recommend:

Recommendation No. 30:

All inmates, insofar as possible, should be subjected to a familiarization course on the operation and preventive maintenance of farm equipment prior to their release from prison.

The medical experimental unit located in the Rothe Hall area also attests to the good public relations job being done by staff members. Participation in research should result in real financial benefits or time cuts for inmates.

Recommendation No. 31:

Incentives for cooperation in research, etc. should be in financial terms rather than time cuts. Additional cuts to reduce length of stay would be ridiculous. Financial rewards should accrue to the inmate and not to a general fund such as inmate benefit, recreation, or the like.

Treatment

This division is sometimes a catch-all for everything that is not custody, business, industry, or medical. Actually, each division mentioned above has aspects of every other division. To a large extent, the findings of the treatment division determine: where a prisoner is to be housed;

what type of work he should have; whether or not he could benefit from academic or vocational education, on-the-job training, group therapy, social clubs and organizations; the evaluation of his progress while in prison; and his readiness for release. The interpretational skills of subtle indices often determine whether or not a right decision is made in manipulating the life of an inmate.

The treatment division does not produce a tangible good; it does not control the expenditures of monies; it does not obviously control criminals from escape or escape attempts; it does not consciously punish the wrongdoer. Treatment or rehabilitation is not historically an objective of imprisonment. This division, therefore, is usually the lowest on the budgetary totem pole and is too often understaffed for the job it is expected to accomplish. This is very true in Montana State Prison.

Fortunately there exists a good relationship between the treatment personnel and other employees throughout the prison. This rapport is a compliment to the key staff people who establish the tonal quality.

1. Reception and Guidance: The reception-guidance program for new inmates is quite shallow. The testing program is seen by most inmates as a means of obtaining information to be used against him rather than as an aid in educational direction, resocialization, or training. Talks given to the inmate, according to inmate reports, are oriented to the values of becoming prisonized as rapidly as possible. Background history, test reports, probation reports, and like information are not used very effectively in the classification process or in assisting the inmate in his planning.

2. Education: The academic program is the best-staffed unit in this department. Their program is positive, has good support from the prisoners and is well-attended. Such a program in an inadequate physical plant attests to the fact that people, not buildings, are the major determinants of a program's success. Rothe Hall is not very well serviced.
3. Band: The band, which is at least partially subsidized by a grant, provides an outlet for many inmates as well as providing concerts and recreation for the prison community. The members appeared to be under good direction and actively engaged in practice during the assigned hours.
4. Religion: The religious program appeared to be adequate for the needs of the inmates. There were no complaints and no overwhelming support or enthusiasm.
5. Recreation: I was very impressed with the recreation program offered at the main prison during the good weather months. There would definitely be a lack of recreational opportunities during the winter and when there is inclement weather. Rothe Hall is again receiving limited service.
6. Visiting and Mail: Facilities for visiting between prisoners and free people are very inadequate for those housed inside. Rothe Hall inmates are much more fortunate in this respect. Limitations on correspondence are excessive and too much personnel time is spent in the intricacies of censorship, return of letters, and transfer of meaningless information back and forth between employees. Such a

negative stance burns up valuable time and energy which should be used in constructive programs involving inmate contact and redirection.

7. Social Service: There are far too few persons assigned to the task of providing casework services. Contact with most inmates is so limited that it has little if any influence on the life adjustment or the future of the object of the services.
8. Job Finding: One employee is assigned the task of job finding for prisoners awaiting release. This position was created by agreement between the warden and the Board of Pardons and was warranted by the lack of Board of Pardons personnel time and money. This arrangement is a bit unwieldy in that there is an assigned institutional parole officer on the parole department payroll who spends some time in the institution and who is also involved in obtaining prerelease information and assisting in planning and job-finding. Also, once employment is located, the supervising parole officer in the home area has the option of accepting or rejecting the results of the prison employee's efforts.

Recommendation No. 32:

Obtain additional professional personnel. There is an urgent need for at least two more social workers and a psychologist.

Recommendation No. 33:

Establish a reception-guidance unit for the study of new inmates.

Recommendation No. 34:

Strengthen the educational and recreational programs at Rothe Hall through making the physical plant area available.

Recommendation No. 35:

Establish open visiting in Rothe Hall for those residents and utilize the present Rothe visiting area for selected inmates who are in the main prison.

