



42.69

Oregon Department of Corrections

Annual Report July 1, 1991 - June 30, 1992

144276

**U.S. Department of Justice
National Institute of Justice**

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by
Oregon Department of Corrections

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.



Frank A. Hall, Director

*Laws for the punishment of crime shall be
founded on the principles of reformation,
and not vindictive justice.*

Article I, Section 15, Constitution of Oregon

OREGON

DEPARTMENT OF CORRECTIONS



Office of the Director

2575 Center Street NE
Salem, OR 97310
Telephone (503) 378-2467
FAX: (503) 373-1173

945-0920

September 2, 1992

The Honorable Barbara Roberts
Governor of Oregon
State Capitol
Salem, OR 97310

Dear Governor Roberts:

It is with great pleasure I present the Oregon Department of Corrections Annual Report for the fiscal year ending June 30, 1992. It has been a thoughtful and introspective year for us with the development of a new mission, vision and strategic plan that will carry us through the remainder of this decade. As we in corrections approach the most significant resource reductions in Oregon's history, it becomes critical for us to examine how corrections services will be delivered in this state. Even without the cuts anticipated from Ballot Measure 5, prison population growth due to community supervision failures must be controlled — it is clear that Oregon cannot build its way out of a crime problem.

During the last fiscal year, the Department has re-examined both its mission and the existing continuum of probation, prison and parole. Through our mission and strategic plan, we clearly acknowledge and embrace the principles of a continuum of community supervision, incarceration, sanctions and services and the importance of that continuum in the successful management of offenders — both in the institution and in the community. The fundamental value in the corrections continuum is that the least restrictive method should be used to manage offender behavior, consistent with public safety. This principle is important regardless of whether the corrections system expands or contracts and should guide us in how we do our job. Finally, this system must be supported by a full range of incremental sanctions that are swift, sure and short to ensure compliance augmented by programs and services to assist in community re-integration.

With this principle in mind, I am prepared to embark on implementing these strategies with my staff and our partners in the criminal justice community throughout our system. I am impressed with the high level of dedication of Department staff toward delivering the finest correctional services possible. The combination of dedicated staff and a rational direction for our future will allow us to continue to be one of the most effective corrections systems in the nation.

Sincerely,

A handwritten signature in cursive script that reads "Frank A. Hall".

Frank A. Hall
Director

Table of Contents

DEPARTMENT MISSION	2
ORGANIZATION CHART	3
ADMINISTRATION AND PLANNING	4
Fiscal Services Division	4
Employee Services Division	4
Information Systems and Research Division	6
Construction Division	8
Alcohol and Drug Treatment Programs	8
LEGISLATIVELY AUTHORIZED BUDGET	10
INSTITUTIONS BRANCH	11
Classification and Transfer Division	11
Education Services Division	15
Oregon Corrections Intake Center	16
Health Services Division	18
Mental Health Services	20
Corrections Industries	22
Shutter Creek Correctional Institution	24
Snake River Correctional Institution	25
Institutions Directory	27
COMMUNITY SERVICES BRANCH	33
Administrative Services Division	33
Community Supervision Division	33
Community Program Division	33
Community Corrections in Oregon	37
Intensive Supervision Program (ISP)	37
Integrated Supervision Information System (ISIS)	39
Parole Intervention Guidelines	40
Women's Alternative Program	40
Coos County Drug Reduction of Probationers Program (DROP)	41
Marion County Corrections Program	41
Multnomah County Moves to Option I	44
Team Approach to Supervision Umatilla/Morrow County Branch Offices	44
Community Supervision Field Offices	46
INSPECTIONS BRANCH	50
Internal Affairs Division	50
Inspections Division	50
Inmate Disciplinary Hearings	52
Internal Audits	52

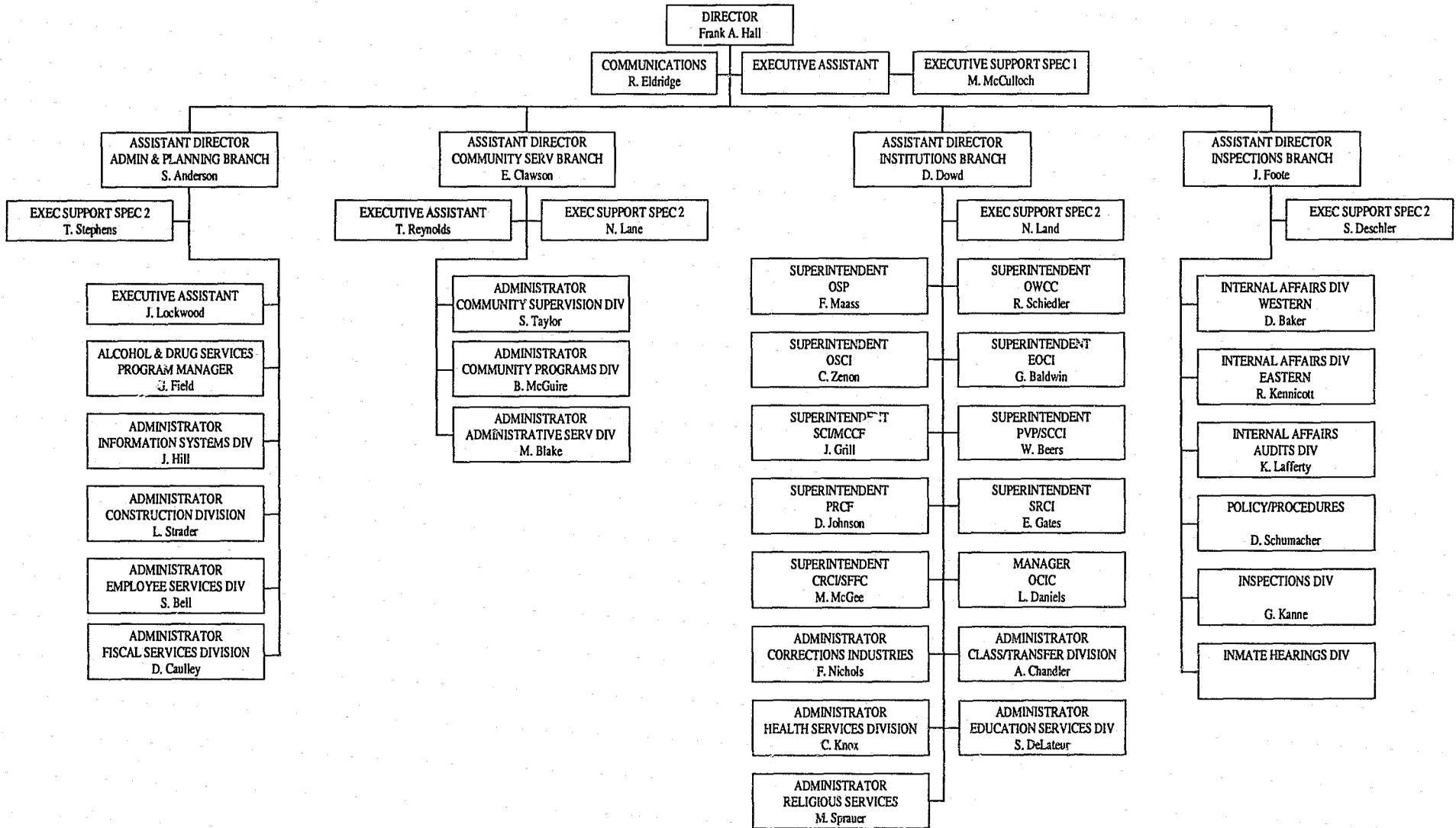
Mission Statement

The Oregon Department of Corrections' mission is to reduce the risk of criminal conduct, through a partnership with communities, with a continuum of community supervision, incarceration, sanctions and services to manage offender behavior.

The fundamental value in the continuum of probation, prison and parole is the principle that the least restrictive method be used to manage offender behavior, consistent with public safety.

DEPARTMENT OF CORRECTIONS ORGANIZATIONAL CHART

— JUNE 30, 1992 —



Administration and Planning Branch

The Administration and Planning Branch, under the leadership of Assistant Director Sally Anderson, provides planning and support services to the Department. It includes the Fiscal Services Division, Employee Services Division, Information Systems and Research Division, Construction Division, and the Alcohol and Drug Services Program.

Fiscal Services Division

The Fiscal Services Division is responsible for budget, accounting, payroll, inmate trust accounts, contract management, purchasing, property control and warehousing as well as management of business services for Corrections Industries and the farm operations at Mill Creek Correctional Facility. During the past year, the focus of the Division has been improved customer service, automation of services and systems, development of performance measurements and development of a restructuring plan in response to Ballot Measure 5.

In January, 1992, the Division began development of a new automated financial, accounting, manufacturing and inventory system called AFAMIS. This new program will dramatically change the way the Department conducts its financial business. In addition to the changes in the manufacturing and accounting areas, AFAMIS will enhance customer service in purchasing, property control, contracts management, financial reporting and budgeting. The Department will implement two of the new AFAMIS programs during July, 1992 — Unigroup accounting and fixed assets. The automated purchasing and inventory programs will be implemented in September, 1992. Department-wide accounting, budgeting and manufacturing are scheduled for January, 1993. Gary Taylor, UNIGROUP Controller, says "AFAMIS is the tool the Department has needed to respond to a rapidly changing state government environment."

The Division also developed and is implementing a restructure plan to reduce layers of management and increase the supervisory span of control. The restructure plan will result in a 12 percent reduction in Division positions through October, 1992. Contracts administration has been merged with purchasing and the Division will consolidate the Inmate Trust and Payroll Units to increase span of control. In addition the Division is reclassifying eight supervisors to increase the span of control.

Employee Services Division

The Employee Services Division is responsible for personnel services, training, and safety and risk management. The Division is committed to providing excellent customer service through openness to change, acceptance of challenges, and belief in the values of trust, integrity, accountability and equal treatment.

Personnel Services Unit

A major activity of the Personnel Services Unit was the preparation and presentation of several modules in the Department's *Institution Supervisor Candidate Training Program*:

- Current Administration and Grievance Resolution
- Employee Discipline
- Recruitment and Selection
- Equal Employment Opportunity/Affirmative Action
- Writing Position Descriptions/Setting Performance Expectations
- Constructive Feedback/Performance Appraisal

Approximately 80 Department employees participated in the program, which included hands-on experience writing personnel-related documents and role-playing supervisor/employee management situations.

Personnel Services staff also implemented the Department's **Position Reduction Management Plan**, stemming from the economic impact

of Ballot Measure 5 and Governor Roberts' pledge to streamline state government. Employee layoffs and reassignments for the first two quarters of 1992 were administered with a goal of retaining qualified, competent employees as positions became available.

An **Outplacement Program** to assist employees facing layoff was instituted by the Department in conjunction with the Executive Department. Employees Department-wide were informed of seminars, brown-bag sessions, hotlines and other resources available to assist, encourage, and support them in career assessment, job hunting, and skill improvement.

Staff Training Unit

Progress within the Training Unit was significant in two respects: program organization and program content.

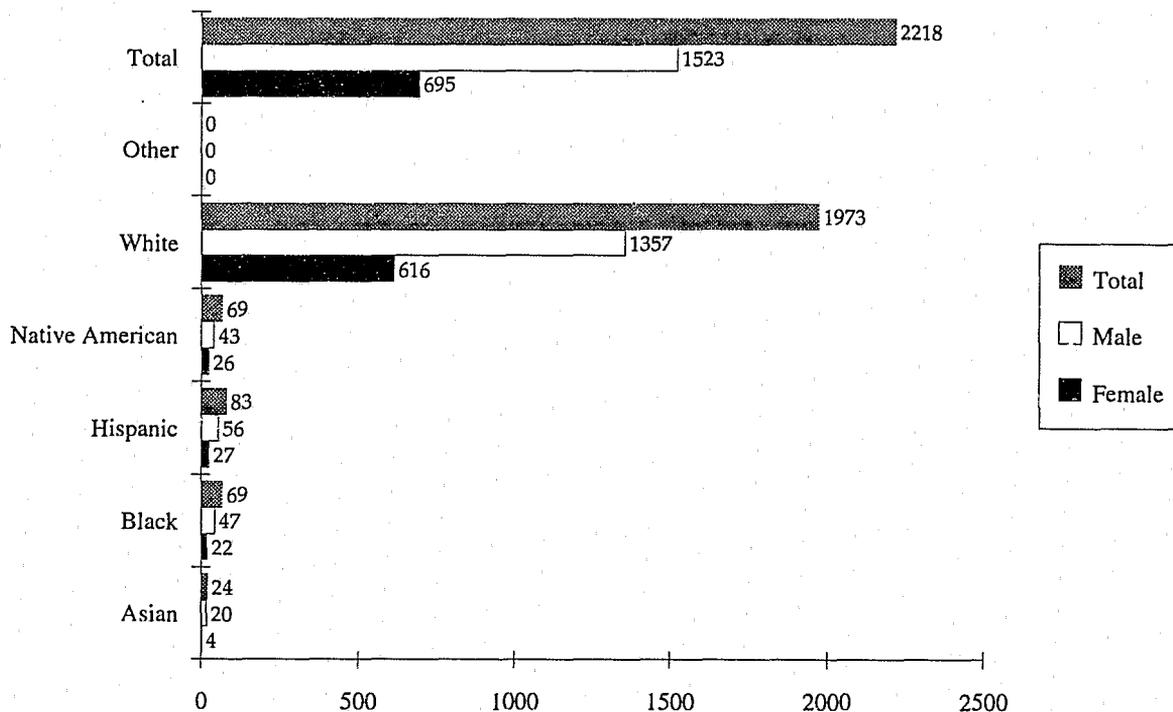
A **Department-wide training review** con-

ducted in the fall of 1991 served as the catalyst for organizational changes in the training function. Following a Department-wide employee survey on the direction and effectiveness of the Training Unit, a day-long work session was conducted. A total of 50 representatives from each branch and functional unit participated.

A primary organizational recommendation of the day-long review was **creation of a Department Training Advisory Board**, as well as Training Advisory Committees within each branch. Director Frank A. Hall acknowledged this by naming the Training Advisory Board in June, 1992.

Another recommendation arising from the review was the need to **redefine the role of the Training Unit** from that of classroom instructors to one of coordinators of training. In furtherance of that goal, the Training Unit drew upon nearly 100 management and line staff to serve as instructors. The Unit also instituted an *Instructor Devel-*

Department of Corrections Employees by Race and Sex



opment course through which they were able to teach 33 of those 100 content expert skills to make them effective teachers.

The **Institutions Branch In-Service Training** program was delivered for the third consecutive year. Courses added include: "Dealing with Difficult to Manage Behavior," "An Introduction to Spanish," "Certification of Criminal Justice Personnel," and "Affirmative Action/Sexual Harassment." An 80-hour curriculum was also developed to support the newly established **Transportation Unit**. A National Institute of Corrections grant funded the **Supervisor Candidate School**, a 280-hour program designed to develop a pool of staff qualified to be institution supervisors.

Efforts to match each Correctional-Series employee's training history to the **Basic Certification** requirements of the Board on Public Safety Standards and Training were 73 percent complete at year's end. Selected Captains, Lieutenants and represented staff were trained by Board staff to review Department of Corrections training files in order to match the training received by each individual against Basic Certification requirements.

Two new major endeavors are underway at this time: an Instructor Management System, to facilitate the coordination role of the training unit; and a federal grant-funded project which will provide off-duty Spanish instruction for Department employees at local community colleges.

Safety and Risk Management

The Department of Corrections continues to strive for a work environment free of accidents and injury with the assistance of staff from the Safety and Risk Management Program. While the Department fell short of its goal of no more than 20 time-loss claims for the 1991-92 fiscal year, several functional units achieved individual unit goals. Unigroup Industries, Inspections Branch, Oregon Corrections Intake Center, Mill Creek Correctional Facility/South Fork Forest Camp, Oregon Women's Correctional Center, Shutter Creek Correctional Institution and Parole

Violator's Prison had no time-loss claims during the fiscal year. Oregon State Correctional Institution had only two claims, a 50 percent reduction on their target goal.

No one accident or injury stands out as a safety problem. More than any safety measures, management awareness, attention, planning, and flexibility in managing injured workers will reduce claims and costs.

Safety and Sanitation Coordinators have been active in each facility to ensure clean and safe institutions for inmates, staff, and visitors. Consultation with program managers on safety and sanitation issues have resulted in increased awareness of safety regulations and planning for the acquisition of needed safety equipment for staff.

The Safety and Risk Management Program retains as its primary objective the elimination of injury to staff, visitors, and inmates and minimization of unnecessary loss to the Department of Corrections.

Information Systems and Research Division

The Information Systems and Research Division is responsible for information and systems, computer operations, research and statistical analysis and central records.

Information Systems Unit

In June, 1992, the Information Systems Unit (ISU) completed its 1993-95 Information Resource Management Plan (IRM). The IRM principles provided an opportunity to assess where the Department was with the implementation of its Strategic Automation Plan and where it needs to be in 1993-95.

Following the installation of the AS/400 D70, the Division moved from a central computer system to a distributed one with 15 AS/400's and PCs interacting on a network of upgraded high speed data lines. Following the installation of new hardware, technical staff were trained in new application development technology using a Computer Aided Software Engineering (CASE) tool

(SYNON) for development of all new major applications and redevelopment of old applications. A six-week instructional series provided training on application development cycles, features, functions, elements of SYNON, methodology, and managing the transition to CASE. Training was coupled with development of two Institutions Branch applications, Visitor Tracking and Inmate Disciplinary/Misconduct.

In January, 1992, an integrated accounting, fiscal services, and manufacturing software package (AFAMIS) was purchased from JD Edwards with implementation to be completed by January, 1993. This provides access to accounting, purchasing, and budget information to staff statewide. Providing integrated commercial software systems to system users enhances decision making by improving the quality and availability of information and increases productivity at the operational level as manual systems are eliminated.

The Community Services Branch and ISU developed and are implementing the Integrated Supervision Information System (ISIS), an integrated case management system which automates information probation and parole officers need on a daily basis to manage their caseload. The system is designed to allow the user to enter and retrieve information on offenders quickly. Information is entered only once, is easily retrievable, and automatically updates the Offender Profile System.

The Department also received federal grant funds from the Criminal Justice Services Division to link the Department's information system directly to the Criminal Justice Information System Law Enforcement Data Systems (LEDS). Access to this system is essential for Department staff to complete their work efficiently and effectively. By early 1993, other appropriate criminal justice agency LEDS users will be able to retrieve information from the Department's Offender Profile System.

In January, 1992, Department-wide electronic mail and calendaring training was initiated. Approximately 80 staff have completed the four-hour course.

Research and Program Analysis

The major function of the Research and Program Analysis Unit is to provide a volume of routine reports as well as population studies, responses to internal and external requests for information and impact analyses of all legislation affecting correctional populations.

In October, 1991, a Research Council was chartered to advise the Department on research policy and be responsible for reviewing, evaluating, coordinating and recommending any and all research undertaken within, by or on behalf of the Department. The Council is comprised of representatives from the Board of Parole and Post Prison Supervision and the four branches of the Department.

The Research Unit worked extensively on modeling and data work for the Budget Planning and Modeling Committee calculating various options for future program reductions. Managing offender populations within funded capacity is centered around three issues: new admissions, length of stay, and revocations to prison. The Research Unit provided the statistical information necessary to compile the report, Impact of Policy Considerations to Reduce Offender Workload for Ballot Measure 5 Reductions. A three-day work session was held in April during which DOC representatives reviewed the policy options and made recommendations for the 20 percent reduction of the 1993-95 budget.

Prison population projections are published twice a year, in May and November. The projections are a simulation of the Oregon correctional system designed to track inmates from prison admission to sentence discharge over a maximum period of 10 years. By virtue of this tracking it is possible to estimate what the population will be during the 10-year projection period.

Central Records

The Department has responsibility for 42,000 inmate/offender files in 14 institutions and more than 30 Community Services offices throughout the state. The security copy of the official file

material is kept as the permanent felony record located at Central Records. Central Records provides a liaison function to State Archives for retrieval of inactive files. Central Records also provides a central inquiry function for local, state and federal agencies and private citizens.

Construction Division

The Construction Division is responsible for centralized planning, design, and construction of new facilities, major addition or renovation projects, code and regulatory compliance, and asbestos and hazardous materials management. During the 1989-91 biennium, the Department completed ten major prison construction projects. The only capital construction project funded by the legislature for this biennium was a renovation and addition to the kitchen at Oregon Women's Correctional Center (OWCC). The former kitchen was approximately 400 square feet. It was designed for an institution of approximately 70 inmates. At its peak, OWCC has had over 250 inmates. The new 2,000 square-foot kitchen is a tremendous improvement over its predecessor.

In addition to the renovation project at the OWCC kitchen, the Construction Division has been working with facility occupants and contractors to close warranty periods, correct deficiencies, enhance systems and generally make the facilities functional and meet the Department of Corrections needs.

The Department has an extensive list of unfunded maintenance projects totaling \$22 million. Many of the projects relate to energy systems at the older institutions. Working with the Department of Energy, approximately \$4.0 million has been awarded to Corrections to make energy system modifications at Oregon State Penitentiary (OSP), Oregon State Correctional Institution (OSCI), Oregon Women's Correctional Center (OWCC), Santiam Correctional Institution (SCI), and Mill Creek Correctional Facility (MCCF).

A number of projects are being managed by the Construction Division which are funded by

the institutions or administration. At the Department of Corrections headquarters (the Dome Building), the electrical system is being renovated to recognize new codes, power needs, and the change in office technology. Hazardous materials issues are being addressed at OSCI and OSP, related to underground storage tank removal and investigation for contaminants. The fire protection system is being upgraded to adequately cover all areas of the institution and meet code requirements adopted since the facility opened.

