

RSV



2-7-94
MFI MA
144066
990771

Annual Report

July 1, 1990 - June 30, 1991

Oregon Department of Corrections

Annual Report July 1, 1990 - June 30, 1991

144066

**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.



Fred B. Pearce, Director

OREGON

DEPARTMENT OF CORRECTIONS



Office of the Director

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

January 31, 1992

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

Dear Governor Roberts:

It is my pleasure to present to you the Oregon Department of Corrections Annual Report for the fiscal year June 30, 1991. Receipt of the occupancy permit in June 1991 for Snake River Correctional Institution signaled completion of this 648-bed facility and brought to a close the largest prison construction program in Oregon history. The completion of four new prisons and two construction projects in existing prisons this year added 1,507 new prison beds and increased the Department bedspace capacity to 7,014 with 6,690 budgeted for occupancy.

As the Department grows with the addition of new prisons and increases in both institution and field caseloads, the work loads of staff throughout the Department become heavier. Improved training at all levels of staffing is helping the Department meet this growing challenge.

I continue to be impressed with and proud of the Department staff. Their dedication and outstanding performance have contributed to a successful year for the Department. This report captures that success.

Sincerely,

A handwritten signature in cursive script, reading "Fred B. Pearce", is written over a horizontal line.

Fred B. Pearce
Director

Table of Contents

DEPARTMENT MISSION.....	2
ORGANIZATION CHART.....	3
ADMINISTRATION AND PLANNING BRANCH.....	4
Fiscal Services Division.....	4
Employee Services Division.....	4
Information Systems and Research Division.....	6
Construction Division.....	8
Alcohol and Drug Treatment Programs.....	9
INSTITUTIONS BRANCH.....	11
Classification and Transfer Division.....	11
Education Services Division.....	13
Corrections Industries.....	15
Health Services Division.....	16
Institutions Directory.....	20
New Construction.....	25
Shutter Creek Fire Department.....	29
COMMUNITY SERVICES BRANCH.....	32
Community Supervision Division.....	32
Community Programs Division.....	32
Administrative Services Division.....	32
Selected Community Programs.....	36
Community Supervision Field Offices.....	38
INSPECTIONS BRANCH.....	43
Internal Affairs.....	43
Internal Audits.....	43
Inmate Disciplinary Hearings.....	43
Administrative Rule Making and Procedures.....	43
Inspections.....	44
LEGISLATIVELY AUTHORIZED BUDGET.....	46