Recommendation No. 36:

Make it possible for men to be released when their date arrives and not be held awaiting approved employment.

Recommendation No. 37:

There was some discussion of establishing a prerelease center in the Helena area. Such a facility is recommended. An inmate could be brought back into the expectations of free society in a more gradual manner. From this center he could be involved in employment in the community and return to a semicustody situation at night. Counseling, release planning, and various therapies could also be available. The problem of job-finding would also be lessened.

Records and Identification

The Bureau of Records and Identification provides many services to the prison and to the state in addition to being the official receiving and discharging arm of the prison service. The computation and recording of "good time" is completed here. Contrary to the Wham Report, there were no errors or inmate complaints in regard to release date computations.

Once a month the bureau publishes a Parole and Discharge Bulletin as a service to surrounding law enforcement agencies.

Annually, in conjunction with the Attorney General's Law Enforcement Meeting and the meeting of the Law Enforcement Academy, a booklet is published which contained photographs and other pertinent information on known criminals who are active in Montana and surrounding states.

A police radio and a teletype are also maintained in this office. This, then, is the communications center for local law enforcement agencies and the relay station for transmitting messages to other states.

Inmates Under Age Twenty-one

There are pronounced differences of opinion within the State of Montana as to the appropriate method of dealing with the younger felon. The warden is, by statute, required to keep inmates under the age of 21 separate and apart at all times from those inmates who are over the age of 21. This appears to be an impossible command to follow unless totally separate facilities, staff, work programs, supervisory personnel, and the like, are made available for the three or four females, and a comparable arrangement established for the 35 to 40 males who are within this age category.

Felons, even those under age 21, differ from one another in background, experience, criminal sophistication, attitude, and readiness to accept and participate in programs oriented toward rehabilitation. The focus, therefore, should be placed on presentence evaluations, the reception-guidance study, classification procedures, adequate supervision within prison, and availability of rehabilitative programs and experiences. I would strongly advocate a strengthening of the above, rather than even considering further investment in concrete, towers, bars, and fences.

The close working relationship between the Board of Pardons, prison employees, and the parole officers permits individual consideration. Within the Department of Institutions there is also some flexibility for transfer when such is indicated.

Recommendation No. 38:

Abolish the law which requires segregation as to age.

Recommendation No. 39:

Implement, where possible, transfer of patients and inmates between institutions when indicated by treatment needs.

CHAPTER IV

SUMMARY

My first impression of Montana State Prison was that it was an antiquated facility designed to support a punitive philosophy. The inflexible uniform, the men walking in silence two abreast to meals, restrictions on movement within the compound, and the alert rifles-in-hand officers on the wall supported this first impression. The longer I stayed at the prison and associated with the employees of that facility, the more I could recognize individual consideration for inmates. This is shown in the fact that a large percentage of prisoners are living at Rothe Hall (actually a medium custody facility), that the employees are aware of each person as an individual, and each is given personal consideration in regard to many aspects of life in a tough prison.

The Montana State Prison undoubtedly reflects values of the people of Montana. Peoples who have conquered a frontier wilderness and who obtain a livelihood in occupations of danger and hardship tend to have little tolerance for behavior which threatens their existence. They also have little sympathy for the deviant and no desire to support "new" therapy programs. The prison supports this orientation to life; it gives what is earned, whether it be pain or pleasure; and men are treated as prisoners. There is no status or role confusion, the prison holds the offender until such a time as a duly vested authority gives an order of release.

This ancient physical plant is held together by dedicated, capable people. A certain balance has been achieved, and care should be taken not to upset this balance by making rapid changes in personnel, programs, or broad policy.

Changes will take place in Montana in regard to the treatment of the criminal offender and probably in a manner similar to those which have occurred in treatment of the mentally ill. Most state mental hospitals were nothing more than custodial facilities 20 to 30 years ago. Their program was one of keeping and using, and the product of their efforts was measured in terms of cattle, acres, tons of produce and pounds of milk, not unlike that found in the Montana State Prison and most other prisons today. Changes in mental hospitals took place slowly at first and then more rapidly as salaries became more competitive with private industry, as merit replaced politics, and as specialized training for specific job categories was available and seen as valuable. The implementation of a change of product focus -- from potatoes, milk, and meat to people -- was speeded by federal monies made available for that purpose.