The Construction Division is conducting a Department-wide survey for hazardous materials, similar to the asbestos survey completed by the Department of General Services last year.

Alcohol and Drug Treatment Programs

The Department of Corrections continues to develop and refine its system of alcohol and drug treatment services to reduce future criminal behavior and help offenders become productive citizens.

The major program expansion this year was the addition of a new service: Alcohol and Drug Workshops. The purpose of the workshop is to provide information to inmates on the effects of alcohol and drug abuse and to stimulate interest in recovery from addiction. The workshop consists of ten hours of training provided in four sessions. During these sessions, inmates explore the effect alcohol and drugs have had on their lives. Up to 2,400 inmates per year will receive this service.

The Department also added a Pregnant/Postpartum Women's Project with federal grant funds. In this project, pregnant and postpartum inmates receive intensive group treatment and case management services. Groups include effects of alcohol and other drugs on the fetus, effects of parent drug use on children, and techniques to cope without drug use. Case management services include transition to residential treatment and assistance in obtaining community services upon prison release.

The Department continues to aggressively seek outside sources of revenue for alcohol and drug programs. During the year, \$1.7 million of alcohol and drug program grants were managed by the Department.

Two outcome studies were completed on alcohol/drug programs this year: a preliminary study on the Powder River Alcohol and Drug Program, and a follow-up study on the Washington County Parole Transition Program. Both of these studies demonstrated reduced criminal recidivism as a function of the program. For example, the Powder River program graduates with at least five months of treatment showed arrest and conviction rates that were four times lower after treatment than before treatment. Washington County received a National Association of Counties Achievement Award for their program.

The Department's institution alcohol and drug programs also received national recognition. As a model of both organization and content, Oregon's programs were the subject of a chapter in a National Institute on Drug Abuse Research Monograph titled *Drug Abuse Treatment in Prisons and Jails*.

Institution Alcohol and Drug Services

Cornerstone

Cornerstone is the most intensive substance abuse treatment program available for Oregon inmates. This 32-bed therapeutic community program opened in 1976 and has a series of outcome studies demonstrating its effectiveness in reducing arrests, convictions, and incarcerations, as well as increasing offender knowledge, skills, and self-esteem. Most Cornerstone residents have long criminal histories. The primary objective of Cornerstone is to intervene with chronic addicts with long criminal histories to significantly reduce their rate of crime.

Powder River Alcohol and Drug Program

Based on the Cornerstone model, this 50-bed residential program in the Baker City facility usually serves inmates with less recidivistic criminal histories than Cornerstone. The program prioritizes services to inmates from Eastern Oregon to closely coordinate services with the inmate's home community to reduce recidivism.

Turning Point

This Columbia River Correctional Institution program combines a work program with daily residential treatment. It includes a 50-bed unit for women and a 50-bed unit for men. As with Cornerstone and Powder River, the primary objective is to reduce the rate of criminal recidivism among addicted offenders.

Parole Transition Demonstration Project

This federally funded demonstration project includes an 84-bed pre-release program at Santiam Correctional Institution, local demonstration programs in Washington and Multnomah counties, and cooperative working relationships between the Santiam facility and several other Oregon counties. The intent of this service is to reduce criminal recidivism by maintaining offenders in community alcohol and drug programs.

Correctional Treatment Services (CTS)

CTS consist of contracts with community treatment professionals and agencies to provide once per week group counseling. Culture-specific services are offered to African-American, Hispanic and Native American inmates. The primary objective of CTS counseling is to help inmates begin to develop a sense of responsibility for their behavior by accepting and learning to manage their addiction.

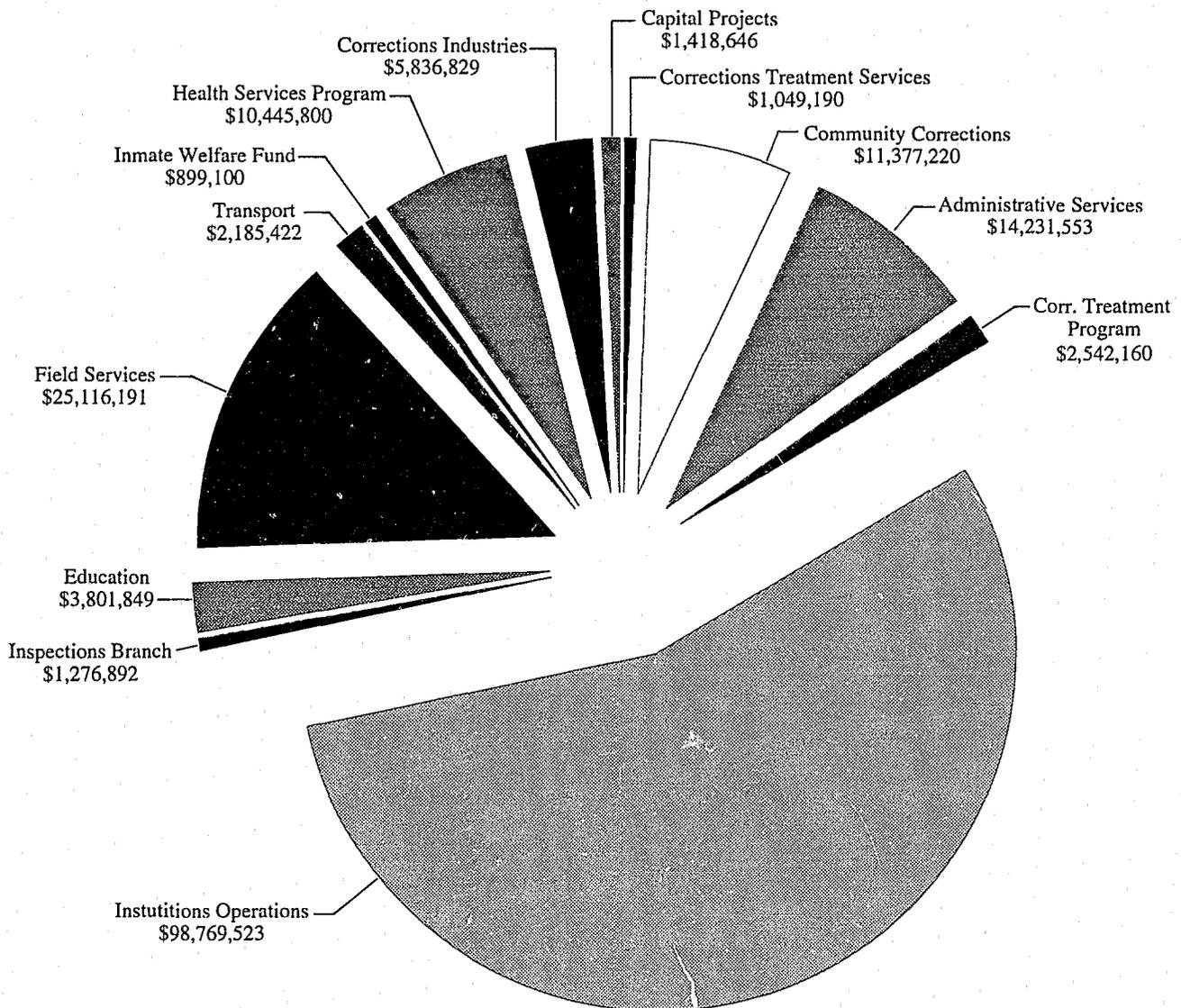
Alcoholics Anonymous/Narcotics Anonymous

AA and NA 12-step groups meet regularly in most of the institutions. The Department recruits volunteers from the self-help community to lead these groups. Many addicts and alcoholics begin or continue their recovery because of what they receive at these fellowships.

Alcohol and Drug Workshops

This new 10-hour service is described in the preceding section. The workshops are provided via contracts with community treatment professionals. These workshops are a pretreatment primer designed to get large numbers of inmates to examine their drug use, and to motivate appropriate inmates to participate in alcohol and drug treatment.

1991-1992 Legislatively Authorized Budget — Total \$178,950,375



Institutions Branch

The Institutions Branch is under the leadership of Assistant Director Denis Dowd. The Branch is responsible for management of 14 prisons/corrections facilities located in eight counties throughout the state.

The Branch includes the Classification and Transfer Division, Education Services Division, Religious Services Division, Corrections Industries, and Health Services Division. The basic function of the Institutions Branch is to provide secure housing and treatment and rehabilitation opportunities to offenders who are sentenced to a term of confinement.

Classification and Transfer Division

The Classification and Transfer Division is responsible for the program management and oversight of inmate classification, inmate inter-institution transfers, inmate transportation, gang management, Institutions Branch records, and the Oregon Case Management System (OCMS) used by the Community Services Branch. During fiscal year 1991-1992, each of the program areas of the Classification and Transfer Division increased its performance to levels needed to effectively manage the offenders and inmates under the jurisdiction of the Department of Corrections.

Institutions Branch Records

The Classification and Transfer Division implemented an offender records operation in April, 1992. Known as the Institutions Branch Records Office (IBRO), the unit is responsible for the maintenance of institution files for inmates released on parole or post-prison supervision. Once the inmate is discharged from parole supervision, the file is forwarded to the Department Central Records Unit for archiving.

Inmate Classification

The fundamental value of inmate classification is to place inmates in the lowest security classification necessary to protect public safety. With 14 institutions, a primary goal of classification management is to ensure an objective and consistent Department-wide system of inmate management that also provides information for planning, evaluation, and budget development.

Specific activities of classification management designed to meet our goals include:

- Design, implementation, and training of all activity relating to inmate classification;
- Approval of all "overrides" of the scored classification level;
- Monitoring of the consistency between inmate classification and facility placement;
- Authorization of inmates for placement in and transfer out of the Intensive Management Unit;
- Coordinating classification applications with the Information Systems Unit;
- Statistical analyses and reporting of classification data for planning and budget development.

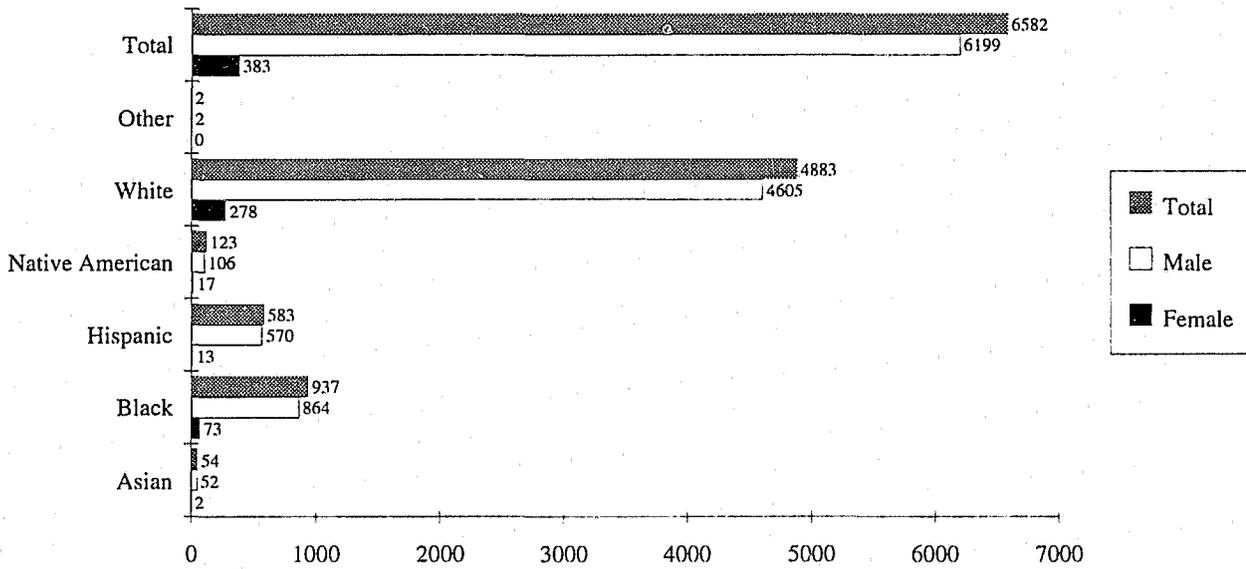
Accomplishments during fiscal year 1991-92 include:

- Statewide audit of classification actions for technical accuracy, conformance to administrative rules, and relationship to program planning;
- Statistical analyses of classification data relative to policy options to meet the mandates of Ballot Measure 5.

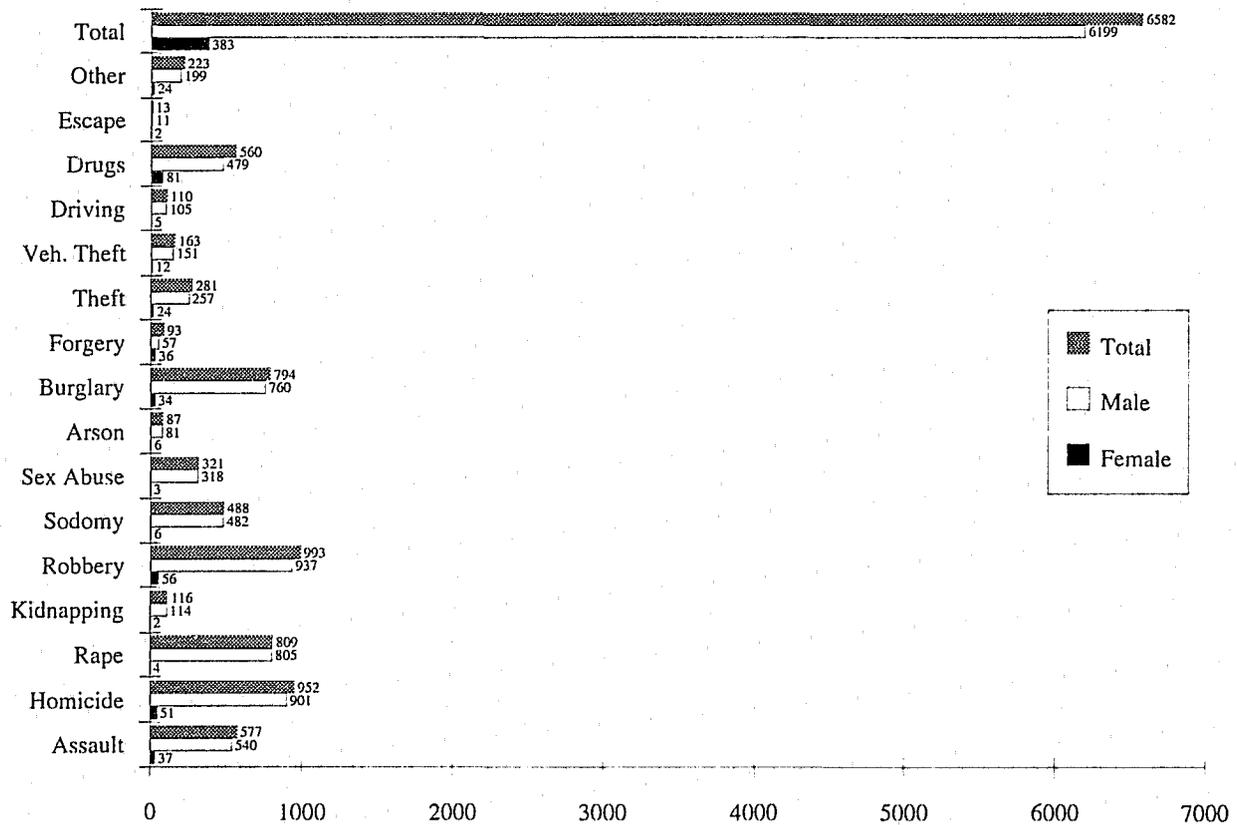
Gang Task Force

The Institutions Branch Gang Task Force is comprised of Gang Information Managers representing each Department facility and the Inspections Branch. The gang task force assists the Department by providing instructors for in-service, new employee, and BPSST training.

Inmate Cell Population by Race and Sex



Inmate Cell Population by Offense Group and Sex



Fiscal year 1991-92 saw the continued increase in the number of gang associates sentenced to the custody of the Department. In order to maintain effective control over gang activities, the task force developed more formalized relationships with the Portland Gang Enforcement Team (GET) and the Oregon State Police.



Frank Hall (left), and Jim Brown.

A significant addition to our gang management strategy is the implementation of the AMER-I-CAN program. Under the leadership of Jim Brown, former Cleveland Browns running back and Hall of Fame member, the program will be offered to 310 inmates through June, 1993. AMER-I-CAN is an education-based, self-improvement program. It uses peer group facilitators who have turned their lives around to guide program participants to improved self-esteem and the ability to live a crime-free life. Upon graduation, the program will provide regular follow-up inside the institutions and in the community. The program is funded through a grant from the Governor's Office on Criminal Justice.

The Classification and Transfer Division coordinates training/curriculum development, intelligence, system-wide tracking of gang association, and coordinates the development and implementation of the AMER-I-CAN program.

Inmate Transfers

All transfers occurring during normal business hours are scheduled, approved, and monitored by the inmate transfer program staff.

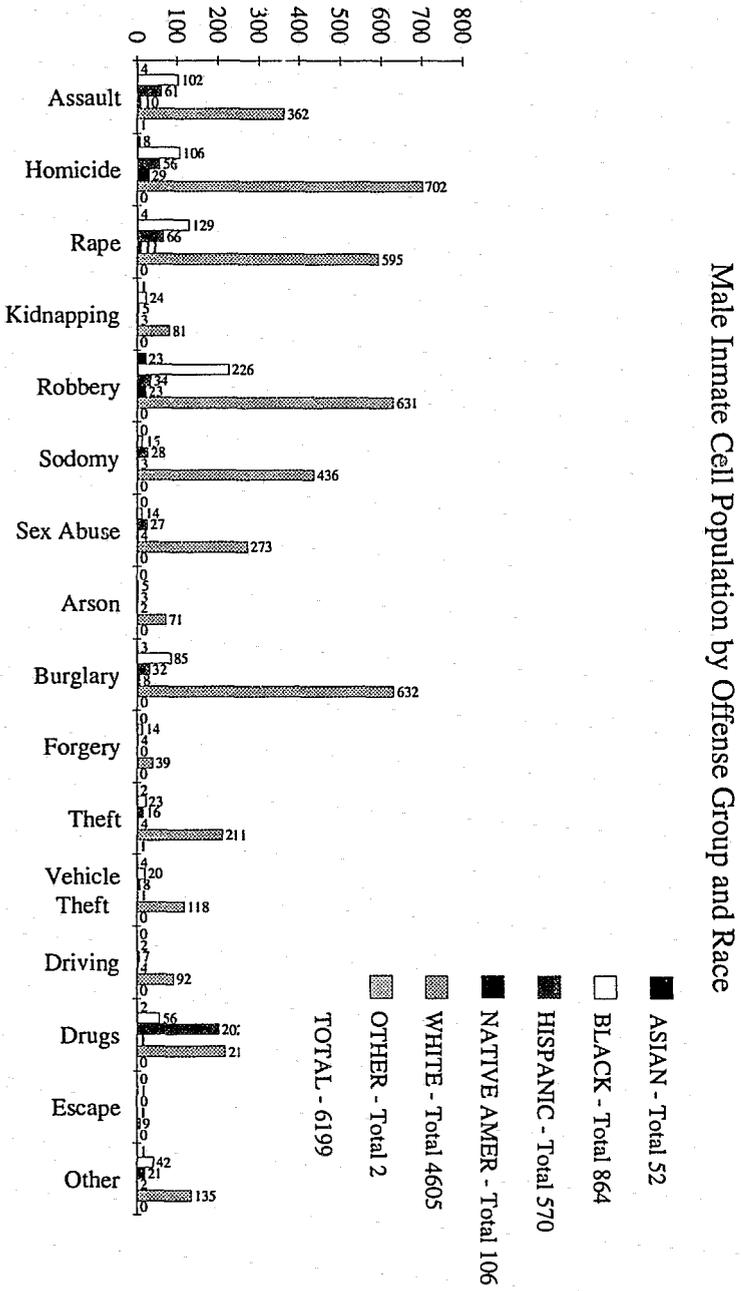
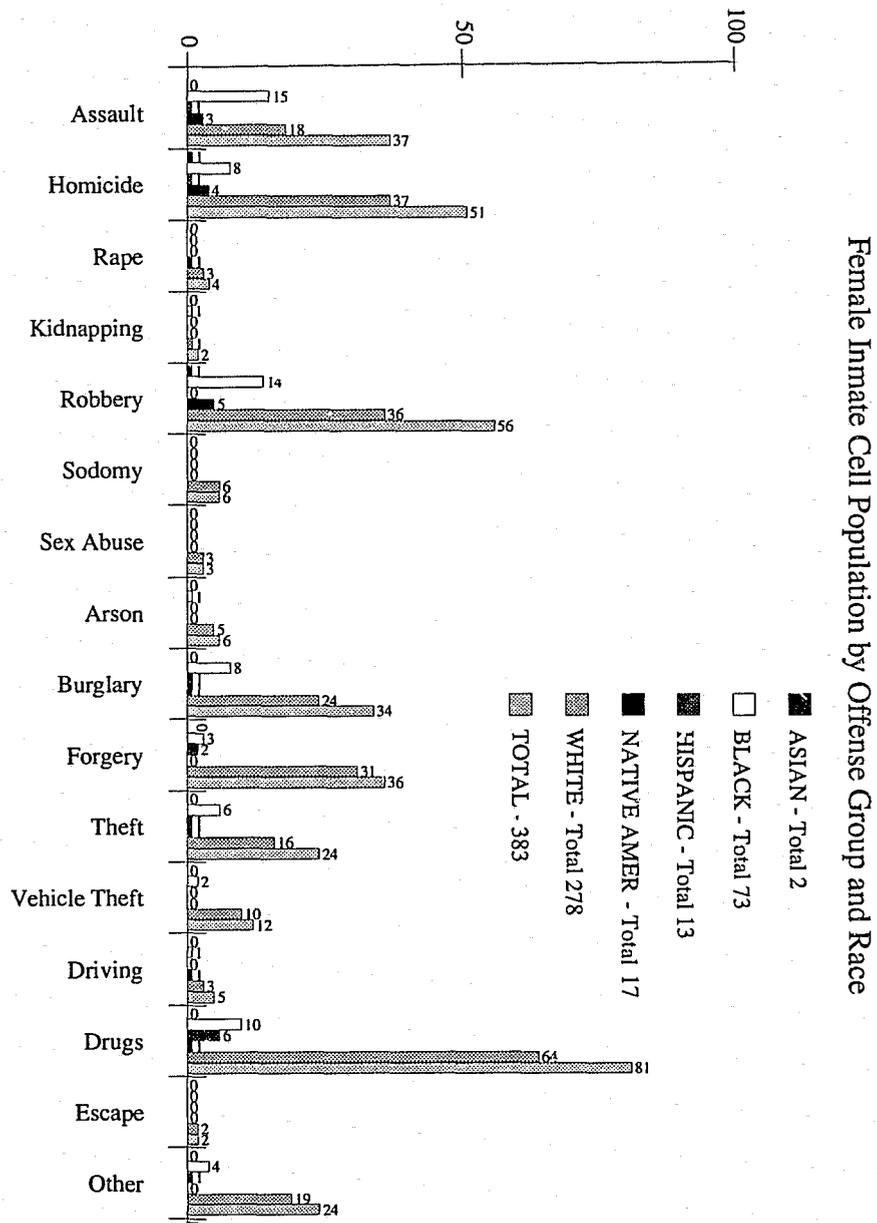
Beginning in January of 1991, this program was implemented to provide a consistent and objective process to manage the movement of inmates between Department of Corrections facilities. Scheduling inmate movement centrally allows the Department to more effectively manage each facility's capacity as well as to be more cost efficient. Inmates are transferred based on changes in custody status, program needs, release planning, capacity management, and special housing requirements.