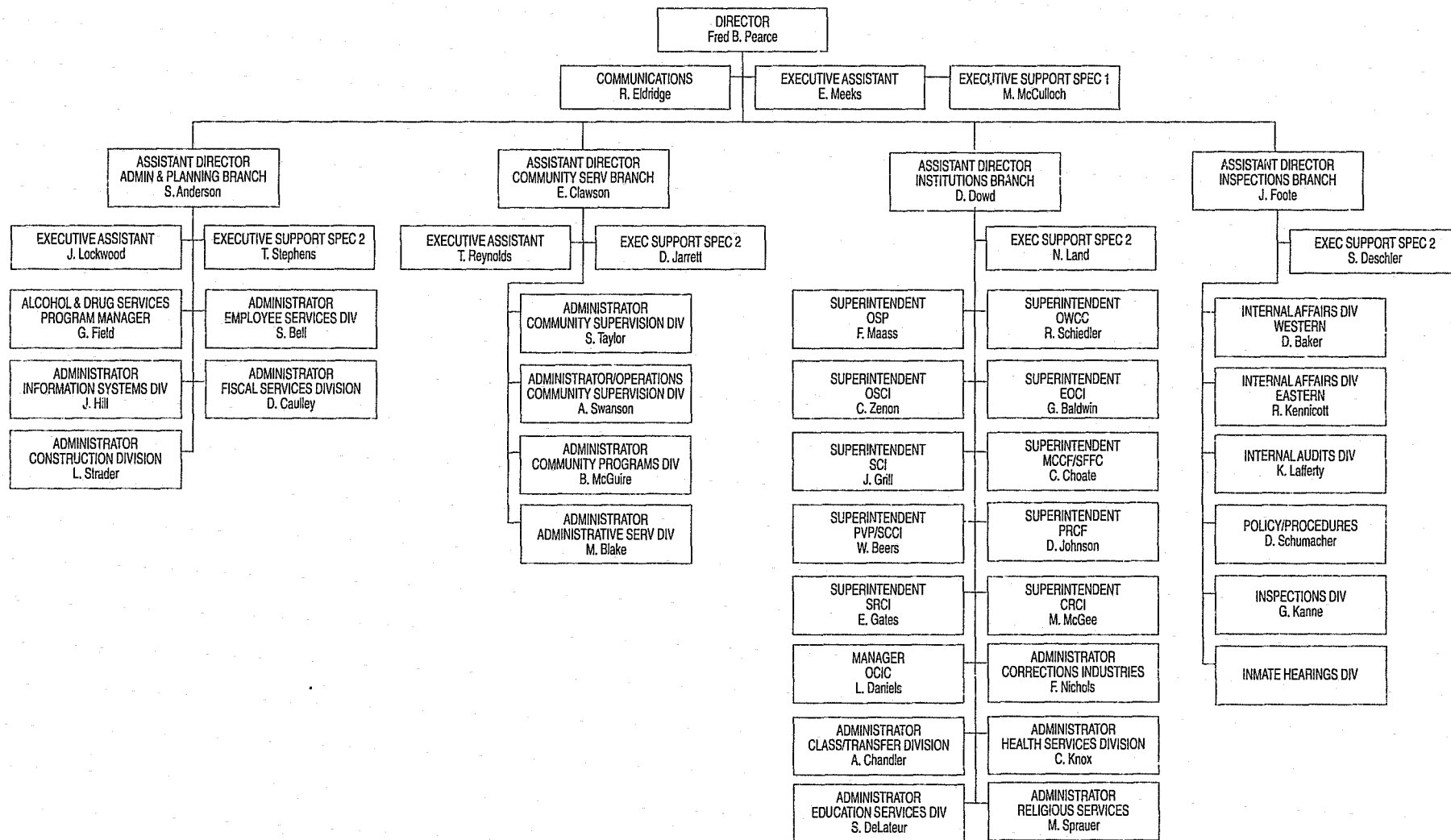
Mission Statement

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, 1991



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 of Mill Creek Correctional Facility. During the past year, the focus of this division has been improved service delivery, automation of services and systems, and expansion of fiscal services for new institutions. A business plan for fiscal services operations was developed and implemented to enhance internal controls and accountability.

The implementation of a new automated Central Trust Accounting System in January 1991 has provided greatly improved service to the inmates. Inmate trust information is current and accurate, and the collection of trust account data for tracking, auditing and reporting purposes is consistent.

Implementation of an automated purchase request system provided remote locations prompt receipt and processing of purchase requests, improving responsiveness to customers in delivery of goods and services. Purchasing also implemented the new Boise Cascade purchasing program and a limited monthly purchasing account program to expedite the purchasing process for supplies.

During the past year, the Budget Section prepared the Department's Agency Request Budget and, in turn, the Governor's Recommended Budget and Legislatively Approved Budget totaling \$358.1 million, including \$323.8 million General Fund and \$34.3 million Other Fund.

Employee Services Division

The Employee Services Division, formerly a unit within the Employee and Information Services Division, was created in December 1990. The Employee Services Division is responsible for personnel services, training, and safety and risk management. The mission statement, developed by division staff, commits the division to providing excellent customer service through openness to change, acceptance of challenges, and belief in the values of trust, integrity, accountability and quality of treatment.

Personnel Services Unit

In the Spring of 1990, Department managers expressed the need for specialized personnel management training. In response, personnel officers, with assistance from training staff, developed a 32-hour training program in the following areas:

- Department of Corrections Mission
- Supervising Report Writing
- Affirmative Action/Equal Employment Opportunity
- Employee Recruitment and Selection
- Writing Position Descriptions and Performance Expectations
- Performance Appraisals and Constructive Feedback
- Labor Contracts and Grievances Process
- Employee Discipline

Approximately 155 managers and supervisors attended these training sessions from January through May 1991.

Personnel staff recruited for positions at three new institutions: Columbia River Correctional Institution in Portland; Oregon Corrections Intake Center in Oregon City; and Snake River Correctional Institution in Ontario. Special emphasis was placed on hiring qualified minority candidates, and the Department made significant progress in reaching affirmative action goals in relation to the local community minority population, as reflected by the percentage of minority employees in these facilities:

- Columbia River Correctional Institution 25.0%*
- Oregon Corrections Intake Center 21.0%*
- Snake River Correctional Institution 6.8%*

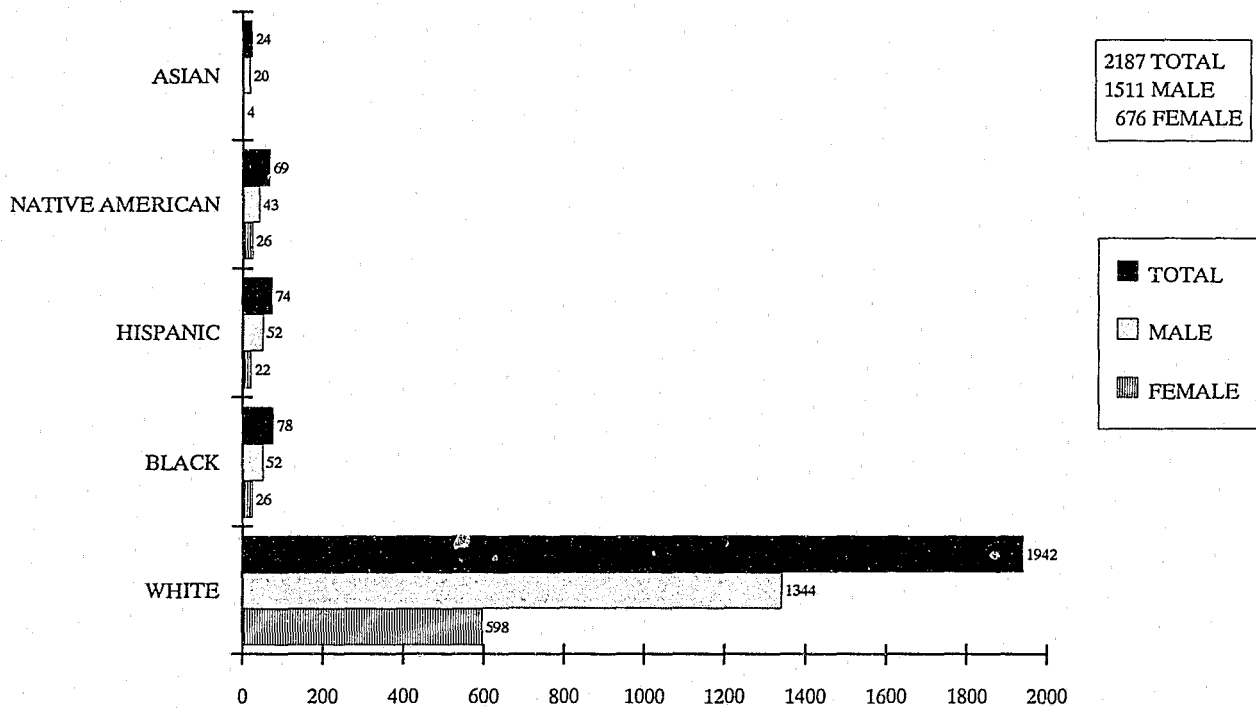
In response to the needs of the Department managers for more effective and efficient use of

resources, the Personnel Section reorganized into two units in mid-1991.