The correctional picture is now at the point where mental health was 30 years ago. We are in a better position, though, because Montana already has a governmental unit, the Board of Institutions, which has considerable power and authority over all of the institutions and which has had experience with improvement, especially in the field of mental health services and services to children. They also have been sufficiently involved to see that the basic component or product of their involvement is people and that the label "criminal," "mentally ill," and the like is perhaps necessary for administrative purposes but often says little or nothing about the individual and what is necessary to help him become a productive citizen.

Federal monies are now becoming available so that the people of Montana could thoroughly study their program and see where they want to be 10 and

20 years from now. The pedestrian steps usually taken in a "don't rock the boat" manner could probably be by-passed with one jet-like hop.

Montana is an ideal state in which to try something new in the way of penology and the treatment of the criminal offender.

We have often been asked whether enough is known about criminals to develop an effective program. Sykes gives a fairly good answer. He states:

Many people in the field of penology -- prison administration, psychiatrists, social workers, academic criminologists and so on -- are fairly well agreed that we do know enough about criminal behavior to say what must be done in the future to improve our penal systems. . . such a program would include: (a) a greater variety of institutions to handle specific types of prisoners; (b) smaller institutions to provide a greater degree of individual treatment; (c) a system of "home leaves" to provide for the prisoner's gradual re-entry into the life of the free community; (d) provisional opportunities for family visits; (e) improved social and psychiatric counseling; (f) better trained and better paid staff; (g) an improved work program including provisions for higher inmate wages; (h) a greater use of parole and probation along with improvement of parole and probation facilities; and (i) more rational sentencing procedures. ¹

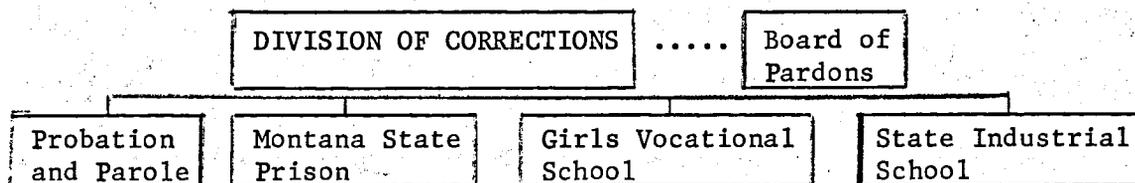
Perhaps we could relate these ideas to the State of Montana. Better trained and better paid staff (f) will come about through the mint system, job descriptions, etc. as mentioned earlier in the report. Item (e) will be possible through community mental health facilities and greater cooperation between institutions and a sharing of their personnel. Item (h) has been recommended.

A more rational sentencing procedure (i) is a broad statement. Most certainly the judges see themselves as being rational and reflecting the desires of the people. Perhaps the effectiveness of the short or long sen-

¹ Sykes, G.M., "The Future of Penology" in G.R. Bacon, (Ed.). The Prison Journal, Philadelphia, Pa., Spring 1961, No. 1, pp. 5-6.

tence could be researched. This would help the court in decision-making. I personally question the use of a short, short prison sentence (30 - 90 days, or even six months). The stigma on the person and his family plus possible loss of employment and positive community relations may do greater harm than any value derived as a deterrent. Item (g) by Sykes relates to a tangible product. I see no need for any salary for a prisoner if basic needs are met. The work program should relate to the man and his preparation for release. His reward is in re-entering free citizenship and assuming responsibilities. We will discuss the other points later.

I can envision a system in Montana wherein there would be a closer relationship between the various agencies involved in the handling of the criminal offender. As a first step, there should be established a Division of Corrections within the Department of Institutions. The three institutions, Prison, State Industrial School, and State Vocational School for Girls, would come within the jurisdictional responsibilities of this division. In addition, the probation and parole unit should be within the Division of Corrections.