Transportation Unit

The 1991-93 Legislature approved funding for the creation of a centralized transportation unit within the Department of Corrections. The purpose of the Transportation Unit is to provide a highly trained, organized, and efficient method of transporting inmates between Department of Corrections institutions throughout the state. The Transportation Unit also provides a secure and efficient system of completing the myriad of escorted trips to medical appointments, court appearances, police agencies, etc. The Transportation Unit provides highly trained staff that relieve the institutions of the burden of performing regularly scheduled trips and transfers, thus freeing assigned security staff to complete necessary security duties within the institution.



A DOC 32-passenger inmate transport bus.



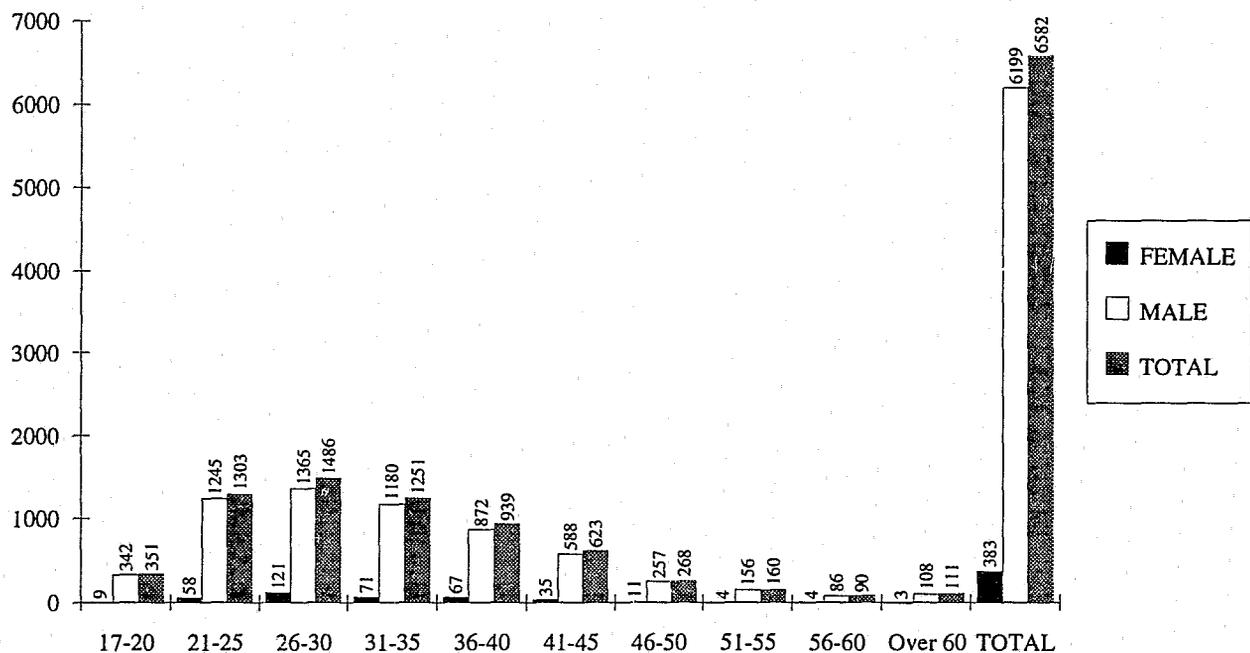
During the first year of operation the Transportation Unit transferred an average of 1,150 inmates per month, escorted an average of 312 medical trips, and 44 court trips per month. The Transportation Unit has relieved the institutions of the burden of hospital watches for day surgery patients and often stand the first few hours of hospital watches for inmates who have been admitted for overnight stays. The Transportation Unit has been working in conjunction with the Department of Corrections Health Services Division in scheduling medical trips involving multiple inmates in order to be more cost efficient. The Transportation Unit also provides a delivery service for the Department of Corrections and its institutions. Included in this service are Institutions Branch Records Office files, medical supplies, inter-department mail, DNA blood samples, and a variety of other items that will fit in the transport vehicle property storage.

Education Services Division

The 66th Legislative Assembly enacted legislation that requires incoming inmates who score below 230 on the BASIS test to complete 135 hours of classroom instruction. Inmates can be considered for up to a 20 percent reduction in their prison term by completing the required program recommendations. As a result of this legislation, during the 1991-1992 fiscal year, the Education Division has extended Education/GED to Mill Creek Correctional Facility, the Women's Release Unit, South Fork Forest Camp and the new Snake River Correctional Institution in Ontario. Program availability has doubled at Eastern Oregon Correctional Institution with the opening of the newly completed education program space.

All professional/technical programs are being evaluated for their viability in today's labor market and employability of the graduates. As a

Inmate Cell Population by Age and Sex



result of this evaluation decisions will be made regarding the needed upgrades to programs that may be outdated.

Two new programs have been implemented during this fiscal year. Their purpose is to teach inmates skills in goal setting and self-awareness, personal growth and positive thinking. Breaking Barriers is a 20-hour program that is currently operating in all institutions. There is a continuous and overwhelming interest in this program. The 200-hour Pathfinder prerelease program is just out of the pilot phase. By November, 1992, 75 percent of the institutions will offer this program as well. This is a very intensive program focusing on the skills needed for successful transition to responsible citizen status upon release.

During this fiscal year, 1,745 inmates completed Education Services Division programs.

- 2 received Bachelor of Science degrees
- 30 graduated from Pathfinders (25 men and 5 women), a 200-hour intensive pre-release program consisting of modules in team building, communication, problem solving, anger/stress management and job/work/employment skills. The program is having a positive effect on participants.
- 35 received Associates of Arts degrees
- 242 completed professional/technical programs
- 436 received GED Certificates
- 1000 completed Breaking Barriers training, a 20-hour program that provides tools to develop creative thinking skills so change can take place. *Change is possible.*

Oregon Corrections Intake Center

The Department of Corrections opened the Oregon Corrections Intake Center (OCIC) in January, 1991, under a unique intergovernmental agreement which assigns the Clackamas County Sheriff responsibility for inmate security and housing needs, while the OCIC Manager directs assessment and classification. All male inmates, with the exception of those with a death sentence, are



Physical examinations are a part of the intake process.

received at OCIC for evaluation prior to being assigned to a DOC institution. During the fiscal year 1991-92, nearly 6,500 inmates were processed through OCIC.

Short-Term Inmates

Changes in sentencing and sanction structures resulted in approximately one-third of the inmates received each month having a length of stay that is less than 120 days. Through the Department's Transitional Planning Committee, an OCIC program was added which accelerated the movement of these inmates and focused efforts on development of an adequate parole plan instead of on institutional programming. The short-term inmates now have their planned county of residence, address and available employment placed on the computerized offender profile system. They are rapidly transferred to a facility that can assist in developing a complete release plan and coordination with community resources.

Hispanic Inmates

DOC figures indicated that approximately ten percent of the inmates received are Hispanic and have varying degrees of skill in English.

Assessment staff, three of whom have Spanish language skills, work with Mental Health, Alcohol and Drug, and Department of Education staff to improve assessment and follow-up services for Spanish-speaking inmates. Although some Spanish materials are currently in use, alternate tests and screening forms, both written and recorded, are being researched to develop a more comprehensive program.

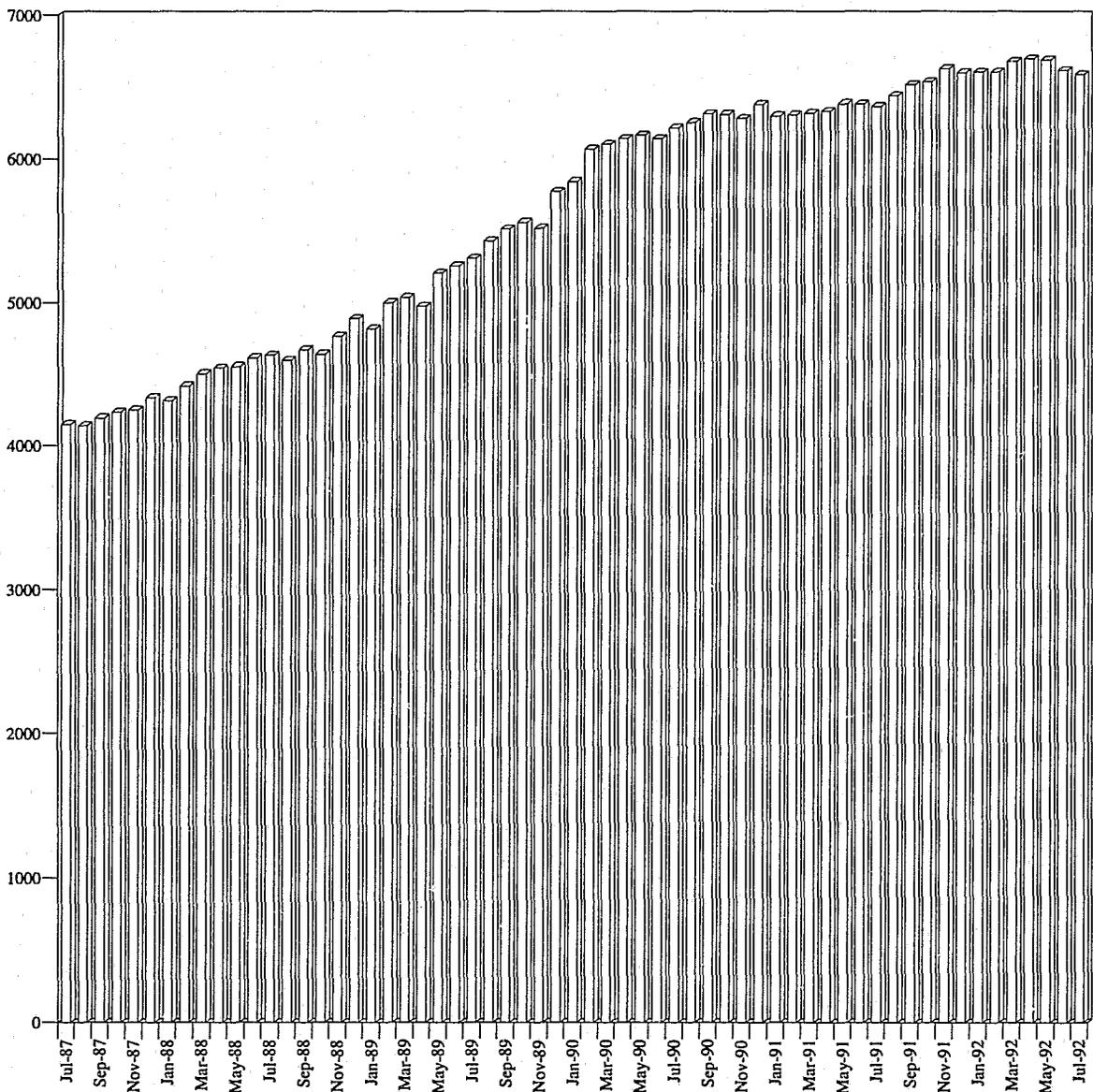
Communication

OCIC provides a focal point for the flow of offenders and information between the commu-

nity and the institutions. During 1991-92 fiscal year, both individual and large group meetings were held to develop a consistent communication system for the processing, control and treatment of the offenders. Examples include:

- *Immigration and Naturalization Service* — A program was developed to immediately identify individuals of interest to the INS for follow-up interviews and initiation or completion of deportation proceedings, including prosecution for federal sentencing as a returning felony offender.
- *Parole Transition Project* — Meetings with both individual counties and the project as a whole

Inmate Cell Population by Month



have produced positive results in early identification of targeted inmates who will be returning to the community.

• *Board of Parole and Post-Prison Supervision*— Information routing is a significant problem for the Board as inmates move through the corrections system. OCIC has worked closely with the Board to develop systems which facilitate two-way communication throughout inmate legal and physical movements.

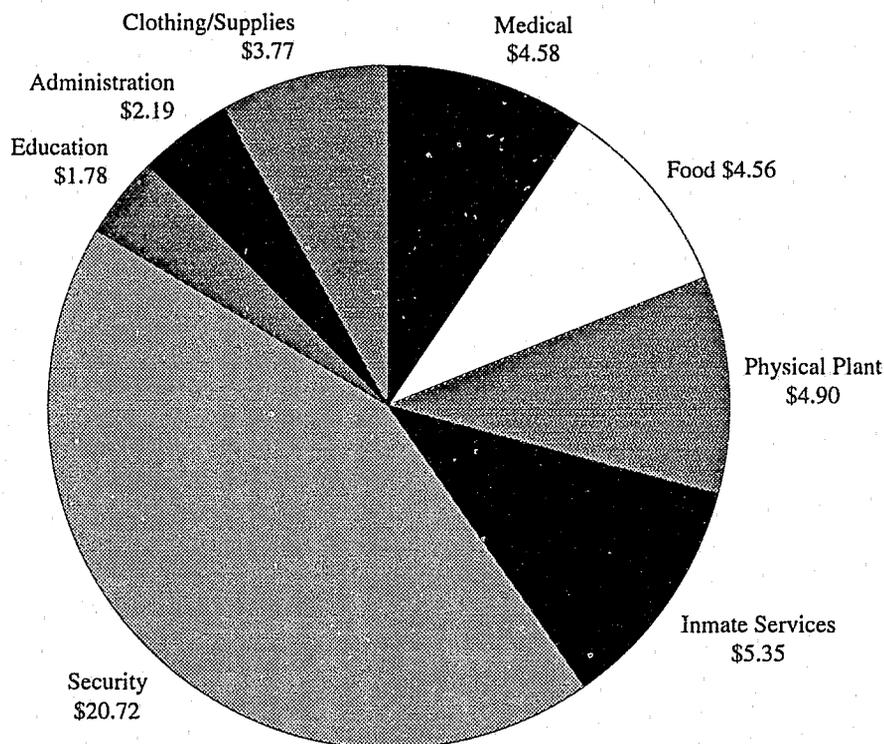
• *Alcohol and Drug Targeted Offenders*— During this fiscal year, OCIC began flagging offenders and notifying the Alcohol and Drug Manager about individuals who were targeted for specialized continuous intervention.

The centralized intake process has provided a unique opportunity for coordinating services and information. The availability of OCIC continues to result in more efficient use of limited resources, protection of the community and treatment of the offender.

Health Services Division

The Health Services Division provides medical, dental and mental health care to inmates at all Department of Corrections correctional facilities. The initial results of the Master Plan for Correctional Health Care were achieved during 1991-92. One of the major goals of the Master Plan was to increase the volume of health care provided within prison to reduce the use of more expensive off-site services. To accomplish this goal, physicians, dentists, nurse practitioners and physician assistants were recruited to provide medical treatment within prisons using a managed care framework for services. In addition, standardized treatment protocols were written and training provided to increase the skills and abilities of nurses to identify, screen and initiate treatment of health problems experienced by inmates. Finally, support staff were trained to provide services previously purchased in the community.

Inmate Cost Per Day — Total \$47.85



The table below shows a 10 percent increase in the average number of non-emergent health care contacts per month when the population only increased 3.4 percent during the same time period. From the standpoint of service volume, this means that 386 inmates access health services each day. This does not include medication administration or time spent providing nursing care in the two infirmaries. The number of major medical emergencies dealt with each month decreased 38 percent resulting from early identification and aggressive management of chronic medical conditions.

The number of in-prison physician specialist appointments increased 14.3 percent from the

previous year compared to a 3.4 percent increase in population for the same time period. The number of appointments with physicians in the community were reduced by 7 percent. In particular, substantial reductions were achieved in the number of off-site appointments each month for surgery, radiology, and dental surgery.

The increasing cost of providing inmate health care is a major concern of the Department of Corrections. Three reasons for the increased cost of providing health care for inmates are:

- Increased number of female, elderly and those with acute and chronic diseases who enter prison.
- Changes in the methods, technology and stan-

Service Volume

	1990/1991 Average/Mo.	1991/1992 Average/Mo.	Percentage Change
Non-Emergent Health Care Contacts			
On Sick Call	5,507	6,568	
By Appointment	3,204	3,803	
For Treatment	2,015	1,413	
Total Average/Mo.	10,726	11,784	+ 9.8%
Major Emergencies	63	39	- 38%
In-Prison Physician Appointments			
Orthopedic	170	135	
General Medicine	1,630	2,016	
Optometric	89	107	
Surgery Consultation	96	74	
Minor Surgery	53	47	
Ob/Gyn	-	27	
Total Average/Mo.	2,097	2,397	+ 14.3%
Physician Appointments in the Community			
Internal Medicine	29	26	
Surgery	28	18	
Anesthesia	7	6	
Neurology	6	8	
Orthopedic	8	11	
ENT	23	28	
Urology	9	10	
Ob/Gyn	12	12	
Dermatology	4	11	
Radiology	76	58	
Ophthalmology	33	38	
Dental Surgery	51	26	
Other	51	62	
Total Average/Mo.	335	314	- 7%

dards for health care practice in the community such as treatment of high risk pregnancy, HIV disease, cancer screening, tuberculosis and other communicable diseases.

- Health care services that exceed standard inflation rates.

Savings in health care and cost containment has been a focus of the Health Services Division for many years. Specific cost containment measures pursued during 1991-92 are:

- The Inmate Welfare Fund has been used for the purchase of aspirin and other "over-the-counter" analgesics.
- All inmates in prisons in Eastern Oregon who required planned hospitalization are transferred to Salem for treatment where these same services are less expensive.
- Membership was obtained in a drug purchasing group which supplies medications at a lower cost.
- Contracted with a surgeon to perform necessary surgeries on inmates at a set monthly fee rather than a fee-for-services basis.
- Radiology interpretation services are now provided by a single vendor for all state facilities at one-third the original cost based upon fee-for-service.

The Health Service Division goals for 1992-93 are to adopt a list of prioritized services and recommended cut-off line similar to that developed by the Health Services Commission as a result of Senate Bill 27. A tiered approach will be developed for funding inmate health care that more adequately reflects the different subgroups in the prison population today.

Mental Health Services

The majority of mental health services available to inmates during incarceration are provided through an interagency agreement with the Men-

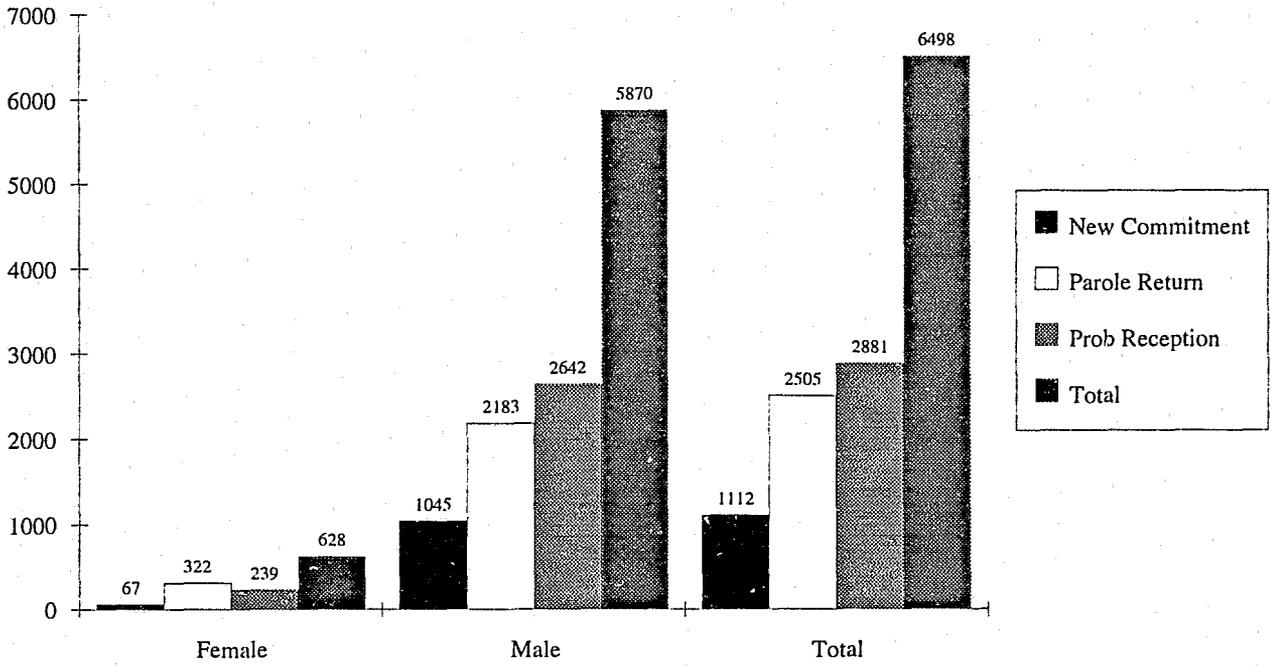
tal Health and Developmental Disability Services Division. These services consist of the Correctional Treatment Services, which provides group and individual treatment services within the Department of Corrections facilities, and the Forensic Psychiatric Residential Program which includes four residential treatment programs for adult incarcerated inmates. Oregon State Hospital also provides two inpatient beds for psychiatric evaluation and acute treatment of mentally ill inmates. The Department of Corrections operates a 57-bed residential treatment unit at the Oregon State Penitentiary for the evaluation and treatment of mentally ill offenders.