The **Employment/Labor Relations Unit** addresses agency-wide recruitment and selection efforts and provides centralized administration and tracking of labor relations issues, emphasizing grievances and disciplinary actions. Recognizing the importance of Affirmative Action, the Employment/Labor Relations Unit performs centralized administration of the Affirmative Action Plan. This ensures compliance with AA/EEO regulations through training and policy and procedure review. The Unit strives for equality in employment and a work force reflecting the cultural diversity of the communities.

The **Operations Personnel Services Unit** serves as consultants to institutions and field offices, with staff out-stationed on a part-time basis at the facility served.

Department of Corrections Employees
by Sex, Race
6/30/91



To facilitate service delivery, personnel staff, in conjunction with Department managers, developed a service agreement which outlines expectations in areas such as recruitment and selection, labor relations, affirmative action and equal employment opportunity, records processing, and employee benefits administration. This innovative approach to service delivery will form the basis for a comprehensive personnel services system with clearly defined roles and enhanced accountability.

Training Unit

During 1990-91, the Training Unit implemented an Institution Supervisor Candidate School which was funded by a grant from the National Institute of Corrections. Classes will be offered four times before the conclusion of the grant in April 1992. The outcome of this training will be the development of a pool of qualified candidates who will be eligible for promotion to management service positions in the future.

On January 1, 1991, the Department's correctional series staff became eligible for BPST certification. New correctional officers attend BPST's five-week academy, while pre-1991 staff undergo a review of training records to identify certification levels.

In addition, the Training Unit continues to deliver in-service programs to the Department's Community Services and Institutions Branch staff. In order to provide safe working and living spaces for employees and offenders, specialized force programs are also offered, such as Firearms Certification; Institution Tactical Team Basic Training; Transport Unit Basic Training; and Cell Extraction, Electronic Immobilizing Devices, and Capstun Training.

Plans for 1992 include a review of all training offerings and the continuation and expansion of the supervisor candidate school concept. Included with these projects will be an increased

use of line and management staff in the delivery of training programs.

Safety and Risk Management

The Department of Corrections, through the operation of a successful Safety and Risk Management Program, has for a third consecutive year won the Governor's Riskognition Award. This award is given to agencies which meet or exceed state-wide goals for management of risk, improving workplace safety, and controlling workers' compensation costs.

The Department's risk management goal for fiscal year 1990-91 was to hold the line at no more than 31 time-loss claims. Notwithstanding the additional staffing increases brought on by the prison bed space expansion projects, the Department met and exceeded its goal. Time-loss claims were reduced to 21, a 32% reduction.

Department managers are making every effort to keep their worksite safe for employees and reduce the potential for injury. A variety of resources are used to train employees to "work smart." When an employee is injured on the job, an early-return-to-work plan is tailored to that employee's specific needs during recovery. The objective is to get valued employees back to work.

The focus of the Safety and Risk Management Program is to minimize losses. With the support of staff at all levels, the Department has saved more than \$3 million in workers' compensation premiums for fiscal year 1990-91.

Information Systems and Research Division

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

Information Systems Unit

In December 1990, the Information Systems Unit completed development of the Department's Strategic Automation Plan. This plan resulted from the 1990 report of the Criminal Justice Information Study Group (CJIS) of the Governor's Task Force on Corrections Planning. The report described the Department of Corrections as needing "major improvements" in its basic information systems if the Department were to "fully participate in a statewide integrated system and to manage system-wide growth."

In response to this report, the Department created a full-time Management Information Systems Study Team in May 1990 to review and make recommendations for upgrading departmental information systems. The study team spent six months working with staff and management identifying departmental automation needs and compiling pertinent information from other states, other Oregon state agencies, and corrections software vendors. Five goals are stated in the plan, and objectives and strategies are outlined to achieve those goals by the end of 1993. During 1990-91, progress has been made toward the accomplishment of each of these goals.

The most dramatic step has been the purchase and installation of a powerful new AS/400 D70 computer to replace the outdated System 38 and to serve as the hub of the Department's expanding information systems. In addition to the D70, five smaller AS/400 computers have been installed at Oregon State Penitentiary, Snake River Correctional Institution, Columbia River Correctional Institution, and in Community Services Branch Offices located in Lane County and Josephine County.

In addition, a new operating system and new office automation software, including E-Mail, electronic calendaring and word processing, have been installed, and a communications upgrade greatly improved response time for users and reduced downtime related to communications.

The Information Systems Unit has been reorganized, user support has been expanded, and a broad-based program of user training is in the planning stage. Processing of user requests for development programming has been streamlined, and requests are channeled through user groups to the Operations Committee which sets priorities for unit workload. During 90-91, 189 requests were completed, reflecting improvements to the Offender Profile System.

In January 1991, an automated inmate trust accounting system was purchased, modified, and implemented. This system has audits and controls that are consistent with banking industry standards and is interfaced with the Offender Profile System to assure inmate transfers and releases are coordinated with accounting information. Also, acquisition of a business and accounting software package was undertaken. This package will include accounting, budgeting, trend analysis, and forecasting and will be integrated with the operation of corrections industries.