Such an administrative change would make possible a more coordinated program of services between the various institutions, establish a closer liaison between corrections and the Board of Pardons, and give integrated continuity in probation, incarceration, and parole. The probation and parole unit could and should provide services to juveniles as well as adults. Even though the formal structure at the moment may indicate a

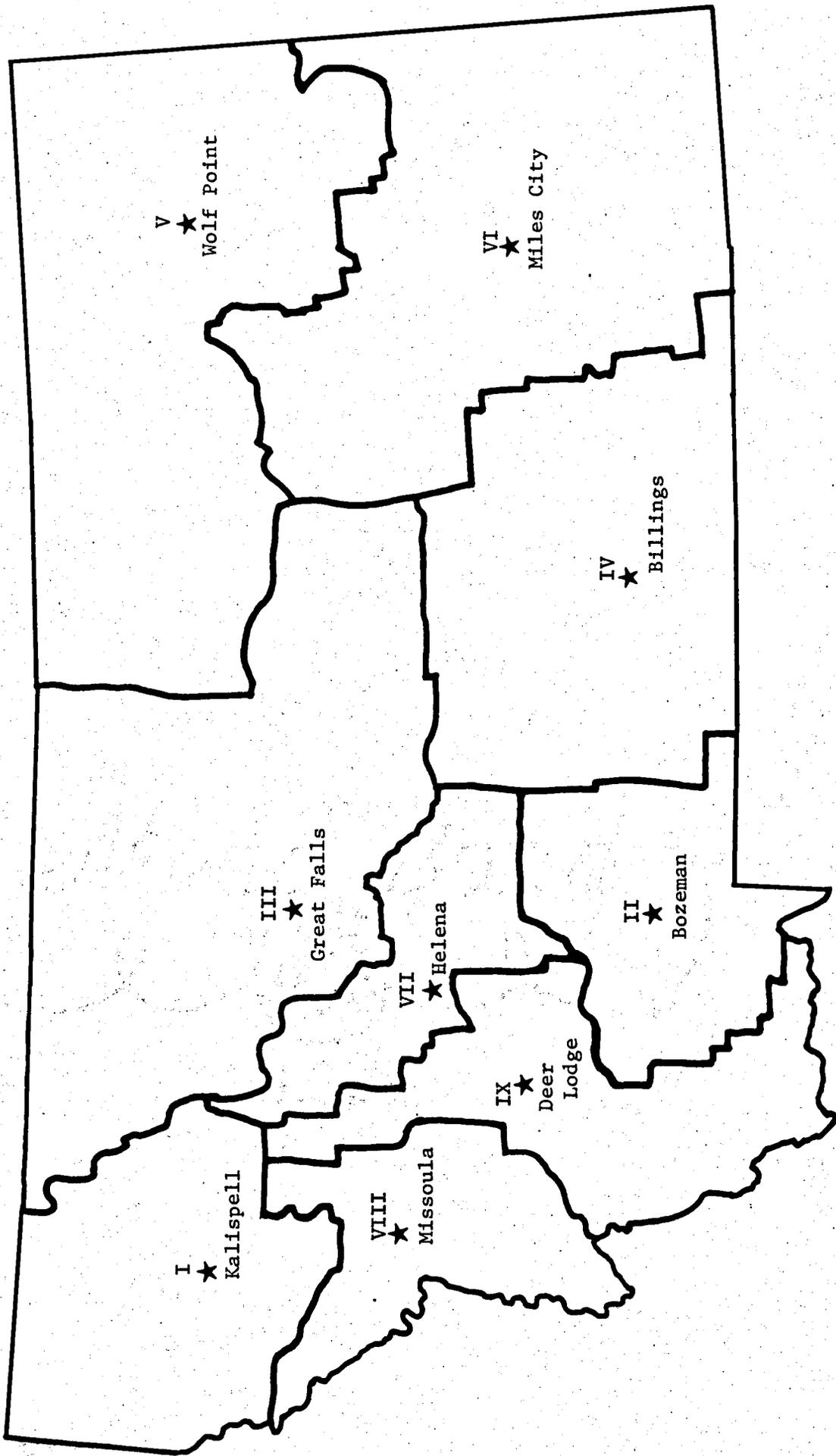
separation of juvenile and adult with each being handled by its respective specialists this is, in fact, not so. Undoubtedly both, adult and juvenile, are receiving the majority of their counseling and direction from law enforcement officers or other local community persons not affiliated with either of the formally designated agencies. This is the case even in states much more fully staffed than Montana. In addition, a helping person (probation or parole officer) should be a helping person regardless of the age of the subject client.