In fiscal year 1991-92, Correctional Treatment Services provided 8,890 hours of contracted direct mental health treatment services to inmates within the Department of Corrections facilities. In addition, 531 hours of sex offender treatment and 3,008 of HIV pre-post test counseling were provided to inmates.

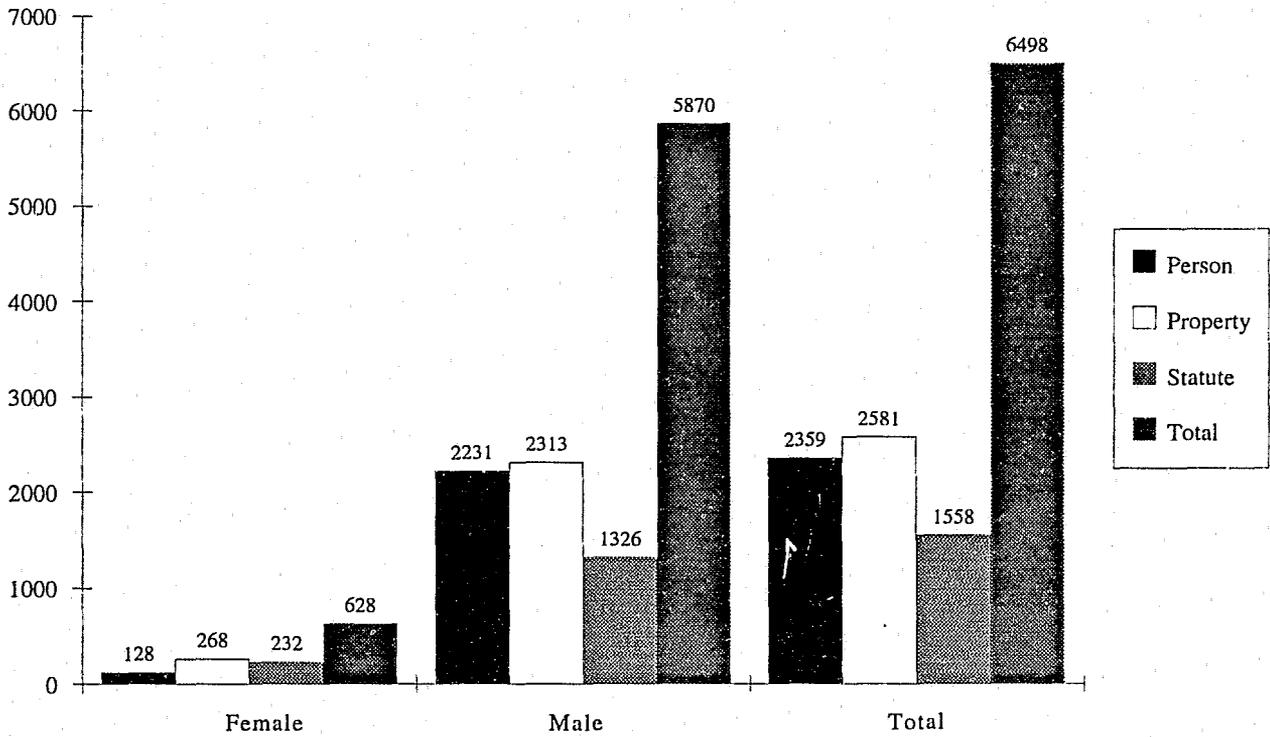
The computerized mental health screening of new offenders entering the system continues to be an excellent tool for identifying inmates in need of mental health services. During the last fiscal year, 3,993 males received mental health screening at the Oregon Corrections Intake Center and 261 females at Oregon Women's Correctional Center. Of these, approximately 36 percent required additional mental health contact.

Additional funding was received this year for the implementation of a program of orientation and assessment of sex offenders. Correctional Treatment Services is actively recruiting for service providers to implement this program. In June, 1992, an 84-bed unit at the Santiam Correctional Institution was dedicated to a Relapse Prevention for Sex Offenders program. This service provides 16 weeks of transitional programming of sex offenders returning to the community.

Prison Admissions by Type and Sex



Prison Admissions by Offense Type and Sex



Corrections Industries

This article has been reprinted in its entirety with the express permission of Kendra Hogue, *The Business Journal*, Portland, Oregon.

Inmate jeans escape from prison, go on sale at Nordy's

Sewing machines and snap punchers are rocking Pendleton's jailhouse

By Kendra Hogue

MADE ON THE INSIDE to be worn on the outside," says the tag on a pair of Prison Blues, the blue jeans made by inmates of the Eastern Oregon Correctional Institution.

But just how far outside the stuffy confines of prison do these fashionable, snug-fitting jeans venture?

A world away.

Beginning in late June, Prison Blues jeans broke out of the big house and hit the display racks at Nordy's. That's right — chic, spendy Nordstrom stores in Portland and Seattle now carry the ultimate in rebel wear.

This unlikely pairing is the result of a joint venture of sorts between Nordstrom and Unigroup, the division of the State Department of Corrections that develops work skills for inmates.

Testing the waters

Unigroup has been making jeans for male inmates for two years. But starting last December, the division tested the waters in the private sector when it began selling its men's jeans through G.I. Joe's. The jeans sold so well at G.I. Joe's (over 8,000 pairs so far) that Unigroup approached Nordstrom about the possibility of developing a low-priced women's jean built to Nordstrom's stylish specifications. Nordy's bit.

"We wound up with something that was exclusive just to Nordstrom at price point we needed," says Karen Anderson, denim and dress buyer for Nordstrom's Oregon region. Prison Blues' women's jeans sell for \$28, which Anderson says is quite affordable compared to many fashion jeans that sell for \$40 to \$50.

The new jeans developed for Nordstrom are a marked departure for Prison Blues, which previously made only heavy-duty blue jeans for men. The women's styles made for Nordstrom include blue and black jeans in a range of washed, unwashed, bleached and frosted finishes. The women's jeans also feature a zipper rather than a button front, and fashionably narrow legs instead of the men's boot-cut style.

"We're pushing it as a top-quality jean that can compete with anybody," says Fred Nichols, director of Unigroup.

So far, officials at Nordstrom are "pleased with sales," says Patty Brandt, sales promotion director. Nordstrom ordered 500 of the women's fashion jeans, but so far haven't sold the whole first order, says Brandt, due in part to this summer's unseasonably hot weather, which tends to curtail jeans purchases.

Nevertheless, Nordstrom's Anderson expects the jeans to fly off the shelves during



Nothing comes between me and my Prison Blues: Fred Nichols, director of the Oregon State Corrections division that produces Prison Blues jeans, tries out his sales pitch at the Washington Square Nordy's.

back-to-school sales. "Customer response has been good," says Anderson. "Once they understand the background, it appeals to them."

It's rare that a product's manufacturing history can be a selling point, but in Prison Blues' case, it is.

In 1989, Unigroup built a 47,000-square-foot jeans manufacturing facility, complete with sewing machines, cutting tables and snap and grommet machinery. The original plan was simply to train inmates to make jeans for other inmates. That part wasn't so unique: there are 28 other prisons throughout the U.S. that manufacture garments for prison use.

But after producing 20,000 pairs, the inmates were doing such a good job at producing the blue jeans that Unigroup began to consider selling them to the public. That part is unique; Oregon is currently the only state prison system making garments for public consumption.

The jeans sales benefits the prison system and the prisoners in a variety of ways, says Nichols. For one, the proceeds from the jeans help offset the high cost of housing the in-

mates. To date, the jeans have generated \$375,0900 in sales for Unigroup. Inmates earn about \$5.11 an hour, but most of that money goes back into the system. Fifty percent of gross earnings goes to operation and development of the work program, 20 percent goes to state and federal taxes, 5 percent goes to a victim restitution fund and 5 percent goes toward supporting inmates' families.

So what do the inmates get out of it? Work experience, \$30 a week to spend at the prison canteen, and the ability to build a savings account available to them upon release.

Source of pride

But the biggest thing the volunteer seamsters get out of the experience is self-esteem, says Nichols.

"The very first day you walk into a prison, you feel you aren't good enough to live with the rest of society," says Nichols. "But now they feel that if Nordstrom is buying this product, that's a source of pride."

One added benefit to the program is a marketable skill that the inmates can use after their release. Though garment workers' wages have never been fabulous, they are certainly better than those paid for less skilled jobs, and can often include benefits.

However, as yet there is no documented evidence of a former inmate receiving a job in the garment industry after his release, says Christy Davis, Nichols' assistant. That's mainly because Unigroup has no resources to track such moves.

Unigroup is currently churning out 8,000 pairs of jeans a month, but has the capacity to stitch up to 15,000 pairs a month, says Nichols. He hopes eventually to sell 5 million pairs of jeans a year.

More immediate plans include production of chambray shirts for inmate use, as well as hats, sports bags and silk-screened T-shirts for consumer use.

Nichols also plans to beef up marketing efforts, and has engaged local advertising firm Marx, Knoll, Denight & Dodge to design hangtags and point-of-purchase materials. Someday, when Unigroup can afford it, Prison Blues may even break into the sexy world of blue jeans advertising.



Inmates produce Prison Blues at EOIC.

Asbestos

Inmate Work Force

Inmates from Santiam Correctional Institution (SCI) have begun helping make work places safer. For nearly a year, inmates from the minimum security facility have been repairing and removing asbestos from state buildings.

The Department of Corrections' Unigroup Services Division has had nine men and one woman trained and medically certified to remove asbestos. These ten were drawn from a pool of 60 SCI applicants. Contractors hire the certified inmates as part of their regular work crew. Crews had done asbestos projects at the School for the Blind, Oregon State Hospital, Fairview, and the Highway Division.

Needed Skills

Michael Wall has been an inmate at SCI for about a year. He heard about the program in February, 1991, when the first inmates were selected. He wanted to develop new and needed skills to use after his release. That is a key purpose of Unigroup's programs. Wall was accepted into the program. He was trained and medically certified.

Wall has worked for Brand Services Inc., a Portland abatement contractor. "This has been a real chance for me to be in a normal work setting," he said. "It's an honest day's work. The workers on site have treated me as 'one of the crew.' It's a better chance than I had dreamed it could be. I want to thank the crews, the contractors, and Unigroup for giving me this open door to a new career." Although Corrections deducts expenses, Michael has still been able to send funds home to his family and start a savings account. He expects to be released in July, 1993.

Other inmates also praise the program. John Lazear was a certified worker in the program. He has been released. He is now employed by Insulation Removal

Specialists. "John's a hard, honest and reliable worker," says Bill Lopez of that firm. "The pride he took in his work became a key part of our job at Oregon State Hospital. His desire for self-improvement is not only good for him but has reflected well on our business."

Concerns Yield to Pressure

That is just the result Unigroup is after. Mike Piersol, Project Manager at Brand Services, Inc., told us, "I want to make a place for Mike Wall when he is released." Piersol said that when his crews first heard about the inmate program they had some concerns. They worried, "give them tools, put them in white suits, and they will all look the same." "All of us were surprised," Piersol said. "Wall arrived with a good attitude, wanting to earn the respect of each crew member. He has worked hard with good work ethics. I have even written to the parole board on Mike's behalf."

The Department of Education, School for the Blind, was the first job site. "Contractors were somewhat reserved at the pre-bid conference," according to Ralph Burnley, Director of Business Services. "But, the inmate workers at our site seemed to fit in very well. They had lots of energy and enthusiasm."

The union has been pleased. Stan Danielson, business manager of the Portland-based Asbestos Workers Local 36, said, "We maintain a list of qualified workers. We offer health and welfare benefits to these people as we do others. It gives them yet another incentive to do well. Our efforts on this project have helped to develop a good program."

Bart Carpenter, Correction's Unigroup Services Division Manager, told us, "It made sense to match the 1989 legislation of a statewide asbestos manage-

ment plan to asbestos work for inmates. This is a skill they can develop to maintain steady employment at a living wage upon their release."

Careful Screening and Training

The program carefully screens inmates. The criteria give preference to first-time offenders with a strong desire to seek job skills. Background checks are done. "We are careful to choose workers that will be successful for the program and the state," Carpenter said, "and we are proud of the people we have put to work through this program."

Hazcon Inc. was the first chosen to help train inmates in this pilot project. Harvey McGill, Portland Division Training Director, said "I have been impressed with the caliber of these inmates. They ask good questions. Many have been educated above the high school level. I think many people were sure of the program's failure. Instead, the program has proved itself well."

The inmates work for union and non-union contractors in Marion, Polk, and Yamhill counties. Their earnings are paid to the Inmate Trust Account. Half of the earnings go to Corrections' operations costs. Each worker's share goes to a spending account, restitution, family support and work incentives, and a savings account to be claimed upon release.

Unigroup has inmates doing more than asbestos removal. Inmates produce modular office units and furniture. They make pallets. They make garments. They run laundries. They answer phones. They do data input for a record keeping firm in Salt Lake City. And, there are always more project ideas on the drawing board.

— Barbara Jensen, DGS Purchasing Division, *Risky Notes*



Cpl. Chuck Hammond (K-9 trainer/handler) and Canine "Katie" taking a break during K-9 Tracking training near SCCI. 07-23/92

Shutter Creek Correctional Institution

Shutter Creek Correctional Institution (SCCI), located in Coos County near North Bend, has a policy of pursuing escaped inmates into the local community and returning them to custody. To this end, SCCI has formed a K-9 Unit using a purebred bloodhound named Katie.

Katie and her handler/trainer, Corporal Chuck Howard, have a good record of assisting in the apprehension of escapees and assisting law enforcement agencies in locating lost persons or persons fleeing a crime scene.

SCCI Tactical Team members are trained to pursue escapees at all times regardless of weather and terrain conditions and provide security for the K-9 Unit while in pursuit of escapees. Team

members are trained to pinpoint their locations on a map and relay their position by radio to guide a helicopter or vehicle to their location.

SCCI staff and tactical team members work closely with the Coast Guard Air Station, state policy, county sheriff's office, and other municipal police departments. During this fiscal year, the K-9 Unit has tracked and assisted in the capture of three escapees from SCCI. In August, 1991, Katie (then nine months old), assisted the Coos County Sheriff's Office in locating a 12-year-old autistic girl who had become lost in the forest near Sumner, Oregon. Later that month, she assisted the Oregon State Police and the Coos County Sheriff's Department in the apprehension of a fleeing burglary suspect on two separate occasions.

Snake River Correctional Institution

Governor Barbara Roberts dedicated the 648-bed Snake River Correctional Institution (SRCI) August 1, 1991. Immediately following the ribbon-cutting, the Department of Corrections began transferring inmates from other overcrowded DOC institutions to fill 324 beds of this state-of-the-art facility. Due to budget constraints, only one half (324 beds) of the facility was funded.

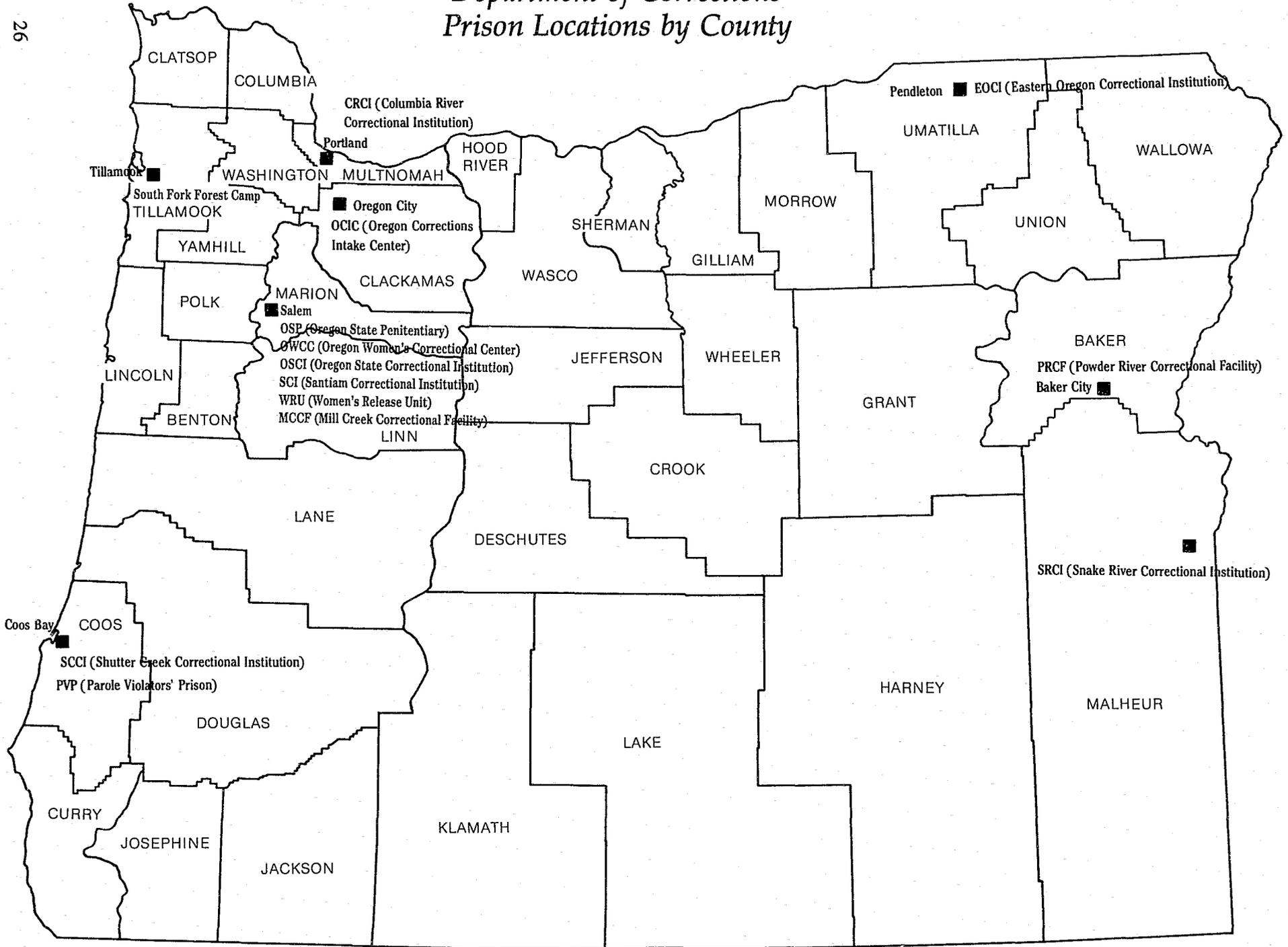
SRCI is designed as a "direct supervision" prison which fosters inmate-staff contact and communication. Inmates are afforded an opportunity to become involved in education, job training and treatment programs designed to help them lead a crime-free life upon release.

A contract with Treasure Valley Community College was negotiated to provide inmate education/vocational programs within the prison. Each quarter, there are more than 130 inmates involved in GED and post-secondary education.



Michael A. Johnson, Inmate, and Jeanne Howell, TVCC Education Manager.