Research and Program Analysis Unit

The major function of the Research and Program Analysis Unit is to develop prison population projections with quarterly updates to the Population Projection Policy Committee which was established by executive order of the governor. The unit is also responsible for a large volume of routine reports as well as for special population studies, responses to internal and external requests for information, and impact analyses of all legislation affecting correctional populations.

Among the studies undertaken by the Research and Program Analysis Unit during 1990-91 was an evaluation of the Parole Violators' Project which was created to provide a genuine sanction for parole violators. The analysis showed that the program is effective in reducing the number of returns to prison for new crimes or technical parole violations. First returns to prison were 37% for participants compared to 45.3% for nonparticipants. Of

those returning, 5.9% returned more than once compared to 10.7% for nonparticipants.

The unit also designed and maintains the institutional inmate drug testing program. Analysis of this program has shown that inmate drug use has decreased 87% since the program was instituted.

Construction Division

In the past year, all major construction projects in the \$90 million prison construction program were completed on time and within or under budget by the Construction Division. The division is responsible for the planning, design, and management of all new construction, capital improvements, and deferred maintenance at the Department's correctional facilities.

The Fiscal Year began with the completion of construction at Shutter Creek Correctional Institution in Hauser, Oregon, on July 1, 1990. This minimum security facility was completed for occupancy in a four-month construction period. September 1990 saw completion and opening of two projects at the Eastern Oregon Correctional Institution in Pendleton, Oregon. The East Side Housing Project provided 180

segregation cells for use at the prison, while the Industries Building will provide vocational opportunities for up to 400 inmates.

Additionally, in September the Columbia River Correctional Institution in Portland was dedicated by then Governor Neil Goldschmidt. This 400-bed minimum security facility is the first prison to house both men and women in the same facility since women were housed at the Oregon State Penitentiary in the 1960's.

Using inmate labor for all but the mechanical and electrical work, a new officers' quarters was constructed at the South Fork Forest Camp. Due to the remoteness of this facility, the correctional staff live at the facility during their work week. The new officers' quarters replace a structure which did not meet fire and safety standards.

A number of capital improvement/deferred maintenance projects were also under construction this year. These included the first phase of the Oregon State Correctional Institution kitchen renovation, the Oregon State Penitentiary water system replacement, the Mill Creek Correctional Facility storm drainage, the Santiam Correctional Institution maintenance building, and the Eastern Oregon Correctional Institution roof replacement. This allowed the Department



South Fork Forest Camp officers' quarters

to complete more of the essential components of new and existing facilities.

In January 1991, the Department opened the Oregon Corrections Intake Center in Oregon City. This project was completed in cooperation with the Clackamas County Sheriff's office. A joint effort between their staff, Construction Division staff, the contractor, and the architect enabled this project to be completed ahead of schedule and within budget.

The Intensive Management Unit, constructed within the walls of the Oregon State Penitentiary, was dedicated in May 1991. This facility will house the state's most dangerous offenders. The 196-bed unit incorporated some of the security industry's most secure components in order to provide a safe and manageable environment for both staff and inmates.

One of the major accomplishments this year was the completion of Snake River Correctional Institution in Ontario, Oregon. This 255,000 square-foot, 648-bed facility spreading over 12 buildings took only 16 months to construct. Staff began moving into the administration building on June 1, 1991.

Alcohol and Drug Treatment Programs

The Department of Corrections has continued to develop and refine a system of alcohol and drug treatment services to reduce future crime.

The 100-bed Turning Point Program at Columbia River Correctional Institution opened in November 1990. Half of these beds are a separate program for women inmates. The Turning Point residential program joins the 50-bed Powder River Correctional Facility and the 32-bed Cornerstone Program. All of these programs have successfully met state licensing requirements.

A \$553,000 federal grant was received to expand institution alcohol and drug group treatment capacity from 120 slots to 570 slots. Included is an expanded service for all pregnant

or postpartum inmates with a history of alcohol or drug problems.

A \$1.3 million, three-year federal grant was received in December 1990 to continue and expand the Parole Transition Release Project. The Washington County demonstration project site was continued; a second site was established in north Portland targeted to the special needs of African-American parolees. A wing of the Santiam Correctional Institution (85 beds) was converted into a short-term pre-release program for the two community sites and to provide enhanced pre-release services for other parolees.

The Department also benefitted from a \$6,000 technical assistance award from the National Institute of Corrections to develop a model drug-free workplace training for corrections employees. The training was developed jointly with the state Office of Alcohol and Drug Abuse Programs.

The inmate alcohol and drug problem screening system was merged with the computerized mental health screening system given to all incoming inmates, resulting in improved data collection on the alcohol and drug problems and needs of inmates.

Integrating institution alcohol and drug programs with community corrections programs has become a priority for service development. The Department completed four studies on the effectiveness of community corrections alcohol and drug programs and sponsored a conference on more effective coordination between supervision and treatment.

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 well documented outcome studies demonstrating its effectiveness. 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 is beginning to prioritize services to inmates from Eastern Oregon and to 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 85-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-Americans, 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 of 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 Education Classes

These classes are offered in the institutions through Chemeketa Community College in Salem and Blue Mountain Community College in Pendleton. The classes typically meet once per week for three months. The primary objective is to be a broad-based, front-line intervention to steer substance abusing and addicted inmates toward recovery services.

Information Centers

Located in all institutions, these centers consist of books, brochures, films and a self-exploration manual. The primary objective is to be a broad-based, front-line intervention to steer substance abusing and addicted inmates toward recovery services.

Institutions Branch

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

The Branch includes the Classification and Transfer Division, Education Services Division, Corrections Industries, and Health 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 task force, and the Oregon Case Management System (OCMS) used by the Community Services Branch. During Fiscal Year 1990-1991, 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.