A next big step would be the establishments of jail - prisons in areas of the state. Appendix C provides a suggested breakdown of the state into areas, indicated jail-prison sites, the counties which would utilize each facility, and the number of persons sent to prison in 1966 from each of these counties. Page 34a is a map of Montana indicating the counties within the area boundaries.

In such an arrangement as indicated, Deer Lodge Prison would continue to be the main prison. A reception - guidance unit would be developed in that facility, and new inmates would be received and processed. Some would remain there because of their custodial risk status or specific programs offered in Deer Lodge Prison. Those classified in minimum custody would be eligible for return to the jail-prison in their locale.

The county jails would be utilized as jail-prisons. This may require an act of the legislature. Standards for qualification to hold federal prisoners would probably be adequate to meet the needs of this program. Prisoners involved as minimum security risks could continue in local employment, have home and family visits, attend school (vocational training and otherwise), and participate in selected other rehabilitative activities.

MONTANA



This is not a new concept. Many prisons are now engaged in work-release schemes whereby prisoners are employed or attending special activities in the free community. In reviewing literature, we find that, in 1913, State Senator Henry A. Huber introduced a bill into the Wisconsin State Senate which, when passed, allowed a jail inmate to work outside the jail in the day and return at night. This and many similar programs are used in Wisconsin and other states at the present time. The pay check makes court-ordered restitution, reimburses the welfare department for family care, and even pays room and board to the sheriff.

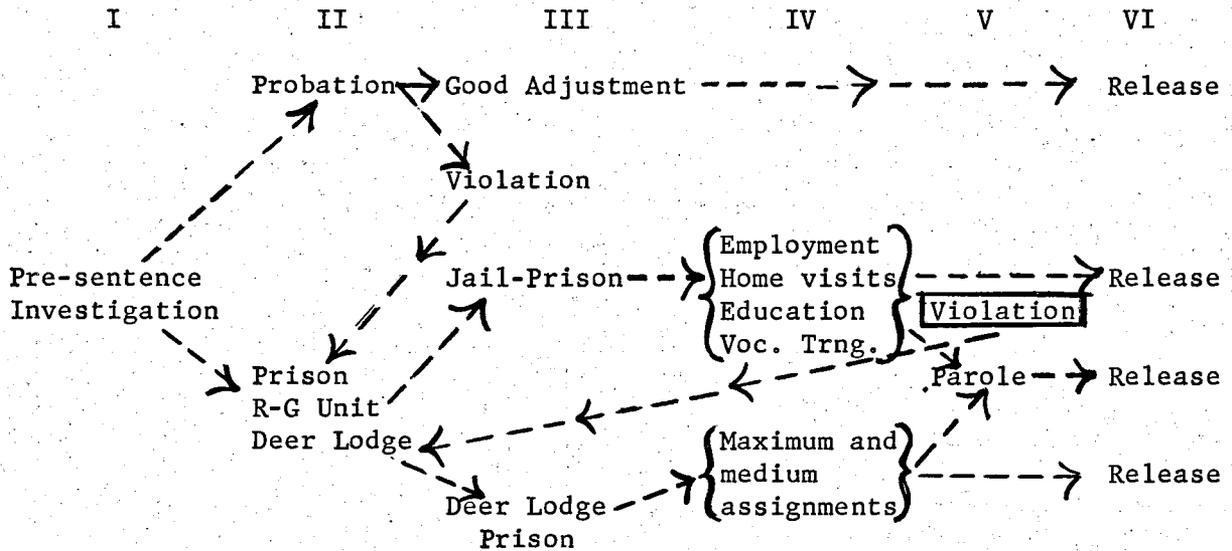
On September 10, 1965, President Lyndon B. Johnson signed the Prisoner Rehabilitation Act into law. This act not only provided for work release but also for unescorted furloughs to attend funerals, visit critically ill members of the family, or to seek release employment. By the end of fiscal year 1966, 1,200 federal offenders had been in work-release status and 200 had gone on unescorted furloughs.

The Prisoner Rehabilitation Act, passed last fall, is the most significant legislative reform in modern penology. Hundreds of prisoners already are working in daytime jobs as they finish their sentences at night. They are learning job skills that will bring dignity to themselves and support to their families. ²

There will be some opponents to this recommended change. They will rightfully be concerned about the possible abuse of freedoms by inmates or laxity in the screening process. Close observation and supervision would make transfer from the local jail-prison to Deer Lodge possible as well as movement from Deer Lodge Prison to a situation of greater freedom and responsibility.