Department of Corrections Prison Locations by County



Institutions Directory

NAME: **OREGON STATE PENITENTIARY**
ADDRESS: 2605 STATE STREET
SALEM, OR 97310-0505
PH: (503) 378-2453
SUPERINTENDENT: MANFRED MAASS
SECURITY LEVEL: MAXIMUM
EXTENDED CAPACITY: 1,709
POPULATION 6-30-92: 1,916
NUMBER OF EMPLOYEES: 442
OPERATING BUDGET FY 91-92: \$25,613,973

NAME: **OREGON STATE CORRECTIONAL INSTITUTION**
ADDRESS: 3405 DEER PARK DRIVE S.E.
SALEM, OR 97310-9385
PH: (503) 373-0100
SUPERINTENDENT: CARL ZENON
SECURITY LEVEL: MEDIUM
EXTENDED CAPACITY: 860
POPULATION 6-30-92: 873
NUMBER OF EMPLOYEES: 208
OPERATING BUDGET FY 91-92: \$11,735,067

NAME: **EASTERN OREGON CORRECTIONAL INSTITUTION**
ADDRESS: 2500 WESTGATE
PENDLETON, OR 97801-9699
PH: (503) 276-0700
SUPERINTENDENT: GEORGE BALDWIN
SECURITY LEVEL: MEDIUM
EXTENDED CAPACITY: 1,584
POPULATION 6-30-92: 1,511
NUMBER OF EMPLOYEES: 350
OPERATING BUDGET FY 91-92: \$20,108,472

NAME: **OREGON WOMEN'S CORRECTIONAL CENTER**
ADDRESS: 2809 STATE STREET
SALEM, OR 97301-0500
PH: (503) 378-2441
SUPERINTENDENT: BOB SCHIEDLER
SECURITY: MEDIUM
EXTENDED CAPACITY: 190
POPULATION 6-30-92: 184
NUMBER OF EMPLOYEES: 59
OPERATING BUDGET FY 91-92: \$3,127,187

NAME: **SANTIAM CORRECTIONAL INSTITUTION**
ADDRESS: 4005 AUMSVILLE HIGHWAY S.E.
SALEM, OR 97301-9112
PH: (503) 378-5548
SUPERINTENDENT: JOHN GRILL
SECURITY LEVEL: MINIMUM
EXTENDED CAPACITY: 419
POPULATION 6-30-92 415
NUMBER OF EMPLOYEES: 124

NAME: **WOMEN'S RELEASE UNIT (WRU)**
ADDRESS: 4005 AUMSVILLE HIGHWAY S.E.
SALEM, OR 97301-9112
PH: (503) 373-7127
SUPERINTENDENT:..... JOHN GRILL
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY: 58
POPULATION 6-30-92: 53
NUMBER OF EMPLOYEES: (Number of employees and operating budget included in
OPERATING BUDGET FY 91-92: Santiam Correctional Institution figures.)

NAME: **MILL CREEK CORRECTIONAL FACILITY**
ADDRESS: 5485 TURNER ROAD
SALEM, OR 97301-9400
PH: (503) 378-2600
SUPERINTENDENT:..... JOHN GRILL
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY: 229
POPULATION 6-30-92: 226
NUMBER OF EMPLOYEES: 40
OPERATING BUDGET FY 91-92: \$3,715,801

NAME: **SOUTH FORK FOREST CAMP**
ADDRESS: 48300 WILSON RIVER HIGHWAY
TILLAMOOK, OR 97141-9799
PH: (503) 842-2811
SUPERINTENDENT:..... MIKE MCGEE
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY: 117
POPULATION 6-30-92: 114
NUMBER OF EMPLOYEES: 10
OPERATING BUDGET FY 91-92: \$603,460

NAME: **OREGON CORRECTIONS INTAKE CENTER**
ADDRESS: 2206-B KAEN ROAD
OREGON CITY, OR 97045-4090
PH: (503) 655-8420
MANAGER: LARRY DANIELS
SECURITY LEVEL:..... MEDIUM
EXTENDED CAPACITY: 200
POPULATION 6-30-92: 193
NUMBER OF EMPLOYEES: 18
OPERATING BUDGET FY 91-92: \$4,674,876

NAME: **SHUTTER CREEK CORRECTIONAL INSTITUTION**
ADDRESS: 2000 SHUTTERS LANDING ROAD
NORTH BEND, OR 97459-0303
PH: (503) 756-6666
SUPERINTENDENT:..... BILL BEERS
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY: 200
POPULATION 6-30-92: 202
NUMBER OF EMPLOYEES: 55
OPERATING BUDGET FY 91-92: \$2,894,249

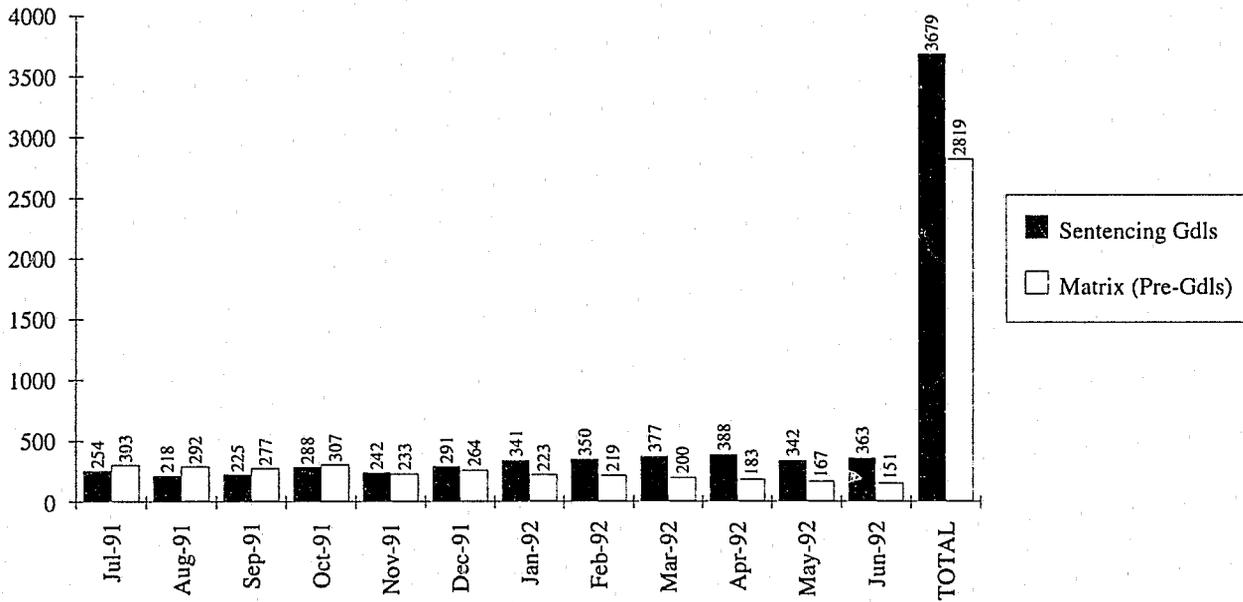
NAME: **PAROLE VIOLATORS' PRISON**
ADDRESS: 1942 SHERIDAN
NORTH BEND, OR 97459-3416
PH: (503) 756-1908
SUPERINTENDENT: BILL BEERS
SECURITY LEVEL: MEDIUM/MINIMUM
EXTENDED CAPACITY: 115
POPULATION 6-30-92: 45
NUMBER OF EMPLOYEES: 26
OPERATING BUDGET FY 91-92: \$1,588,399

NAME: **POWDER RIVER CORRECTIONAL FACILITY**
ADDRESS: 3600 - 13TH STREET
BAKER CITY, OR 97814-1346
PH: (503) 523-6680
SUPERINTENDENT: DAN JOHNSON
SECURITY LEVEL: MINIMUM
EXTENDED CAPACITY: 158
POPULATION 6-30-92: 146
NUMBER OF EMPLOYEES: 41
OPERATING BUDGET FY 91-92: \$2,819,160

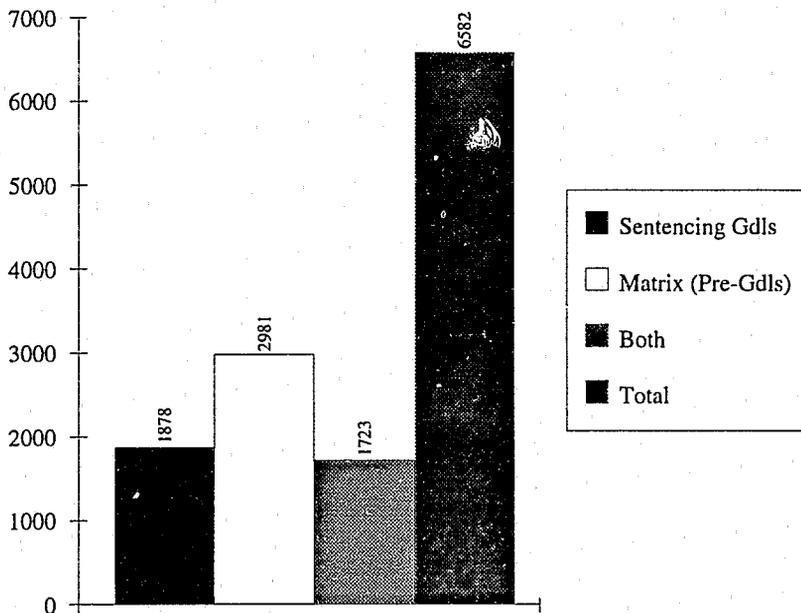
NAME: **COLUMBIA RIVER CORRECTIONAL INSTITUTION**
ADDRESS: 9111 N.E. SUNDERLAND AVENUE
PORTLAND, OR 97211-1708
PH: (503) 280-6646
SUPERINTENDENT: MIKE McGEE
SECURITY LEVEL: MINIMUM
EXTENDED CAPACITY: 407
POPULATION 6-30-92: 415
NUMBER OF EMPLOYEES: 109
OPERATING BUDGET FY 91-92: \$6,936,750

NAME: **SNAKE RIVER CORRECTIONAL INSTITUTION**
ADDRESS: 777 STANTON BOULEVARD
ONTARIO, OR 97914-0595
PH: (503) 881-5000
SUPERINTENDENT: ED GATES
SECURITY LEVEL: MEDIUM
EXTENDED CAPACITY: 324
POPULATION 6-30-92: 289
NUMBER OF EMPLOYEES: 122
OPERATING BUDGET FY 91-92: \$7,717,791

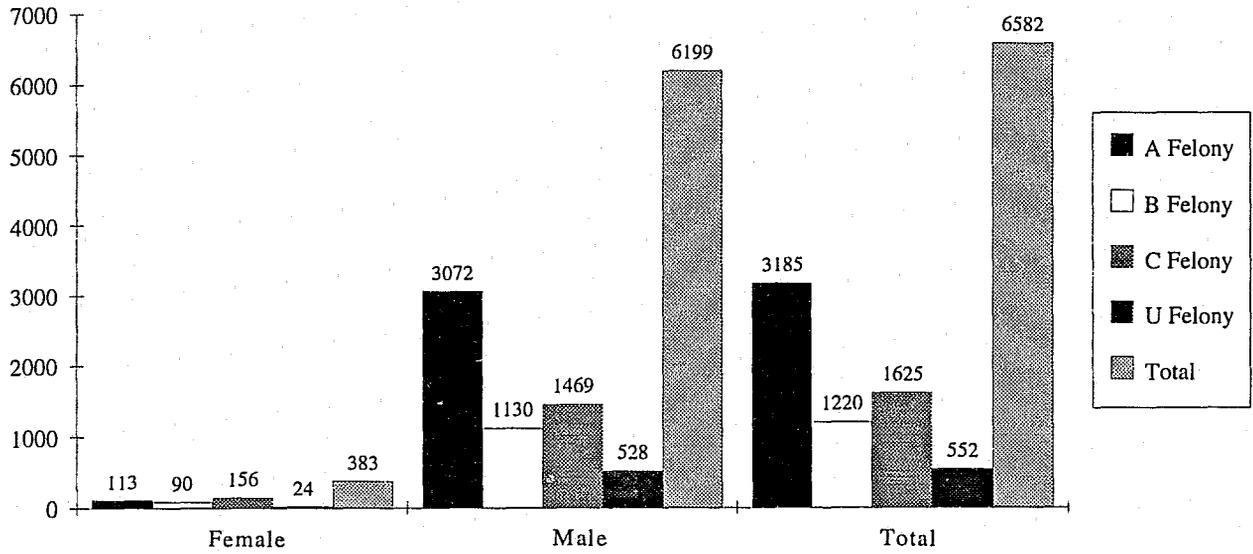
Sentencing Guidelines vs. Matrix Commitments by Month



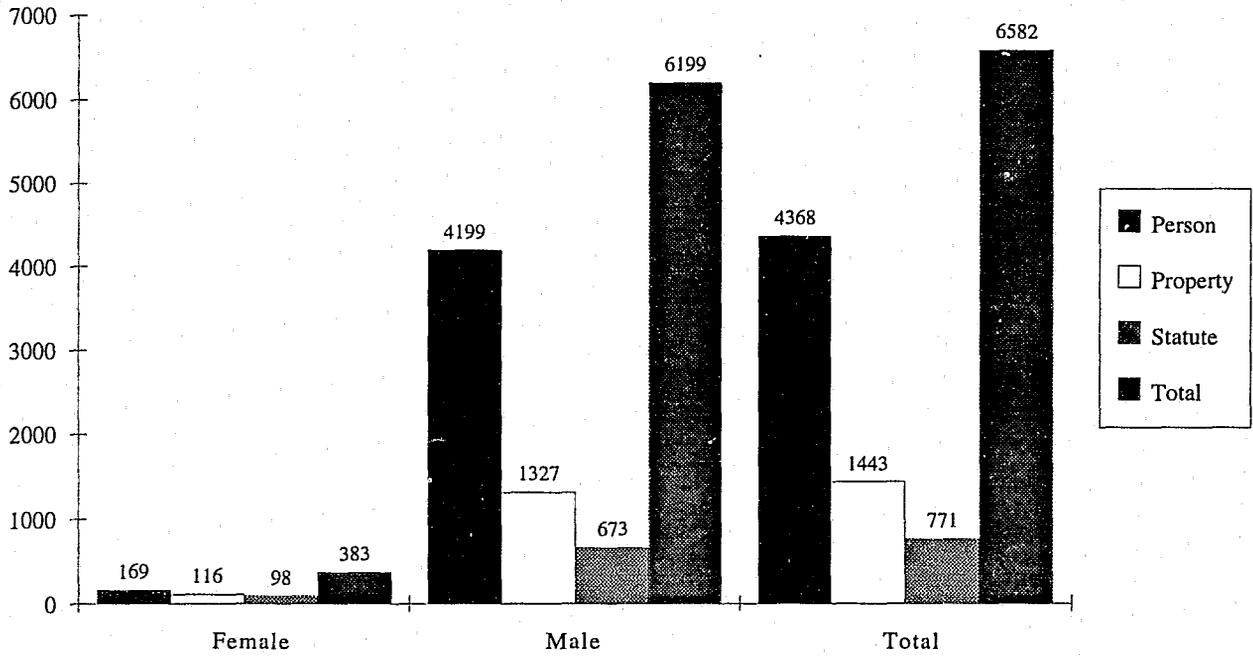
Inmate Cell Population Sentencing Guidelines vs. Matrix (pre-gdls)



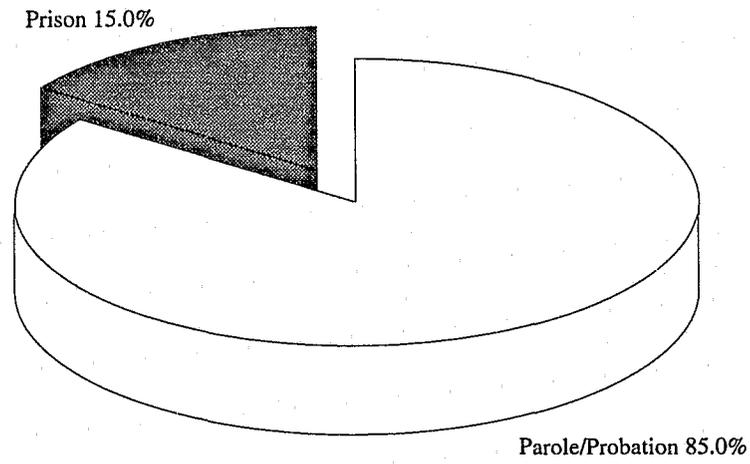
Inmate Cell Population by Offense Class and Sex



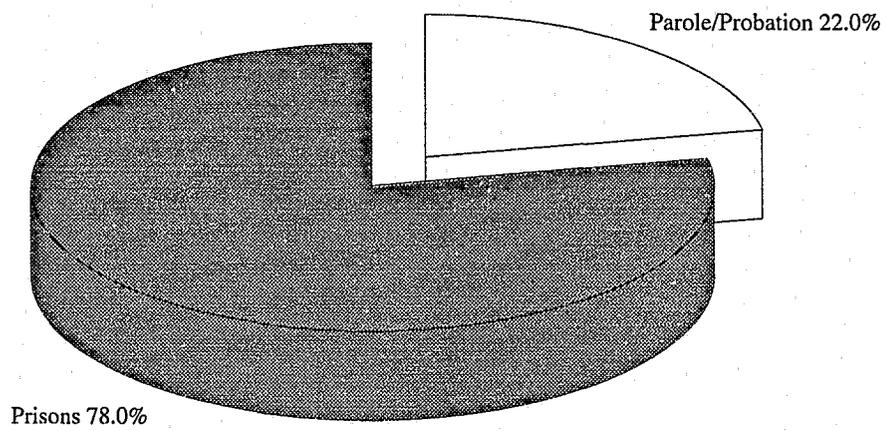
Inmate Cell Population by Offense Type and Sex



Department of Corrections Distribution of Offenders



Department of Corrections Distribution of Funds



Community Services Branch

The Community Services Branch operates under the leadership of Assistant Director Elyse Clawson and includes the Community Services Division, Community Program Division and Administrative Services Division. The Branch is responsible for providing community-based supervision, sanctions and services for adult offenders under probation, parole, or post-prison supervision. The state currently funds 381 Parole and Probation Officers positions. On June 30, 1992, there were 7,584 offenders on parole or post-prison supervision and 27,880 offenders on probation supervision. Supervision is provided in partnership with county community corrections programs. The Department contracts with and has oversight responsibilities of 12 counties throughout the state that provide offender supervision services in their communities. The cost per day of offender supervision in the community is as follows: High: \$6.02; Medium: \$3.34; Low: \$1.34 and Limited: \$0.67.

Supervision of offenders includes home contacts, restitution and fee collection, referral and monitoring of treatment programs, collateral contacts, reports to the court and other services.

The Community Services Branch works in partnership with the community to deliver a continuum of services and sanctions to the offender on supervision with the intent to manage the offender in the community with the least risk to public safety while providing the offender with the opportunity and tools to lead a crime-free lifestyle.

Administrative Services Division

The Administrative Services Division is managed by Mary Blake. This Division is responsible for branch budget development, support, and implementation; development and tracking of legislative proposals; advocacy/liaison to DOC

administrative services; automation development, implementation and maintenance; and management of Community Services Branch Central Office.

Community Supervision Division

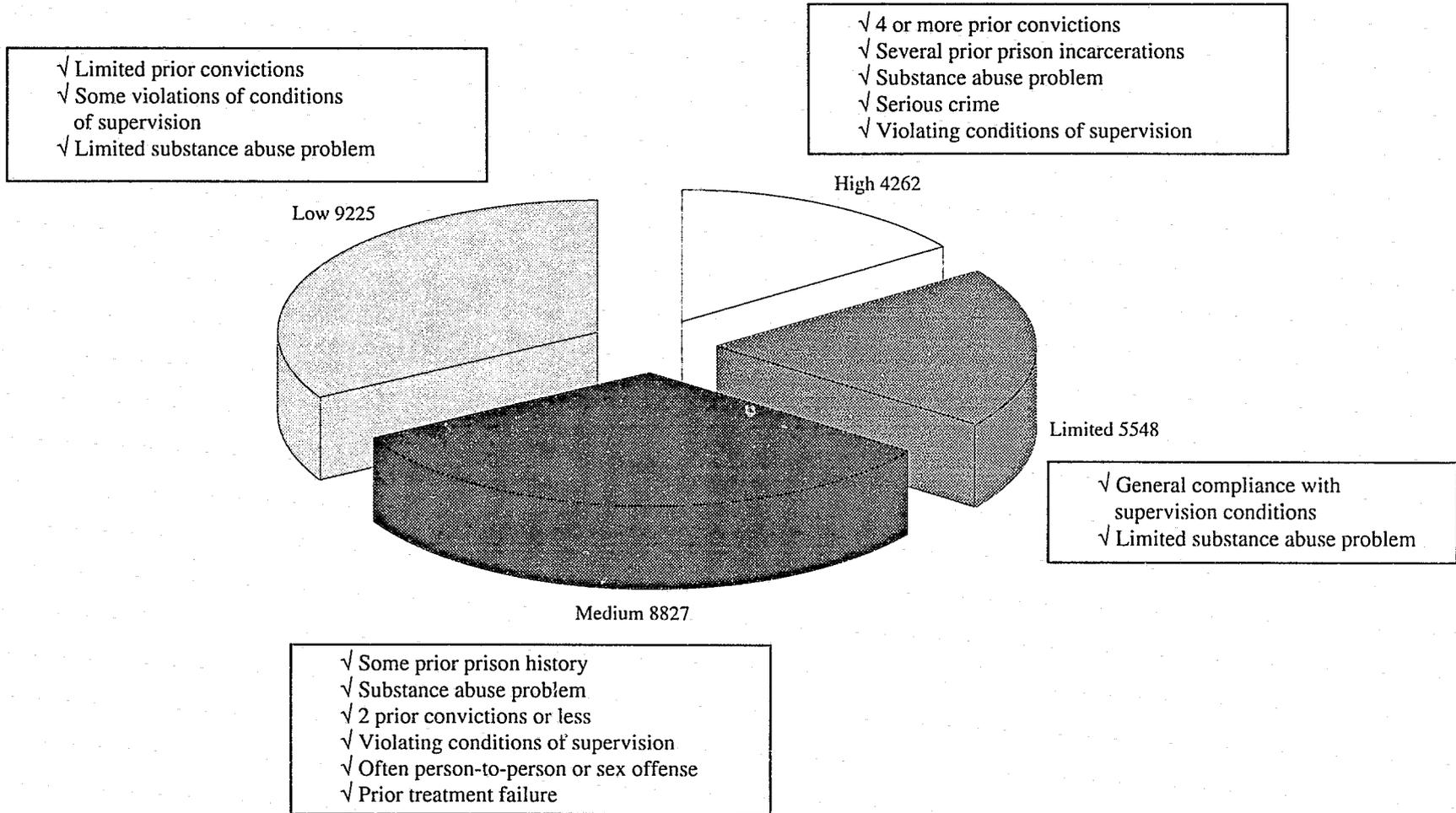
The Community Supervision Division is administered by Scott Taylor and is responsible for the ongoing operation of Community Services Branch offices throughout the state. The Division provides direct supervision of all Department of Corrections staff in these offices. The Division is responsible for ensuring that the Department directives are followed in both state and county managed offices. The Community Supervision Administrator works closely with the Community Program and Administrative Services Administrators to ensure a coordinated process in the delivery of supervision, sanctioning and program services to communities throughout the state.