Inmate Classification

The Classification and Transfer Division is responsible for the overall management of the Inmate Classification process. Activities included in this process are:

- Design, implementation and training of all activities 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 90-91 include:

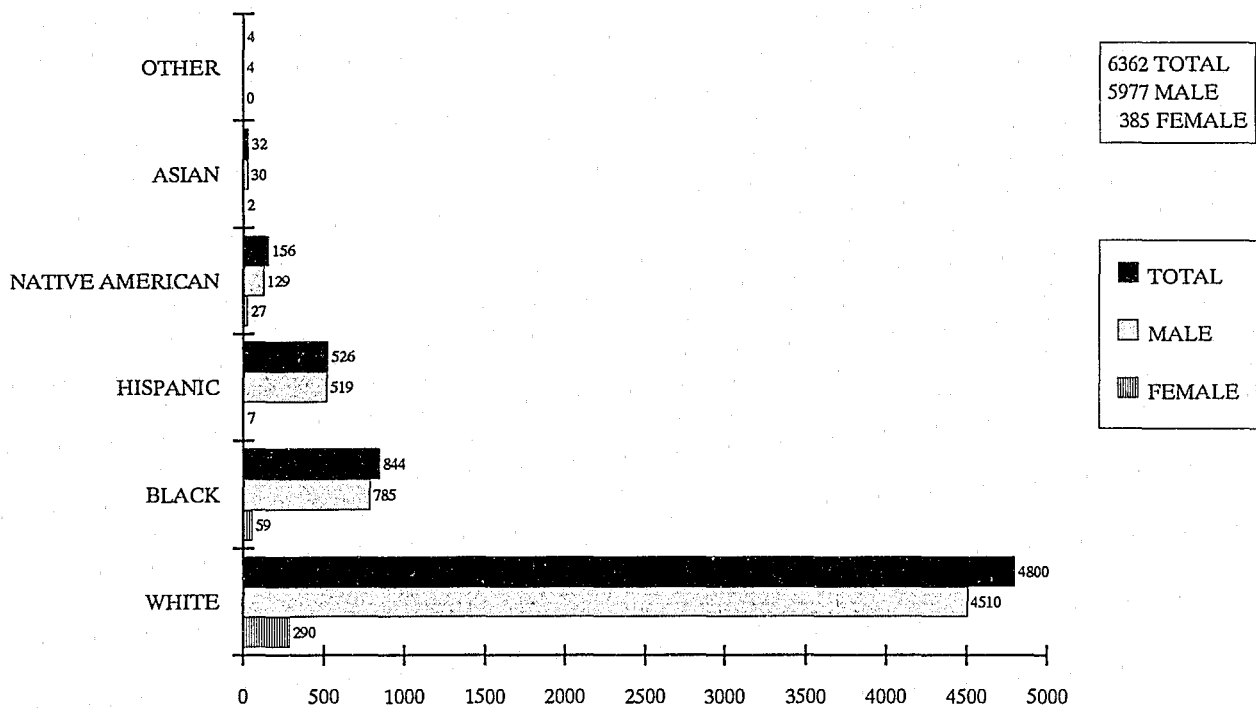
- Rewriting the classification rule to include placements in and transfers out of the Intensive Management Unit.
- Completion of validation study conducted by the National Council on Crime and Delinquency. This study demonstrated that the inmate classification system was not biased by sex and race and indicated consistently positive performance.

Inmate Transfers

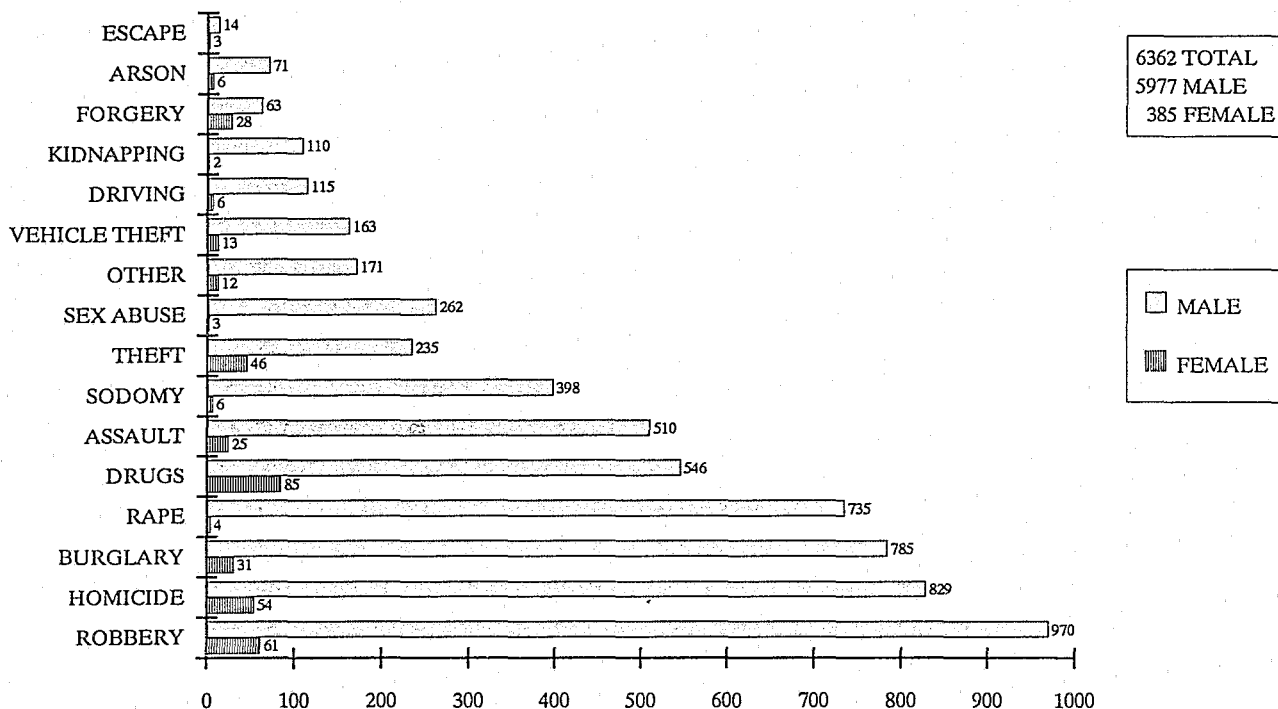
All non-emergency/after hours transfers are scheduled, approved, and monitored by the inmate transfer program staff. Starting in January of 1991, this program was implemented to provide a consistent and objective process to manage the movement of inmates between Department of Corrections facilities. Scheduling inmate movement centrally allows the Department to more effectively manage each facility's capacity as well as be more cost efficient. Inmates are transferred based on changes in their custody status, program needs, release planning, capacity management and special housing requirements. Since January 1991, an average of 1,050 transfers per month were scheduled and coordinated by transfer staff.