² Bureau of Prisons, Annual Report 1966, p. 3.

STEPS IN THE CORRECTIONAL PROCESS



We would not anticipate that more than 30 to 40 percent of those going to prison would at a given time be in minimum custody placement in jail-prison facilities. Even so, the overcrowded prison situation and lack of employment assignments in prison would be greatly relieved. In addition to this benefit to the state, many people would benefit through continued employment and family and community contact while the prisoner is serving his sentence.

It is strongly recommended that an exploratory program of this nature be initiated in one of the areas, preferably one in which there are community resources such as higher education, employment opportunities, mental health facilities, and a county jail which meets federal standards.

Penal incarceration has historically been an experience in failure. It has been failure in terms of rehabilitation, deterrence, monetary investment, and utilization of human resources. Modifications of the traditional methods are being made and with some degree of success.

The writer acknowledges difficulties in bringing about planned change,

especially when such change requires legislative action and relocation of services. The challenge, if met, would provide ample reward to the people of Montana, both the free and the incarcerated.

APPENDIX A

STATISTICAL REPORT

<u>RECEIVED:</u>	(1963)	(1964)	(1965)	(1966)
Received regular	432	371	324	284
Received a new number	6	3	3	4
Violated suspended sentence	7	15	20	22
Returned parole violators	105	103	78	81
Returned from Galen	8	5	5	3
Returned from Warm Springs	26	11	14	13
Returned probation violators	2	3	6	3
Returned by court order	0	2	1	2
Returned from escape	3	7	4	3
TOTAL RECEIVED	<u>589</u>	<u>520</u>	<u>455</u>	<u>415</u>
 <u>RELEASED:</u>				
Parole regular	262	243	301	239
Parole in custody	19	23	32	21
Discharge regular	172	167	199	149
Discharge in custody	11	4	4	3
Discharge and remains	4	3	3	4
Discharge by court order	7	3	8	2
Discharge-balance suspended	26	22	34	18
Transfer to Warm Springs	29	11	16	11
Transfer to Galen	9	10	7	2
Escaped	3	6	4	2
Deceased	6	1	3	2
TOTAL RELEASED	<u>548</u>	<u>493</u>	<u>611</u>	<u>453</u>
TOTAL NUMBER RECEIVED	589	520	455	415
TOTAL NUMBER RELEASED	<u>548</u>	<u>493</u>	<u>611</u>	<u>453</u>
TOTAL NUMBER PROCESSED	<u>1137</u>	<u>1013</u>	<u>1066</u>	<u>868</u>
 COUNT AT START	674	715	742	586
COUNT AT END	715	742	586	548
 AVERAGE DAILY COUNT	675	720	669	558
 <u>FEMALE COMMITMENTS</u>				
New Commitments	20	12	12	9
Number released	9	14	22	9
Total processed	29	26	34	18
 <u>PAROLE VIOLATORS</u>				
Number paroled	281	266	333	260
Number violated	105	103	78	81
Percentage returned as violators	38%	39%	23%	31%

CRIMES COMMITTED BY THOSE RECEIVED

	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>	
Forgery and other check crimes	37%	34%	35%	31%	(97)
Burglary	27%	29%	29%	29%	(90)
Grand larceny	12%	14%	14%	14%	(13)
Using auto W/O consent	5%	5%	5%	4%	(12)
Assault	5%	4%	5%	5%	(15)
Robbery	3%	3%	3%	5%	(15)
Manslaughter					(10)
Lewd and Lascivious act upon a child					(7)
Rape					(6)
Non-support of minor children					(4)
Murder					(3)
Malicious destruction of property					(3)
Injuring a public jail					(3)
Receiving stolen property					(2)
Extortion					(1)

AVERAGE SENTENCE

1963	3 years, 6 months, 15 days
1964	3 years, 3 months, 24 days
1965	2 years, 0 months, 21 days
1966	4 years, 0 months, 8 days