The Division responsibilities include: management of the Interstate Compact Unit; Parole Violators Project Coordination; supervision of Parole/Post-Prison supervision hearings officers; jail inspections; management of the Community Services Branch safety program; Department Directives coordination; liaison and coordination with the Board of Parole/Post-Prison Supervision; and coordination of the Community Services Training Advisory Board.

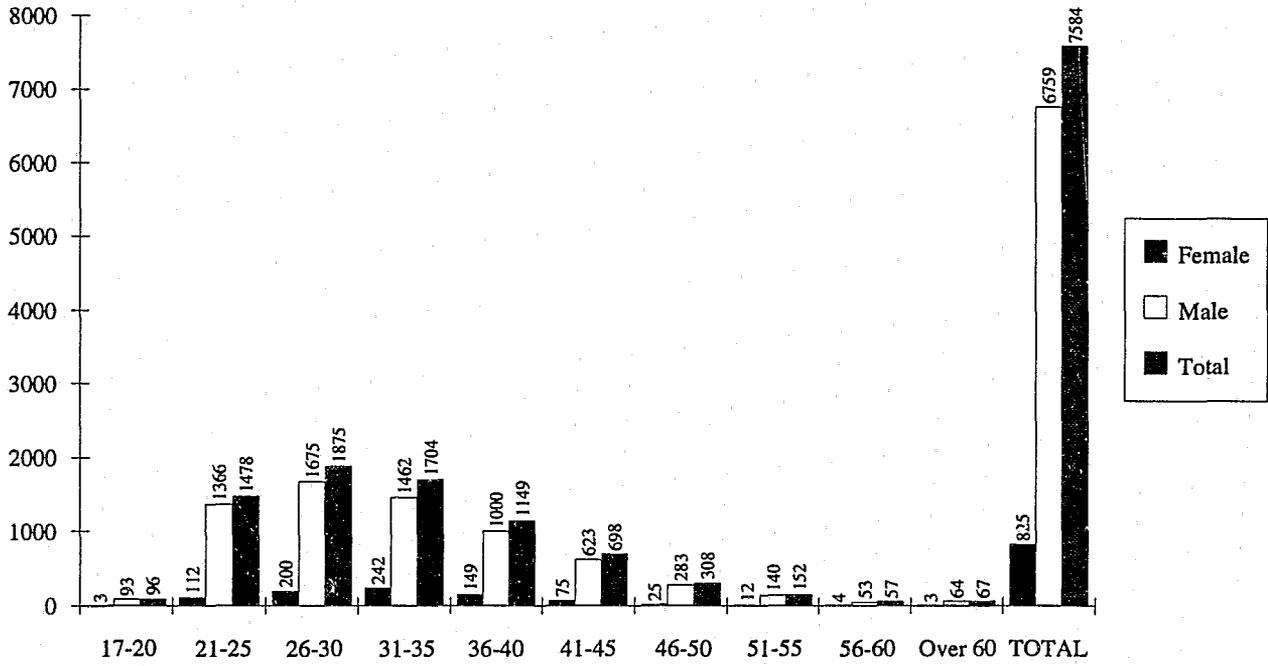
Community Program Division

The Community Program Division is administered by Barbara McGuire and has a budget for community programs totaling \$23 million. The Division manages the Community Corrections Act; provides development and oversight of programs; monitors contracts between private pro-

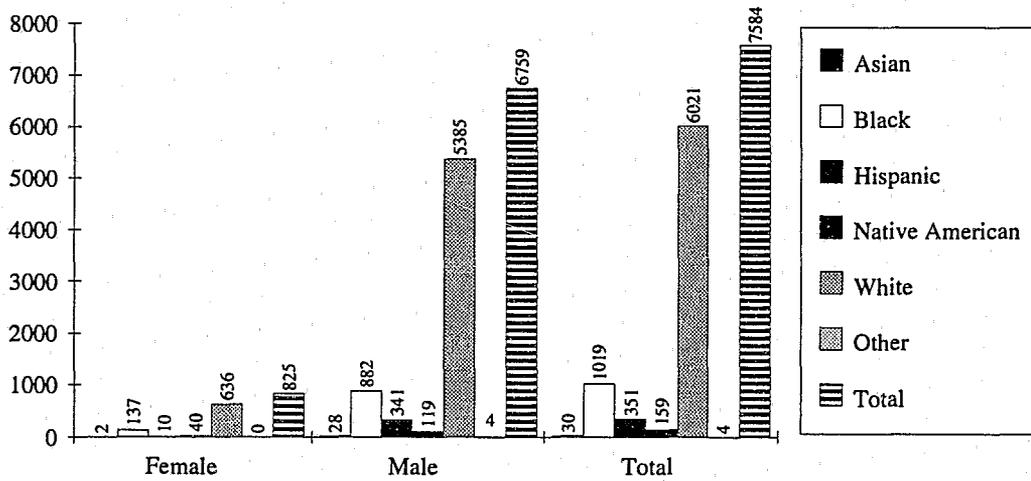
Department of Corrections Profile of Offenders in the Community



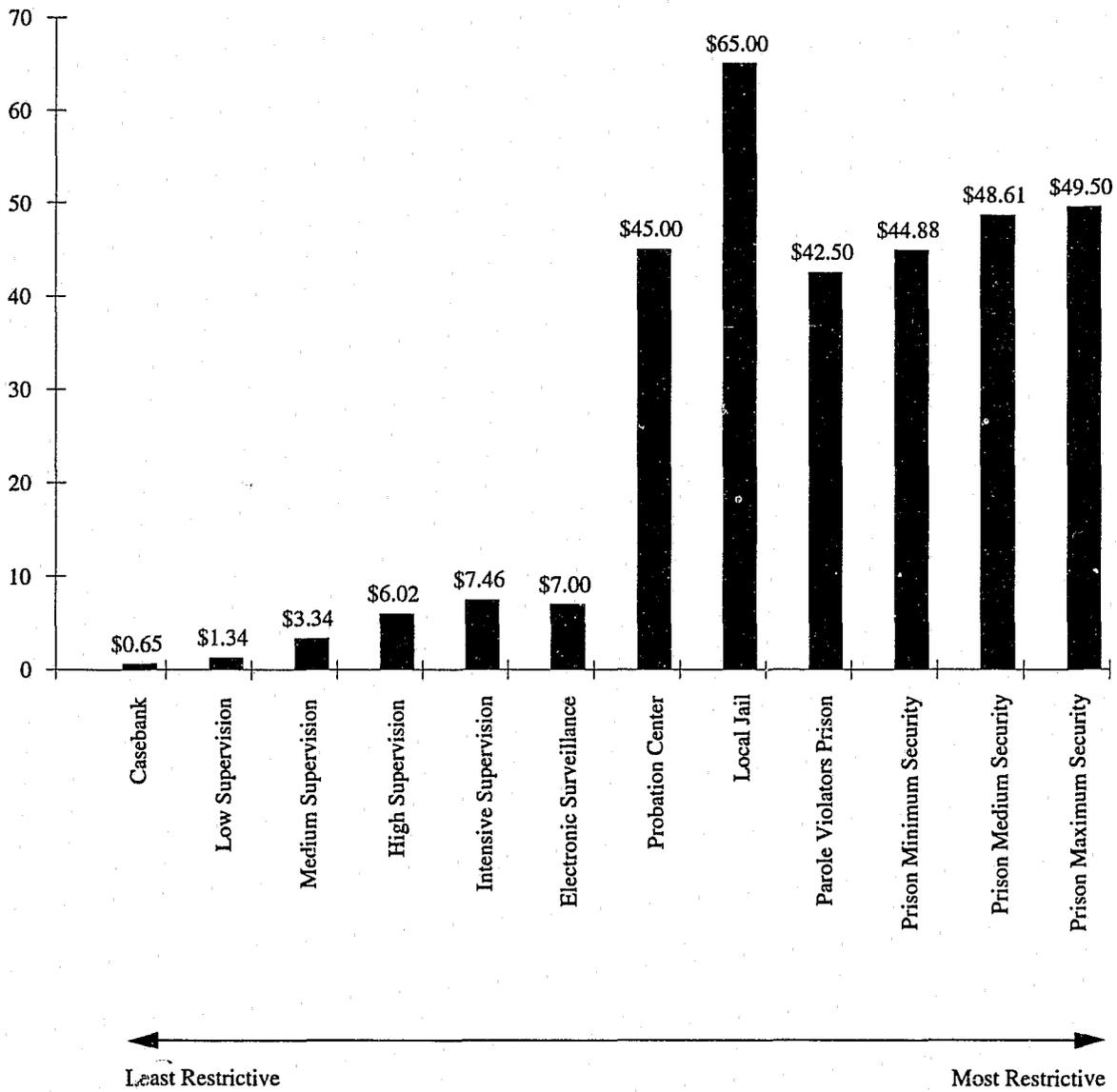
Parole/Post-Prison Supervision Population by Age and Sex



Parole/Post-Prison Supervision Population by Race and Sex



Department of Corrections Incremental Sanctions — Cost Per Day



viders, the counties and Department of Corrections; develops the Branch evaluation plan; acts as a clearinghouse for model programs; publishes a directory of correctional services and provides technical assistance to counties. Alcohol and drug treatment, sex offender treatment, employment programs, women's programs, electronic surveillance, transitional release services and mental health treatment represent some of the services provided to offenders in the community with Community Program Division funds.

Community Corrections in Oregon

In 1977, the legislature added responsibility for the Community Corrections Act program to the Department of Corrections as a means to provide a continuum of community-based programming as sanctions and alternatives to prison. Currently, twenty-eight (28) counties representing approximately 95.04 percent of Oregon's population are participating in the program. Counties are given the choice to participate at one of three levels:

OPTION I: The county operates the community-based programs funded by Community Corrections and manages probation and parole/post-prison supervision services. Option I counties are eligible to receive a higher percentage of funds as incentive for participation. As of June 30, 1992, Option I counties account for 58.70 percent of the current offender workload.

OPTION II: The county enters into an intergovernmental agreement in which the Department and county are jointly responsible for planning, the county administers the program and the state operates community supervision services. The offender workload in Option II counties is 36.34 percent of the total offender workload.

OPTION III: At Option III, the major responsibility resides with the Department of Corrections. The Department elicits local involvement in the planning process and manages both the community-based CCA programs and probation and parole/post-prison services. Option III funds are 75 percent of those for Option I and Option II counties. Option III counties are responsible for 4.96 percent of the offender workload.

The Community Corrections Advisory Board is designated by statute and serves as advisor to the Department of Corrections in matters related to the Community Corrections Act. Under the leadership of Chair Dale Penn, the Board has provided leadership in the development of a system of community-based correctional services in Oregon.

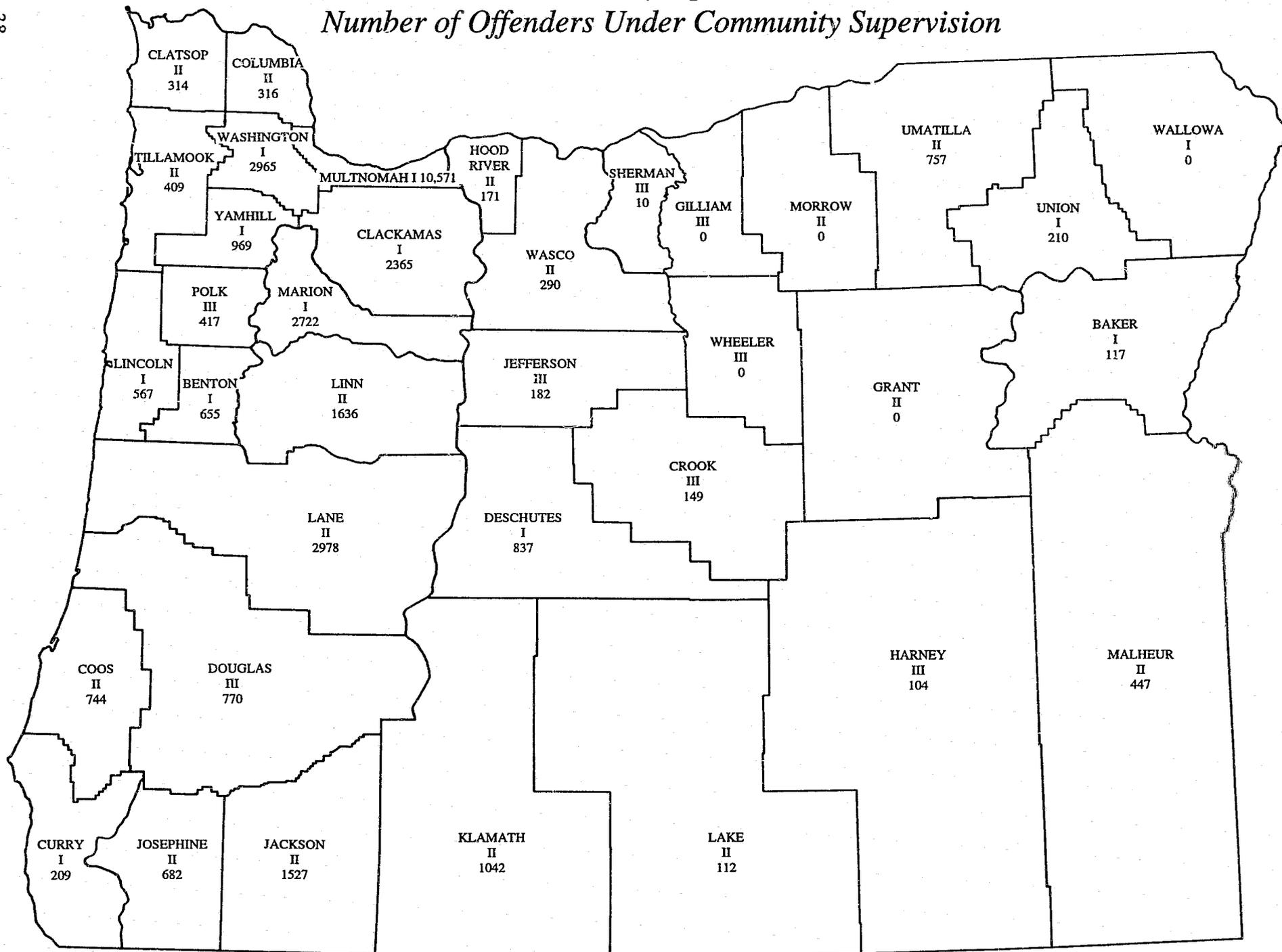
Intensive Supervision Program (ISP)

The Albany Branch Office initiated an intensive supervision program for high risk sex offenders and substance abusers in July, 1991. The purpose of the program was to decrease recidivism through ensuring offenders remain in treatment and to provide careful monitoring of offender behavior through numerous home contacts. The program is based on the principle that the use of timely, meaningful, and predetermined intermediate sanctions will be a deterrent and produce a change in the offender's behavior.

The Albany Branch program involves outside agencies and community members in the monitoring of offenders in the community. Approximately once a month, the two ISP officers make offender home contacts with police officers. This places offenders on notice that local law enforcement agencies are also familiar with their ISP status and that the detection of any violation will result in additional law enforcement surveillance.

Counties by Option and

Number of Offenders Under Community Supervision





Parole and Probation Officers, Renee Pileggi (left) and Jennifer Cameron.

Citizens in the community who live near the homes of sex offenders are occasionally utilized, often by way of a court order, to observe the residence and yard of a sex offender for the presence of children; any unhealthy activity causes a call to the probation officer or to the police. This "community monitoring" concept has been well received by both law enforcement and the community. It is frequently used in conjunction with electronic home detection to separate sex offenders from potential victims.

Two ISP officers use team supervision to counsel and monitor approximately fifty offenders. The team often works evenings and weekends to achieve the greatest number of home contacts and to reduce the frequency of substance abuse usage. Any discovered substance abuse, curfew violation, failure to remain in treatment, or other violation of conditions, results in an immediate arrest.

Sixty-nine offenders have been supervised by the team since the program began; none of the offenders have been involved in any known felony activity while in the program. Twelve have successfully completed supervision, seven have absconded, three have been revoked and sentenced to prison for cumulative technical violations, and the remainder continue in the program.

A recent addition to the program is an elec-

tronic mobile surveillance system which will enable the team to detect if the offender is in his/her home, a tavern, or any prohibited building. The offender will wear an FM radio transmitter on his/her ankle which will broadcast a radio signal monitored by the team's vehicle, enabling the team to supervise offender activity in the community without the offender's awareness of the surveillance.

Integrated Supervision Information System (ISIS)

An Oregon Department of Corrections management information study completed in April, 1990, identified a need to expand on the existing information system (the Offender Profile System). Representatives from the Community Services, Institutions and Administration and Planning branches extensively reviewed corrections information systems to determine if an existing system could better meet the Department's needs. It was found that there were no available programs which would integrate both parole/probation and institution information. The decision was then made to build on the Offender Profile System to maintain system integration, with a program specifically designed to meet the needs of field supervision.

A Community Services Design Team was formed which included probation and parole officers, supervisors, clerical specialists, managers and information system specialists, to establish specifications for a software program which would provide tools to more effectively meet the needs of offender supervision.

The design team's mandate for the Integrated Supervision Information System was the premise that the program was to be driven by the needs of probation and parole staff. It was recognized that most of the statistical information needed by management was the same information that line staff needed to effectively supervise offenders. It followed that if the information necessary for field staff to supervise an offender was in the

system, then management information needs would also be met.

The top priority for ISIS was to develop an information system which would assist field staff in the management of their caseloads by reducing the amount of time, effort, and paperwork necessary for officers to do their job. One way in which this was accomplished was by designing ISIS as a companion to the existing Offender Profile System (OPS), which allows integration of existing offender information from OPS with data collected from field officers and clerical staff. In addition, standard reports were written to quickly target offenders who were not in compliance with their obligations. ISIS has the capacity to automatically generate many letters, forms and reports.

ISIS was beta tested and is now fully implemented in the Josephine Branch Office. Lane and Linn Branch Offices have begun implementation. Training teams of field staff are being trained for statewide implementation in state branch offices by the end of this biennium. Option I jurisdictions have embraced ISIS and are also implementing ISIS as they become hardware/software ready.

Parole Intervention Guidelines

The Parole Intervention Guidelines project is a joint effort between the Department of Corrections and the Board of Parole and Post-prison Supervision. The guidelines are developed with five basic principles:

- There should always be a response to offender violations;
- Responses should be swift, certain and proportional to the conduct;
- Responses should involve the least restrictive sanction needed to manage offender behavior and insure protection of the public;
- When possible, imposition of sanctions should be allowed at the parole officer, supervisor or hearings officer level; and

- Only the most severe violations should be sanctioned by the Board.

Pilot projects were implemented in March, 1992, in Marion, Deschutes, Jackson, Benton and Washington counties. Results of the pilot phase are encouraging with the majority of violations handled at the local level. Only a small percentage of violations have been referred for final disposition by the Board. It is planned that full implementation of the guidelines will commence on October 1, 1992.

Women's Alternative Program

The Women's Alternative Program in Josephine County was made possible through a grant from the Department of Corrections. The program was designed to provide treatment to females in the criminal justice system with an emphasis on their special needs. A particular emphasis is on repeat offenders and those separated from their children. On December 2, 1991, the first five offenders began this unique treatment journey. From that date to the present, the program has offered offenders the opportunity to know themselves; to learn to make self-enhancing choices; and significantly increase their levels of personal empowerment, insight, and motivation.

The Women's Alternative Program is a 90-day intensive residential program and it is tri-focused: women's issues; thinking, criminality and perception processes; and addictions. After completing this program, offenders remain in treatment in an intensive outpatient continuing care program for a minimum of one year. Offenders learn about community resources; achieve vocational and educational direction, and receive ongoing support from corrections personnel and Rogue Recovery Programs staff.

The Women's Alternative Program has served approximately 22 female offenders. None of the offenders who have graduated from the program have returned to jail. Some have completed their GED while in treatment. One graduate has started

college. Of those who have completed the program, 90 percent are employed and self-supporting. When appropriate, the offenders have been reunited with their children. Estranged families have become reconciled.

Coos County Drug Reduction of Probationers Program (DROP)

In September, 1988, when positive drug testing among probationers reached a monthly average of 43 percent in Coos County, the local district attorney, judges, sheriff, and probation office joined forces. The key to this effort was the willingness of each to work together and take a risk. It was clear that the solution could not be found in any single agency.

Relying on the absolute necessity of swiftness and certainty, an immediate response was developed to a probationer's substance abuse. The program was named DROP (Drug Reduction of Probationers). Regular drug testing is used to reveal substance abuse. With each of the first three occasions of positive testing for substance abuse, continuance of supervision is recommended to the court with an increasing sanction of 2, 10 and then 30 days in jail. In addition, a referral to mandatory treatment is promptly made by the probation officer.

The results have been well worth the effort of all involved as indicated by a reduction in positive monthly testing to an average hovering around 19 percent. Also, the percentage of offenders who do not have further DROP violations after the first arrest averages 54 percent; after the second arrest 77 percent, and after the third arrest 91 percent. For those who are not ready to stop using drugs or alcohol, DROP still provides a benefit. The program helps identify those who are most apt to benefit from treatment and limited resources can be more appropriately directed. The continuing success of DROP remains in the interagency cooperation and a multi-pronged approach.