Because of the successful implementation of centrally coordinated transfers, a centralized transportation unit to carry out inmate transfers is scheduled to begin operation July 1, 1991. The combination of scheduled transfers and specialized transportation staff will provide the Department with the ability to manage demand for resources in conjunction with its available capacity.

Inmate Cell Population by Sex, Race 6/30/91



Inmate Cell Population by Sex, Offense Group 6/30/91



Oregon Case Management System (OCMS)

The Classification and Transfer Division has program management and oversight responsibility for the OCMS. The OCMS is used to systematically assess, structure, and allocate supervision services by state and local community corrections agencies to the more than 36,000 offenders on probation and parole/post-prison supervision. The primary focus of OCMS is to balance available resources with the assessed risk posed by offenders under community supervision.

The OCMS achievements facilitated by the Classification and Transfer Division during Fiscal Year 90-91 include:

- Staffing and coordination of the OCMS advisory committee.
- Design and delivery of training relating to OCMS and its procedures.
- Staffing coordination and analysis of the operational review of OCMS processes.
- Staffing and coordination of the development of OCMS applications on the Department's Offender Profile System.

Gang Task Force

The Institutions Division Gang Task Force is comprised of gang information managers representing each Department facility as well as a representative from the Inspections Branch. Fiscal year 90-91 saw a significant growth in identified gang members and a corresponding increase in Department efforts to maintain control of gang activities.

The focus of the task force is training, observation, documentation, verification, sharing, and management of gang activities. The purpose of this focus is to maintain effective control over gang activities based on the recognition that any organized gang activity presents a serious threat to safe and orderly operation of a corrections facility. The Gang Task Force assists the Department by providing instructors for inservice,

new employee, and BPST Training.

The Classification and Transfer Division coordinates training, intelligence meetings, and system-wide tracking of documented gang affiliation.

Education Services Division

During the FY 90-91, 6,000 inmates took the Oregon BASIC test. Twenty-eight percent of those tested in reading scored below 230 (3th-grade level). Seventy-five percent tested in mathematics scored below 230 (8th-grade level). If this is a true cross section of the Department of Corrections population, that means 1,680 inmates are functionally illiterate in reading, and 4,500 are functionally illiterate in mathematics.

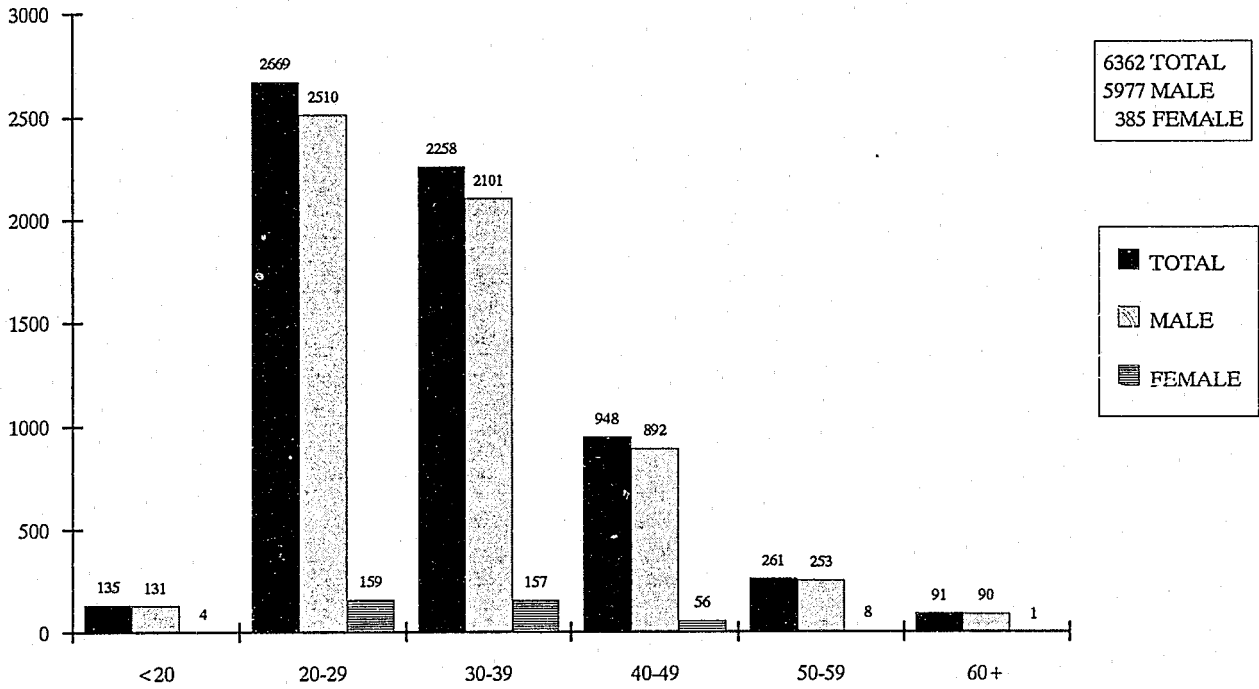
Since the passage of House Bill 3437, the Department has expanded Adult Basic Education in existing programs and started new programs in all institutions where none existed. With present funding and space, the Department is meeting approximately 65-70% of the need in basic education. It is necessary to maintain waiting lists. Those with the shortest time to release receive priority when it comes to programming.