MONTANA RESIDENTS

(1963)	(1964)	(1965)	(1966)
75%	76%	88%	76%

NO PRIOR COMMITMENTS

48%	52%	52%	55½%
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AVERAGE AGE OF THOSE RECEIVED

32 years	31 years	31 years	29½ years
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RACIAL AND ETHNIC IDENTITY

White	78%	76%	77%	73%
Indian	12%	16½%	19%	18%
Indian/white	6%	5%	1%	4%
Mexican	2%	1½%	1%	½%
Negro	1%	½%	1½%	½%
Spanish	1%	½%	1½%	3%
All others				1%

RELIGION

Protestant			61%	60%
Catholic			34%	38%
No religion			5%	2%

AVERAGE EDUCATION

1963	9 years, 6 months
1964	9 years, 8 months
1965	10 years, 1 month
1966	9 years, 8 months

COUNTIES OF COMMITMENT

<u>COUNTY</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>
Yellowstone	53	41	35
Cascade	29	39	24
Missoula	8	20	12
Park	13	19	10
Valley	24	18	12
Custer	1	17	10
Hill	26	15	23
Rosebud	15	15	11
Flathead	17	13	13
Sheridan	2	12	4
Lewis and Clark	7	11	19
Big Horn	12	9	6
Powell	1	9	3
Glacier	8	8	4
Lincoln	8	7	4
Beaverhead	12	7	8
Wheatland	8	6	4
Fergus	9	5	6
Gallatin	6	5	6
Phillips	1	5	3
Roosevelt	5	5	1
Dawson	7	4	4
Fallon	7	4	2
Musselshell	4	4	2
Teton	2	4	2
Lake	2	4	8
Chouteau	1	3	3
Madison	2	3	1
Ravalli	6	3	4
Silver Bow	20	3	10
Stillwater	1	3	1
Richland	9	3	7
Blaine		2	7
Broadwater	4	2	2
Carter	4	2	
Pondera	4	2	3
Sanders	1	2	1
Wilboux		2	
Carbon	6	1	2
Daniels	3	1	1
Deer Lodge	7	1	7
Garfield		1	1
Golden Valley		1	
Judith Basin	1	1	
Liberty	1	1	2
McCone		1	
Meagher	2	1	2
Toole	7	1	5
Prairie	2	1	2
Granite	1		2
Sweet Grass	4		2
Powder River			2
Treasure			1
Jefferson	4		4
Mineral	1		2
Petroleum	1		

MONTANA STATE PRISON ORGANIZATIONAL CHART

WARDEN

DEPUTY WARDEN

CUSTODY

Captain
Lieutenants
Sergeants
Personnel Officer
Personnel Training
Custodial Officers
Transportation

TREATMENT

Religion
Recreation
Education
Vocational Training
Social Service
Health
Visiting
Job Placement

BUSINESS MANAGER

PERSONNEL

ACCOUNTING	PURCHASING	CULINARY
Chief Accountant Bookkeeping Personnel Payroll Budgets Inmates' Fund Inventories Mail Service	Purchasing Agent Warehousing Canteen (Inmate) Stores	Chef III Chef II Chef I

MAINTENANCE AND PROPERTY

AGRICULTURE	MAINTENANCE AND CONSTRUCTION INDUSTRIES
Superintendent Crew Foreman Supervisors Irrigation Gardening Livestock Crops Lumber	Chief Engineer Plumber Electrician Welder Supervisor of Construction Painter Mason Carpenter Mechanic II Mechanic I Dispatcher Vehicle and Machinery

APPENDIX B

Manager
Shoe
Tailoring
Laundry
Dry Cleaning
Upholstery
Tag Plant
Printing
Book Binding
Toy Program