Marion County Connections Program

In September of 1991, the Department awarded Marion County a Parole Services and Sanctions grant in the amount of \$279,000 to develop a holistic slate of intensive parole transition services. The grant purchased intensive case management, additional work center bed space, more substance abuse treatment, life skills and Breaking Barriers training, additional information/referral services, and personal items such as bus passes, emergency housing and medical care. The grant also provided for the implementation of a day reporting center. Anticipated to delivery services to 180 offenders during the life of the grant, CONNECTIONS has already served 162 offenders.

The most unique aspect of the program is the Day Reporting Center. Early work on this aspect of the CONNECTIONS program began over two years ago, during the initial planning for the new work center building. The program is co-located in the work center and its operation is almost transparent in terms of location and other probation/parole services. Offenders are referred to the program because the parole/probation officers believe that there is a need for more structure and accountability. The offender works closely with a case manager to produce a daily schedule of activities designed to re-connect them with the mainstream community life while still under supervision of the original parole/probation officer.

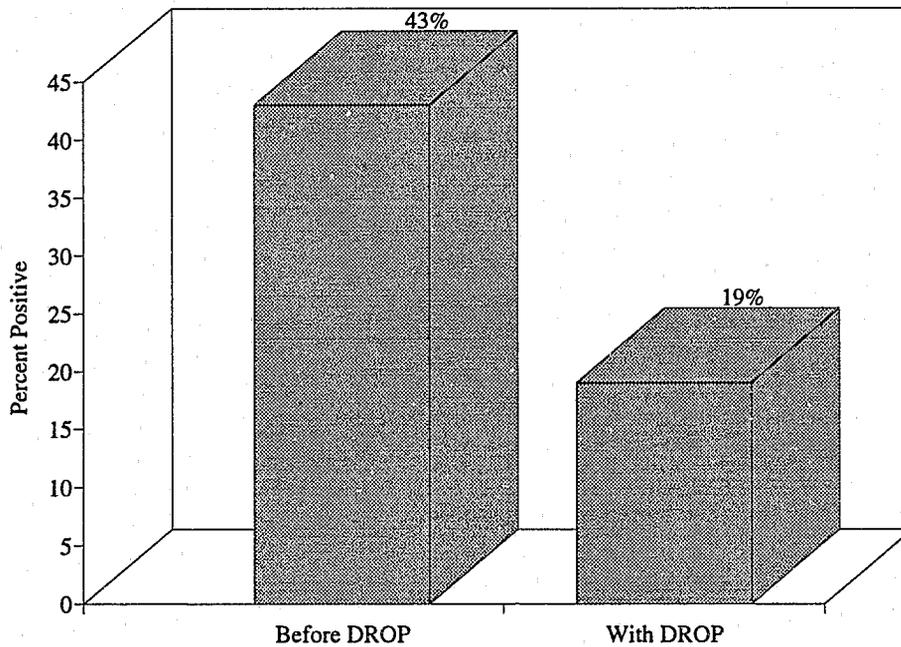
A typical day reporting schedule includes daily morning meetings with a case manager. The meeting serves to plan the current day's activities as well as providing a forum to report on the previous day. During the orientation week, offenders are evaluated for program and personal needs and referred for Practical Work Experience (PWE) placement. The following week includes full-time PWE and structured job search with the direction and assistance of the employment counselor. Offenders may also be scheduled into life

D.R.O.P.

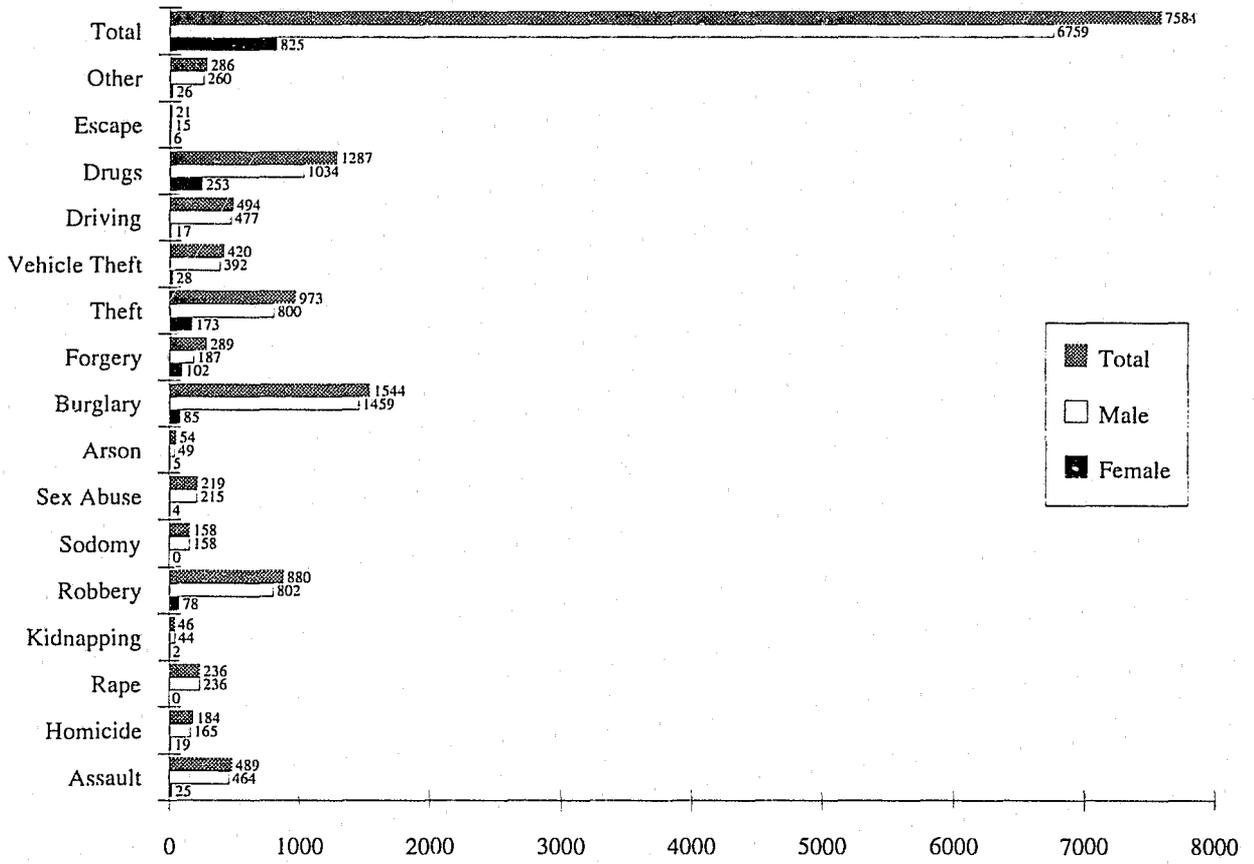
Drug Reduction of Probationers

- Reduces the use of illicit drugs
- Swift and certain response to drug use
- Offender tests positive to random urinalysis — immediately arrested
 - 1st violation — 2 days in jail
 - 2nd violation — 10 days in jail
 - 3rd violation — 30 days in jail
- May reduce other criminal activity
- Nine Oregon counties have DROPP programs

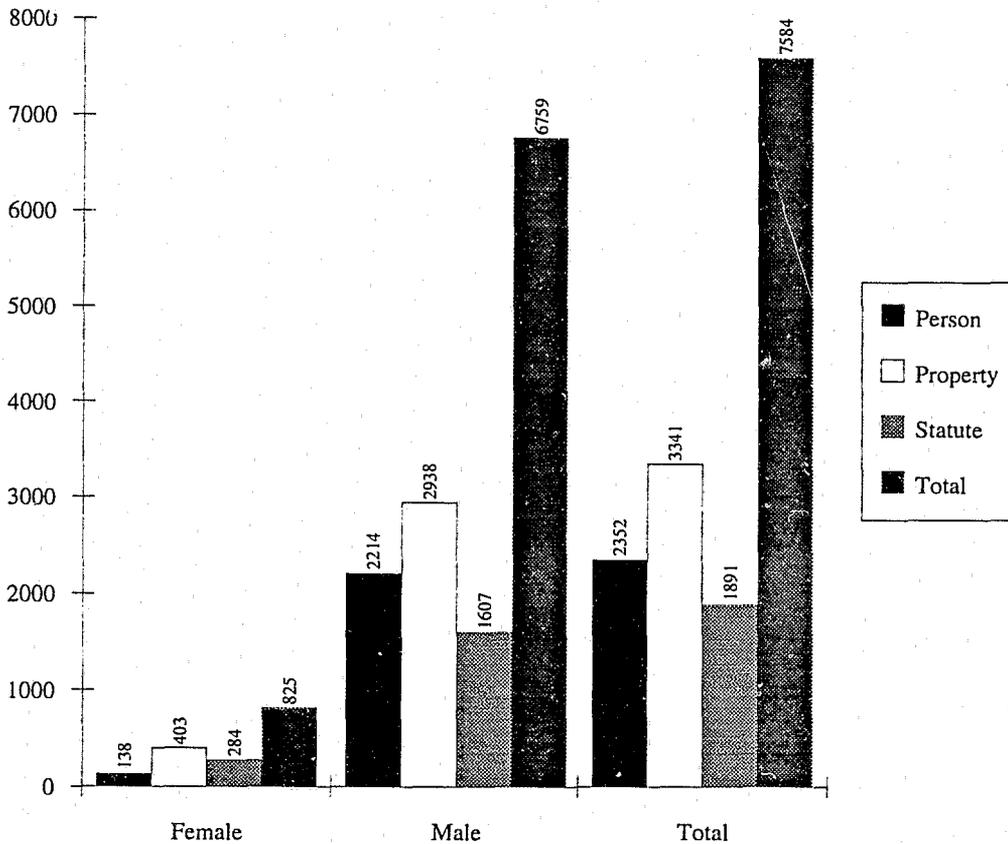
DROPP: Changes in Positive UA's Before and After DROPP



Parole/Post-Prison Supervision Population by Offense Group and Sex



Parole/Post-Prison Supervision Population by Offense Type and Sex



skills, Breaking Barriers or substance abuse treatment as needed.

Providing services in close proximity to parole/probation officers has produced a fluid networking environment and close cooperation between custody, treatment and service staff. Another key element to the success of the CONNECTIONS program is close coordination between all team members. Preliminary information is encouraging and suggests that this option may provide an additional tool to safely manage offenders in the community.

Multnomah County Moves to Option I

On July 1, 1991, Multnomah County began participation in the Community Corrections Act as an Option I county by assuming full responsibility for offender supervision previously provided directly by the Department of Corrections. The transition was made possible through a joint planning process that involved both state and county staff. The Multnomah County Department of Community Corrections has embarked on a strategic planning process, designed to create a system of integrated supervision, treatment and sanctions programs.

Team Approach to Supervision Umatilla/Morrow County Branch Offices

In May of 1992, the Hermiston/Pendleton Branch Offices developed a team concept for supervising offenders. The factors leading to this development were threefold: 1) a need for consistent supervision and equitable treatment of all offenders; 2) utilization of the strengths of avail-

able staff; and 3) the ability to provide meaningful supervision if position losses occur. The project started with an inventory of staff strengths. With these abilities in mind, a team leader was elected, team priorities were established which met Oregon Case Management System (OCMS) standards, and responsibilities were defined.

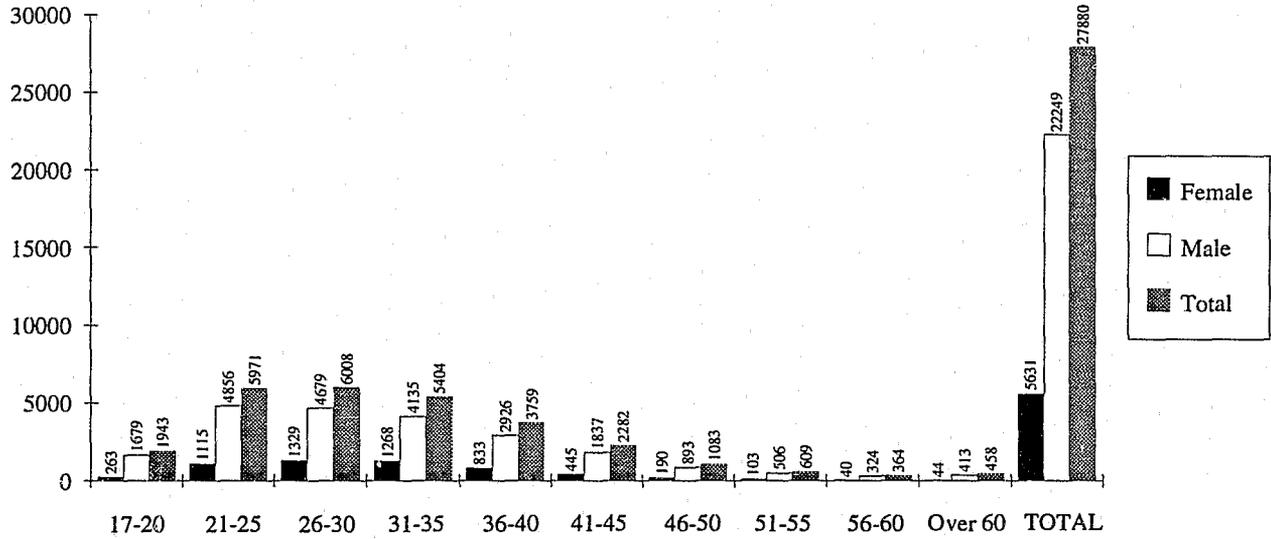
The team structure includes two Tactical Supervision Program (TSP) parole and probation officers who conduct most home visits on high risk or resistive offenders. Two PO's are assigned to offender intake, pre-sentence investigations and other investigations, some cognitive groups, and if time allows, limited caseload. Three PO's supervise some high risk and most medium risk cases and conduct cognitive restructuring groups for most offenders.

The team meets twice a month to insure OCMS requirements are being met. Other decisions are made regarding appropriateness of risk level assessments; red tag and Tactical Supervision Program case designations; case assignments; home visit requirements; sanction development and the assignment of 90 percent of all offenders to particular groups: cognitive, reporting or resistive.

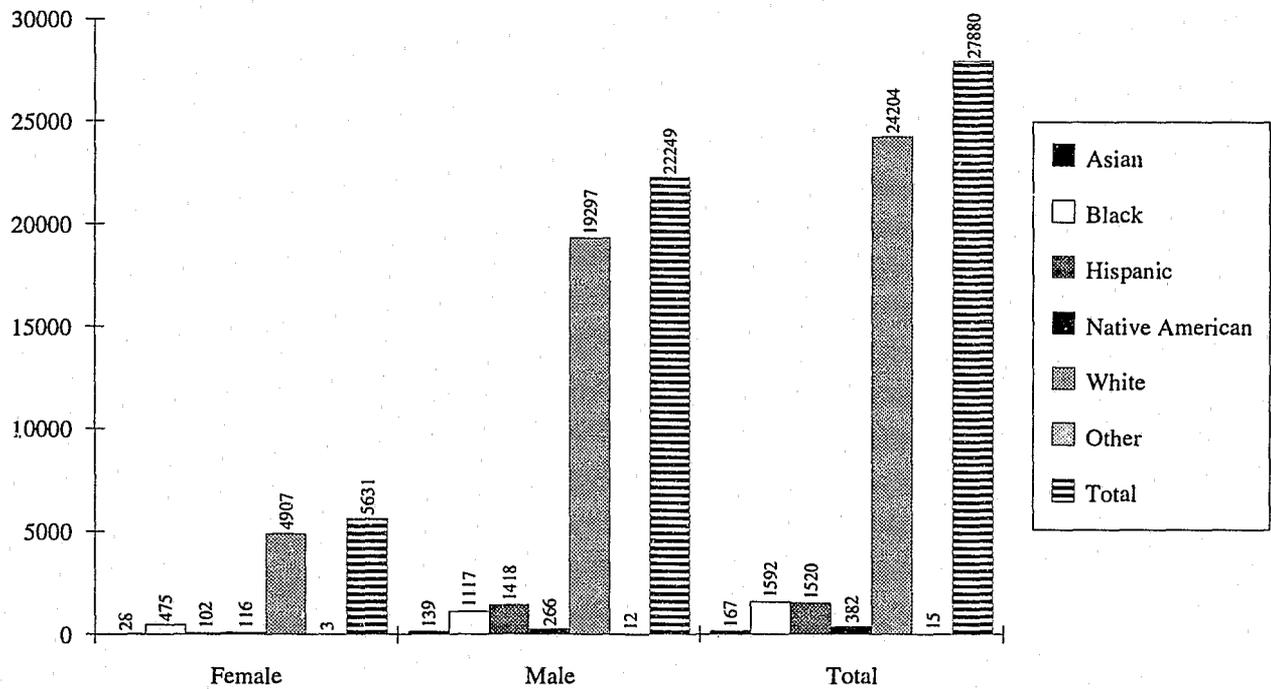
Although there was some initial staff resistance, most, if not all, remaining PO's understand the need and acknowledge the benefits of the team approach. The offender groups are surprisingly effective, in terms of probation officer time, efficiency, and offender self-help.

Staff losses have impacted the team approach to supervision and the team's ability to meet OCMS standards. To balance the workload, cases go through triage to prioritize the services to offenders, keeping public safety and available staff resources in mind. The officers are committed to serving the offenders and community, and feel the future for success in offender supervision will be based on maintaining the team process.

Probation Supervision Population by Age and Sex



Probation Supervision Population by Race and Sex



Community Supervision Field Offices

Baker Co. - Option I
1995 Third Street
Baker City, OR 97814-3313
Phone: 523-8217

Benton Co. - Option I
180 NW Fifth Street
Corvallis, OR 97330-4791
Phone: 757-4148

Clackamas Co. - Option I
1024 Main Street
Oregon City, OR 97045
Phone: 655-8603

Clatsop Co. - Option II
269 Sixth Street
P.O. Box 540
Astoria, OR 97103
Phone: 325-4861

Columbia Co. - Option II
Old Columbia Co. Crthse
Room 3
St. Helens, OR 97051
Phone: 397-6253

Coos Co. - Option II
155 N. Adams Street
Suite B
Coquille, OR 97423
Phone: 396-3173

Crook Co. - Option III
190 N. Main Street
Prineville, OR 97754-1850
Phone: 447-3315

Curry Co. - Option I
510 Colvin Street
P.O. Box 1189
Gold Beach, OR 97444
Phone: 247-7074

Deschutes Co. - Option I
1900 NE Division Street
Suite 105
Bend, OR 97701
Phone: 388-6244

Douglas Co. - Option III
1036 SE Douglas Street
Room 206
Roseburg, OR 97470
Phone: 440-3328

Grant Co. - Option II
220 N. Canyon Blvd., #2
Canyon City, OR 97820
Phone: 575-1743

Harney Co. - Option III
117 W. Jefferson Street
Burns, OR 97720
Phone: 573-2933

Hood River Co. - Option II
P.O. Box 301
Hood River, OR 97031
Phone: 386-5466

Jackson Co. - Option II
123 W. 10th Street
P.O. Box 1584
Medford, OR 97501
Phone: 776-6007

Jefferson Co. - Option III
116 SE "D" Street
Madras, OR 97741-1619
Phone: 475-6145

Josephine Co. - Option II
725 NE 6th Street
P.O. Box 1167
Grants Pass, OR 97526
Phone: 474-3127

Klamath Co. - Option II
401 Pine Street
Klamath Falls, OR 97601
Phone: 883-5608

Lake Co. - Option II
256 N. "F" Street
Lakeview, OR 97630
Phone: 947-6057

Lane Co./Eugene -
Option II
165 E. 7th Avenue
Eugene, OR 97401-2919
Phone: 686-7741

Lane Co./Springfield
208 N. 6th Street
Springfield, OR 97477
Phone: 726-2500

Lincoln Co. - Option I
547 SW 7th Street
Newport, OR 97365
Phone: 265-8851

Linn Co. - Option II
118 SE 2nd Avenue
Suite F
Albany, OR 97321-2792
Phone: 967-2044

Malheur Co. - Option II
2449 SW 4th Avenue
Suite 206
Ontario, OR 97914
Phone: 889-5344

Marion Co. - Option I
3950 Aumsville Hwy SE
Salem, OR 97301-9112
Phone: 588-8487

Multnomah Co. Dept. of
Community Corrections
421 SW Fifth
Portland, OR 97204-2166
Phone: 248-3701

Multnomah Co. - Option I
Central Branch
421 SE 10th Avenue
Portland, OR 97214
Phone: 248-5051

Multnomah Co. -
Diagnostic Center
1120 SW 3rd Avenue
Suite 358
Portland, OR 97204
Phone: 248-3081

Multnomah Co. -
East Office
1415-B SE 122nd Street
Portland, OR 97233
Phone: 248-3190

Multnomah Co. -
North Office
2205 NE Columbia Blvd.
Portland, OR 97211
Phone: 248-3393

Multnomah Co. - Southeast
821 SE 14th Street
Portland, OR 97214
Phone: 248-3680

Multnomah Co. - Southwest
412 SW 12th Street
Portland, OR 97205
Phone: 229-5611

Polk Co. - Option III
289 E. Ellendale
Suite 204
Dallas, OR 97338-1543
Phone: 623-5226

Sherman Co. - Option III
P.O. Box 253
Moro, OR 97039-0263
Phone: 565-3461

Tillamook Co. - Option II
2108 4th Street
Tillamook, OR 97141
Phone: 842-8871

Umatilla Co. - Option II
Hermiston Office
1050 N. 1st Street
Suite 105
Hermiston, OR 97838-1360
Phone: 567-6300