Another need that is growing most rapidly is English as a Second Language. All institutions are attempting to meet the need, but long waiting lists continue to be a reality.

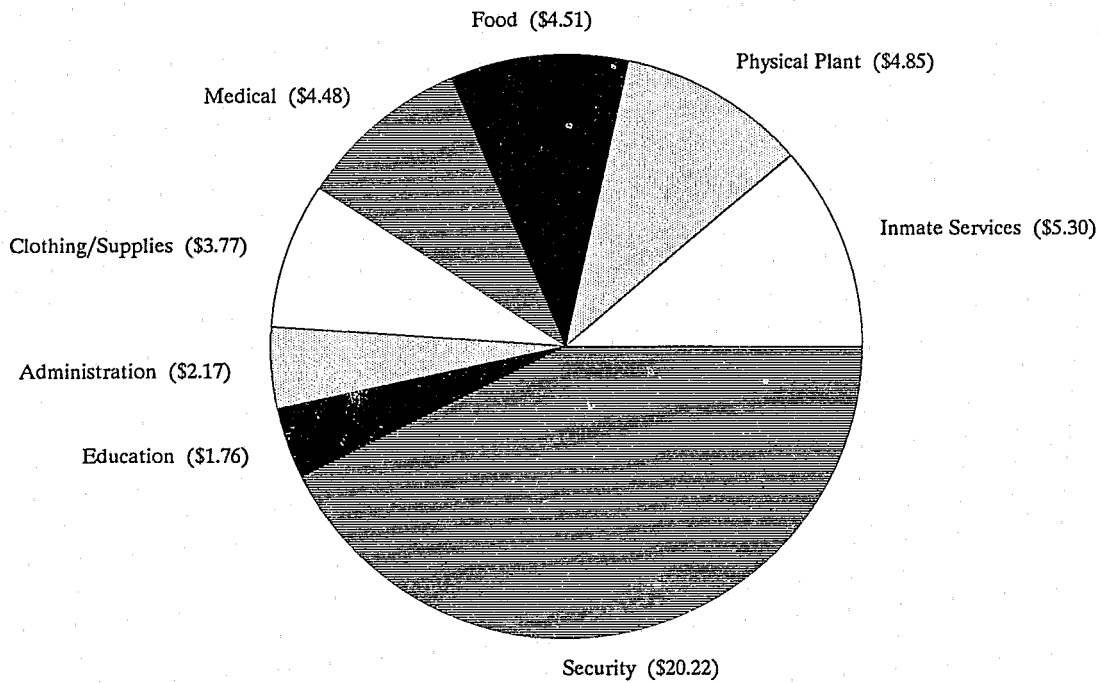
Efforts are being made to begin pre-release training programs in the minimum security facilities. Networking with Community Services Branch and other community based resources is beginning to happen on a more regular basis. This is a must if we are truly to offer a continuum of services for the inmates/offenders under our supervision.

In the Spring of 1991, approximately 1,540 inmates were involved in the various inmate education programs (Basic Education, GED, ESL, AA & BA degree programs). During FY 90-91, 170 inmates received GED certificates, 196 received Vocational Education completion certificates, and 51 were awarded AA degrees through Chemeketa Community College.

Inmate Cell Population
by Sex, Age
6/30/91



Average Daily Cost per Inmate
(Total of \$47.06 per Day)



Corrections Industries

The mission of Corrections Industries is to reduce inmate idleness by providing meaningful jobs, teach good work habits, develop transferable work skills to private industry and reduce institutional cost.

The Department of Corrections (DOC) has the responsibility to provide inmates who are motivated and capable with opportunities for self-improvement and work. To the extent Corrections Industries can grow and employ

inmates, the DOC can fulfill the responsibility at a low cost to the General Fund.

In fiscal year 90-91, Corrections Industries employed 423 inmates full time in 17 profit centers. Corrections Industries enjoyed another year of positive cash flow expending \$5,664,700 and receiving \$6,252,106. A new 47,000 square foot garment building was opened with inmates beginning to make blue jeans and shirts for institutional wear. Inmates also began working on asbestos abatement projects in public buildings in partnership with private industry and unions.