BUREAU OF CRIMINAL IDENTIFICATION
AND INVESTIGATION

APPENDIX C

BREAKDOWN OF AREA JAIL-PRISONS

Area	Location of Jail-Prison	Counties Within Areas	Number Sent to Prison '66
I.	KailsPELL	Flathead	13
		Lake	8
		Lincoln	4
		Sanders	1
		Total.	26
II.	Bozeman	Gallatin	6
		Park	10
		Madison	1
		Total.	17
III.	Great Falls	Cascade	24
		Chouteau	3
		Fergus	6
		Glacier	4
		Hill	23
		Judith Basin	0
		Liberty	0
		Petroleum	0
		Pondera	3
		Teton	2
		Toole	5
Total.	70		
IV.	Billings	Big Horn	6
		Carbon	2
		Golden Valley	0
		Musselshell	2
		Stillwater	1
		Sweetgrass	2
		Treasure	1
		Wheatland	4
		Yellowstone	35
		Total.	53
V.	Wolf Point	Blaine	7
		Daniels	1
		Dawson	4
		McCone	0
		Phillips	3
		Richland	7
		Roosevelt	1
		Sheridan	4
		Valley	12
		Total.	39
VI.	Miles City	Carter	0
		Custer	10
		Fallon	2
		Garfield	1
		Powder River	2
		Prairie	2
		Rosebud	11
		Wilbaur	0
Total.	28		

VITA

April, 1968

1. Name: Robert E. Ashpole
2. Date of Birth: October 14, 1924
3. Title: Instructor
4. Sex: Male
5. Education: B.A. University of Wisconsin 1950
M.S.W. University of Utah 1952
Ph.D. Candidate, University of Utah
6. Experience: Child welfare worker, Salt Lake County Department of Public Welfare, Utah, June 1952-June 1954
Psychiatric social worker, Atascadero State Hospital, California, July 1954-January 1956
Director of Classification and Treatment, Utah State Prison, January 1956-October 1962
Field Instructor, Graduate School of Social Work, University of Utah, 1956-57-58-59
Research Fellow, University of Utah, October 1962-June 1963
Director of Classification and Treatment, Utah State Prison June 1963-December 1963
Assistant Director of Training and Evaluation, Utah Training Center, University of Utah, December 1963-June 1966
Instructor, Sociology Department and Lecturer, Graduate School of Social Work, University of Utah, July 1966-67-68
Coordinator, WICHE Summer Field Experience in Mental Health, 1965-66-67-68
Consultant to Davis County Community Action Program, summer, 1966
WICHE Faculty Placement at Montana State Prison, summer, 1967
Member, Public Policy Committee, Salt Lake Metropolitan Area, Community Services Council
Consultant in Criminology and Social Work, Wyoming State Hospital, 1968
Member, Comprehensive Health Planning Committee, State of Utah, 1968
7. Fields of present major professional interest, in order of choice: criminology, deviance and social control, undergraduate social welfare, community
8. Publications:
"Treatability in a Child Guidance Clinic," unpublished thesis, Master of Social Work, University of Utah, 1952
"Rehabilitation and the Utah State Prison," The Utah Peace Officer, June 1957

"Improving Visits to State Prisons," Federal Probation, December 1960, Megleby, F. LeGrande, and Ashpole, Robert E.

"Delinquency in Utah," Staff Publications, Utah Training Center for the Prevention and Control of Juvenile Delinquency, University of Utah, January 1965 (with other staff members)

"Scoring Methods for the Magoon Technique of Situation Testing of Counselor Trainees," Staff Publications, Utah Training Center for the Prevention and Control of Juvenile Delinquency, University of Utah, April 1965 (with other staff members)

"Physical and Mental Health Problems of Utah Students (Grades 1-12) as identified by Classroom Teachers," Staff Publications, Utah Training Center for the Prevention and Control of Juvenile Delinquency, University of Utah, May 1965 (with other staff members)

"Granite School District Project," Staff Publications, Utah Training Center for the Prevention and Control of Juvenile Delinquency, University of Utah, August 1965 (with other staff members)

"Undergraduate Field Experience in Social Welfare," Sociological Perspectives, Sociology Department, University of Utah, Vol. 1, No. 1, July 1, 1967

"Capital Punishment--The Utah Experience," an unpublished paper read at the annual meeting of the Pacific Sociological Association, Long Beach, California, March 1967

"The Undergraduate Social Welfare Program at the University of Utah," proceedings of the First Annual Forum, Veteran's Administration Hospital, Salt Lake City, Utah, May 1967

9. Professional Organization Membership

1. American Orthopsychiatric Association
2. American Sociological Association
3. Pacific Sociological Association
4. Western Probation, Parole, and Corrections Association, Professional Development Committee
5. Utah Peace Officers Association
6. National Conference on Social Welfare
7. Utah Conference on Social Welfare
8. Council on Social Work Education
9. National Council on Crime and Delinquency