Umatilla/Morrow Co. -
Option II
700 SE Emigrant
Suite 260
Pendleton, OR 97801-2593
Phone: 276-7824

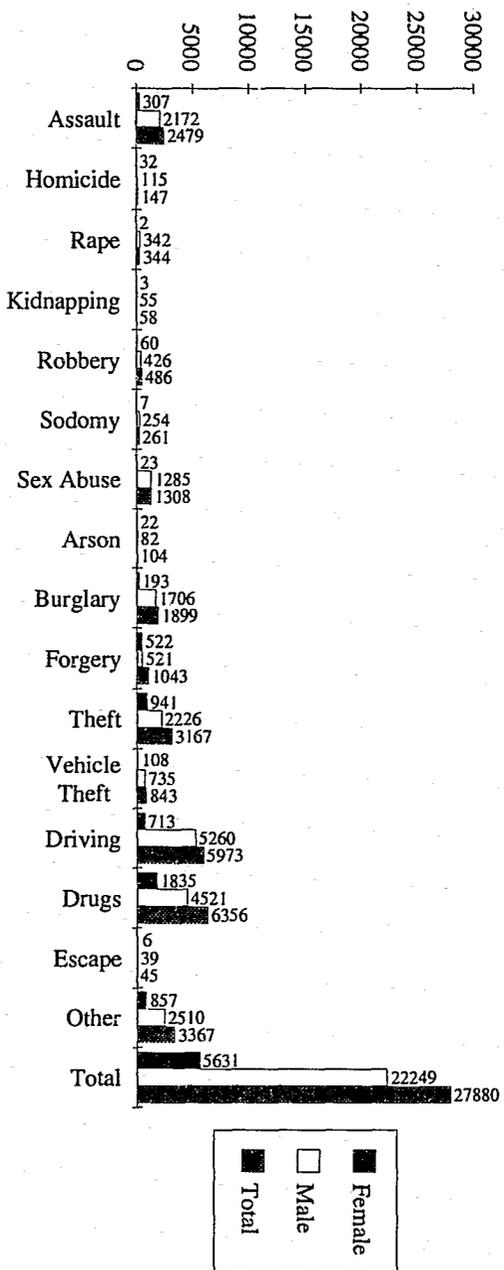
Union/Wallowa Co. -
Option I
1007 4th Street
Suite 3-C
LaGrande, OR 97850-2100
Phone: 963-1005

Wasco Co. - Option II
700 Union Street
The Dalles, OR 97058-1891
Phone: 296-9333

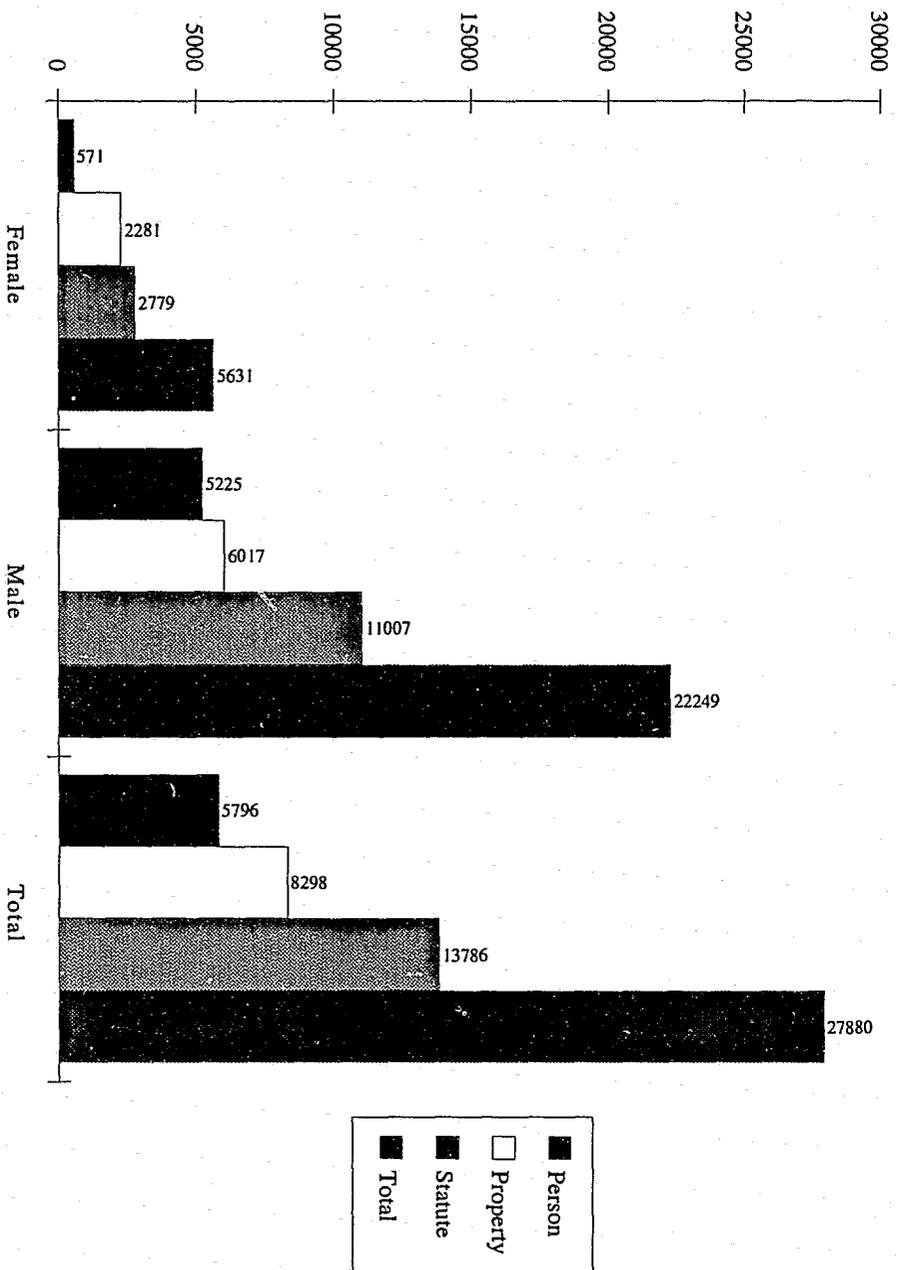
Washington Co. - Option I
150 N. 1st
Hillsboro, OR 97123
Phone: 640-3400

Yamhill Co. - Option I
615 E. 6th Street
McMinnville, OR 97128
Phone: 434-7513

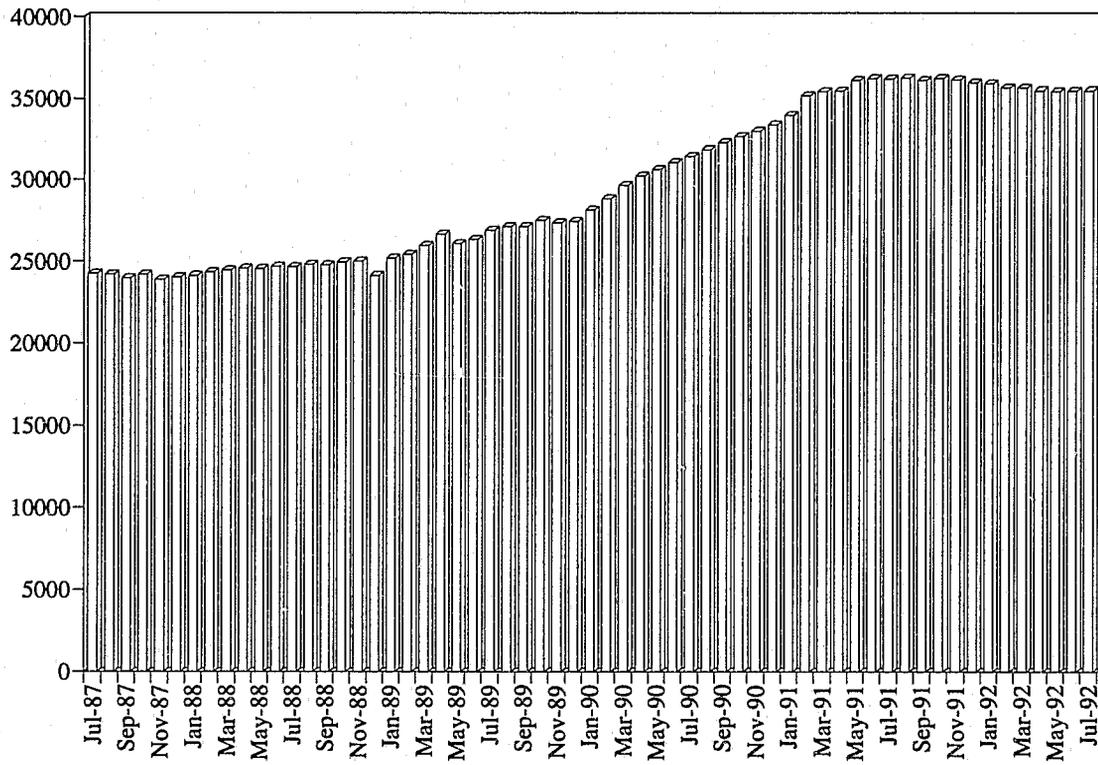
Probation Supervision Population by Offense Group and Sex



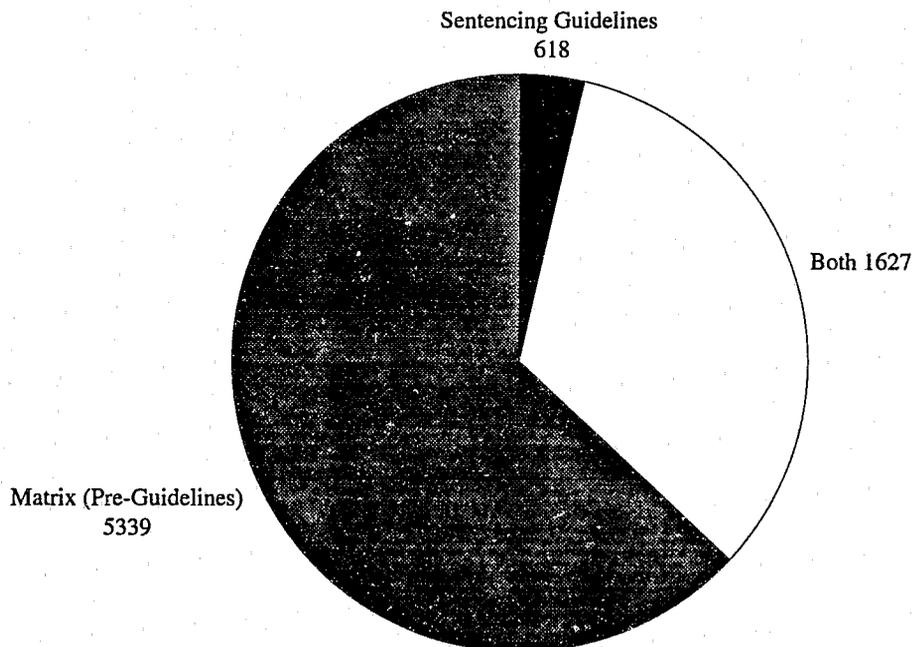
Probation Supervision Population by Offense Type and Sex



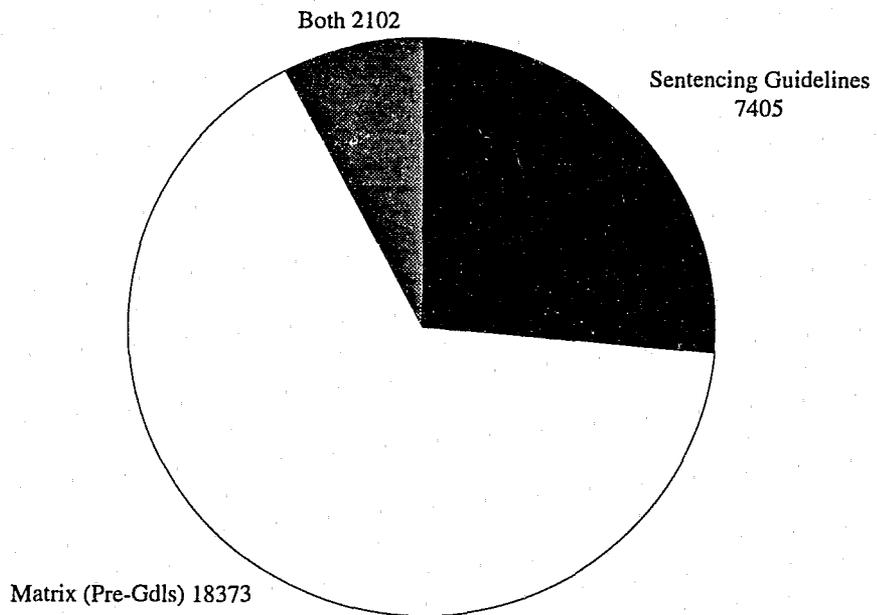
Parole/Probation Population Growth



Parole/Post-Prison Supervision Population by Guidelines vs. Matrix



Probation Population by Guidelines vs. Matrix



Inspections Branch

The Inspections Branch operates under the leadership of the Inspector General, John S. Foote. The Branch performs an oversight function on behalf of the Director to periodically inspect and investigate operations to ensure compliance with state law and administrative rules and procedures. The Branch also operates an intelligence operation designed to learn of conditions and activities that militate against the effective operation of the Department. The branch has five divisions: Internal Affairs, Internal Audits, Inmate Disciplinary Hearings, Administrative Rule Making and Inspections.

Internal Affairs Division

The Internal Affairs Division has two offices, one on the east side of the state in Pendleton, Oregon and one on the west side in Salem, Oregon. Five criminal investigators, most of whom have extensive prior police experience, investigate allegations and complaints of misconduct by staff, inmates and visitors. During the past year, they investigated 969 allegations. Table 1 shows the total number of allegations against staff, inmates and civilians and the number and percentage substantiated.

Inmates and employees against whom complaints are substantiated are subject to disciplinary action by the Department.

During the past year, 14 employees resigned or were terminated from the Department during investigations by Internal Affairs. The most common complaint which resulted in termination or resignation was an improper personal relationship between an employee and an inmate.

Inspections Division

The purpose of the Inspections Division is to continue to implement the Department's Drug Control Plan and to operate an intelligence operation. The Inspections Division works in close cooperation with the Internal Affairs Division and local and state law enforcement agencies.

The Department's Drug Control Plan includes the following:

- Monthly random drug urinalysis testing of inmates.
- Random unannounced searches for drugs and contraband by four drug detection dog teams and a four-person search team.
- An intelligence gathering system, including the operation of a sophisticated telephone

Table 1
Allegations Against Employees, Inmates and Civilians

	Number of Complaints	Number Substantiated	Percentage Substantiated
Against Employees	640	145	23%
Against Inmates	259	168	65%
Against Private Citizens	70	51	73%

monitoring system which is used to assist in intelligence gathering and to monitor inmate conduct.

- The training of staff and the identification of drugs and their methods of introduction.
- Oversight of the individual institution drug control plans.

Each month the Department randomly tests approximately 7 percent to 10 percent of the inmate population. Inmates who refuse to submit a urine sample or inmates who have narcotics in their urine are subject to disciplinary action and/or criminal prosecution. They are also subject to increased urinalysis testing and their contact with visitors is terminated.

The Department's Drug Control Plan has had a dramatic impact upon drug usage by inmates. In October of 1989, when the drug testing began, the rate of positive tests was at 10.38 percent. In June of 1992, it reached an all-time low of 0 percent (see chart).

The Inspections Division has four drug dog teams and a four-person search team who search

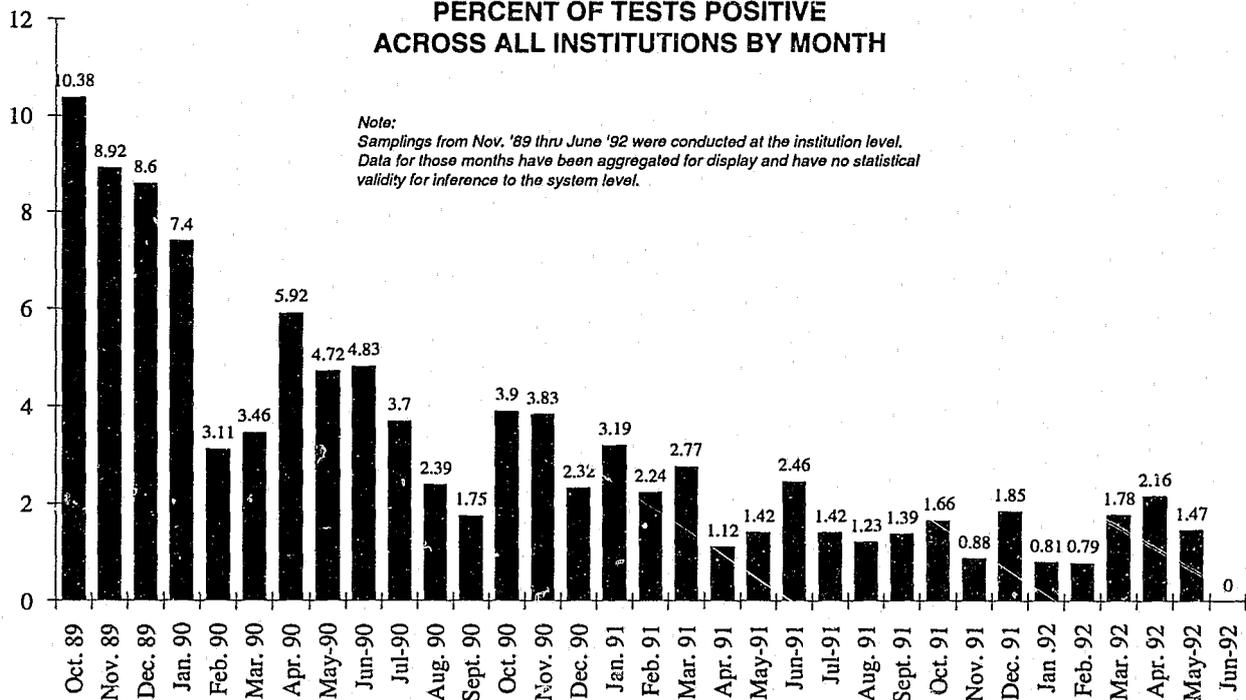
thousands of cells each year. The results of their searches are consistent with the random urinalysis testing results. In less than 2 percent of their searches did they find drugs or drug paraphernalia. Approximately 95 percent of the drugs they found and seized were marijuana.

The Inspections and Internal Affairs Division work in very close cooperation with local law enforcement agencies. During the past year 25 visitors and inmates were criminally prosecuted for participating in drug smuggling. In many cases, the inmates and visitors were successfully prosecuted for conspiracy to smuggle drugs, even though no drugs were found or seized by authorities. The cases were proven with bank records, inmate trust account records, tape recorded phone calls between inmates and private citizens, and the execution of search warrants in the community.

The Department's four drug detection dog teams have been loaned to local law enforcement agencies to assist them in criminal investigations or searches in the community. The Department's

OREGON DEPARTMENT OF CORRECTIONS RANDOM SAMPLE DRUG TESTING

PERCENT OF TESTS POSITIVE ACROSS ALL INSTITUTIONS BY MONTH



dogs were all obtained from the humane society or were donated at no cost to the Department.

The Department's Search Team and dog teams continue to find only very small amount of drugs in our institutions or facilities. Drugs are brought in by visitors into the visiting room and passed to the inmates. The most common method of hiding drugs is to wrap them in a small balloon and hide it in a body cavity. Visitors who attempt or conspire to smuggle drugs are permanently barred from all Department of Corrections institutions. As long as physical contact is allowed between visitors and inmates, it will be impossible to stop all drug trafficking in our institutions. However, we can make it so difficult for inmates and visitors to deal in drugs, that it will occur very infrequently. The random drug urinalysis testing of inmates reveals we are having great success in this regard.

Inmate Disciplinary Hearings

The Department has six Hearings Officers who are responsible for conducting inmate disciplinary hearings involving allegations of inmate misconduct. The Hearings Officers are responsible for determining whether the misconduct occurred, and the appropriate discipline.

During the past year, the six Hearings Officers conducted 9,164 formal disciplinary hearings. The most common types of allegations were:

- Disrespect to Another
- Illegal Drugs
- Assaults between Inmates

During the past year, the Department initiated an ambitious revision of its inmate prohibited conduct rules. The purpose was to provide for more uniform and consistent punishment. Inconsistency and disparity between the institutions

has been eliminated through the use of a "grid system" which sets standard levels of discipline for each type of misconduct based upon the inmates' prior misconduct history. These standard levels of discipline must be followed unless the Hearings Officer makes written findings which justify either a more or less severe punishment.

Internal Audits

The Department currently has one Internal Auditor. His job has been limited to performance reviews of designated operations within the Department which have been problem areas or areas of special concern. These operations have included the Industries operation, canteen operations, the farm, the Free Materials Program, and fiscal operations within the Department. The purpose of these internal audits is not only to catch mistakes or wrongdoing, but also, through the findings and recommendations of the Internal Auditor, to improve the efficient operation of the Department.

Administrative Rules and Procedures

The Department's Rules Coordinator is responsible for the preparation and enactment of administrative rules and procedures. He works in close cooperation with the Attorney General's Office and Legislative Council. During the past year more than 40 new or amended rules and 20 new or amended procedures were handled by the Department's Rules Coordinator, who also held approximately 25 public hearings pursuant to Oregon's Administrative Procedures Act. These public hearings allow those that are affected by rule changes, including employees and inmates, to participate in the rule-making process.