Inmate Employment

As of June 30, 1991 Unigroup inmate employment was as follows:

PRISON	PROFIT CENTER	INMATES EMPLOYED
OSP	WOOD FURNITURE	103
OSP	UPHOLSTERY	25
OSP	METAL	30
OSP	LAUNDRY	70
OSP	UNIBASE	54
OWCC	TOURISM	9
OWCC	DMV	18
EOCI	GARMENTS	22
EOCI	LAUNDRY	18
EOCI	WOOD PRODUCTS	26
SANTIAM	WAREHOUSE	9
SANTIAM	LAUNDRY SHAKEOUT	8
SANTIAM	LAUNDRY DELIVERY	8
SANTIAM	INSTALLATION/DELIVERY	4
SANTIAM	MANUFACTURING COUNTRY	16
SANTIAM	SALES	1
SANTIAM	ASBESTOS ABATEMENT	0
WRU	SALES	2
WRU	ASBESTOS ABATEMENT	0
WRU	WAREHOUSE	0
TOTAL		423

Health Services Division

The Health Services Division provides medical, dental and mental health care to inmates at each of the state operated correctional facilities. During this fiscal year, the cost per inmate for health care was \$1,344 per year. The Division employs 135 health care professionals and contracts with 77 additional providers for professional services. Since 1990, the Department has opened seven facilities in six different communities in Oregon each with a new health care program. In addition, the infirmary at OSP was remodeled and modernized, and the health care facilities at EOCI and OWCC were remodeled to provide additional clinic space.

With the opening of the Oregon Corrections Intake Center in January 1991, every male inmate receives a comprehensive standardized Health History, Physical and Dental Examination within three days of admission. Each inmate also completes a computerized Mental Health Screening at the Intake Center. These procedures were also implemented at OWCC for female admissions.

Information collected during screening and evaluation is used by health care staff to designate which facilities the inmate may be assigned to based upon the inmate's health and mental health status. The health status determination is reviewed and revised every six months or more often if clinically indicated. The health status determination also provides information to correctional staff about housing recommendations, activity limitations, assistive devices and special diets. The standardized intake screening and use of the health status designation have improved the quality of medical information used to initiate and plan care during incarceration and have improved efficiency by eliminating assignments inappropriate for inmates with

health or mental health conditions.

In September 1990, the Department opened Columbia River Correctional Institution in Portland which is the first minimum custody facility designed to accommodate inmates who are physically handicapped. This facility is also the first co-educational facility and has provided a unique opportunity to describe the differing rates that ambulatory health care services are used by men and women inmates.

The Health Services Division also initiated a tracking system to document and monitor inmates who have chronic diseases. Of 6,362 inmates incarcerated at state facilities, 13% have one or more chronic diseases. These include: cardiovascular disease, respiratory disease, seizure disorder, diabetes, physical handicap, and mental illness.

In October 1990, the Health Services Division implemented chronic disease clinics for hypertensives and diabetics. These nurse managed clinics found that when inmates were provided with patient education and the tools for self-care, that compliance with prescribed treatment regimes (medication, diet, clinic follow-up appointments) increased. Inmates participating in the program voiced increased satisfaction with their health care program, were able to verbalize increased knowledge of their disease and demonstrate responsible self care behavior.



A nurse preparing medication at Oregon State Penitentiary

The Health Services Division also implemented self-medication programs for inmates. The purpose of this program was to reduce long medication lines at correctional facilities by allowing capable inmates to be responsible for their own medication. Time that formerly was spent administering medication, now is used by nurses to teach each inmate about the medication and periodically checking to see that the inmate is taking it correctly. Once again, inmates are more likely to take the medications as prescribed, long waits in medication lines have been eliminated, and nursing time is allocated to the more complex task of patient education.

The Health Services Division has completed the development of training curriculum specific to the work of health care providers in the correctional setting. These curricula include: Emergency Response, Triage Decision Making, and Physical Assessment. Through a technical assistance grant from the National Institute of Corrections, two additional curricula were written on Health Care Records and Safety/Sanitation in the Correctional Health Care Setting. These curricula are available to other jurisdictions through the NIC Resource Center. These curricula were designed to minimize the amount of in classroom training time that must be scheduled emphasizing the use of work site assignments and preceptorships.

Mental Health Services

The majority of mental health services available to inmates during incarceration are provided through an interagency agreement with the Mental Health and Developmental Disability Services Division (MHDDSD). These services consist of the Correctional Treatment Services (CTS), which provides ambulatory or outpatient group and individual therapy, as well as psychoeducational classes for inmates at each of the state operated correctional facilities. The MHDDSD also operates the Forensic Psychiatric Center which includes four residential treatment programs specifically for offenders (120 beds) at Oregon State Hospital. Other mental health

services provided by the Health Services Division include psychiatric evaluation and treatment of mentally ill offenders in general population and on the 57-bed Special Management Unit at Oregon State Penitentiary.

During FY 90-91, the Department of Corrections and the Mental Health and Developmental Disability Services Division implemented the major portions of the Letter of Agreement for services recommended by the independent consultant, Dr. Trupin, in 1989. The Governor appointed the seven member Executive Board to oversee all mental health services to the adult population in the state's correctional institutions. Dick Vohs, M.S.W., was appointed to manage the Forensic Psychiatric Center. Recruitment is underway for the manager of the Correctional Treatment Service. Permanent funding was obtained for mental health case managers and crisis intervention teams for each major correctional facility. The ability to civilly commit mentally ill inmates to acute psychiatric hospitals in Salem and Pendleton for evaluation and treatment also was established. The Mental Health and Developmental Disability Services Division and the Department of Corrections also negotiated a performance contract that further details the level of mental health services to be provided, the standards by which these services will be evaluated and the method for payment of services based upon performance.

In November 1990, clinical services for the Special Management Unit at OSP were assigned to the Health Services Division and a psychiatrist, psychologist and therapy supervisor were recruited for this program. In January 1991, the National Institute of Corrections provided technical assistance to bring Dr. Albert Duncan from the Georgia Department of Corrections to provide training and consultation on the development of treatment programs with the staff of the Special Management Unit.

A computerized mental health screening is completed on all offenders at the Oregon Corrections Intake Center. Between April 1990



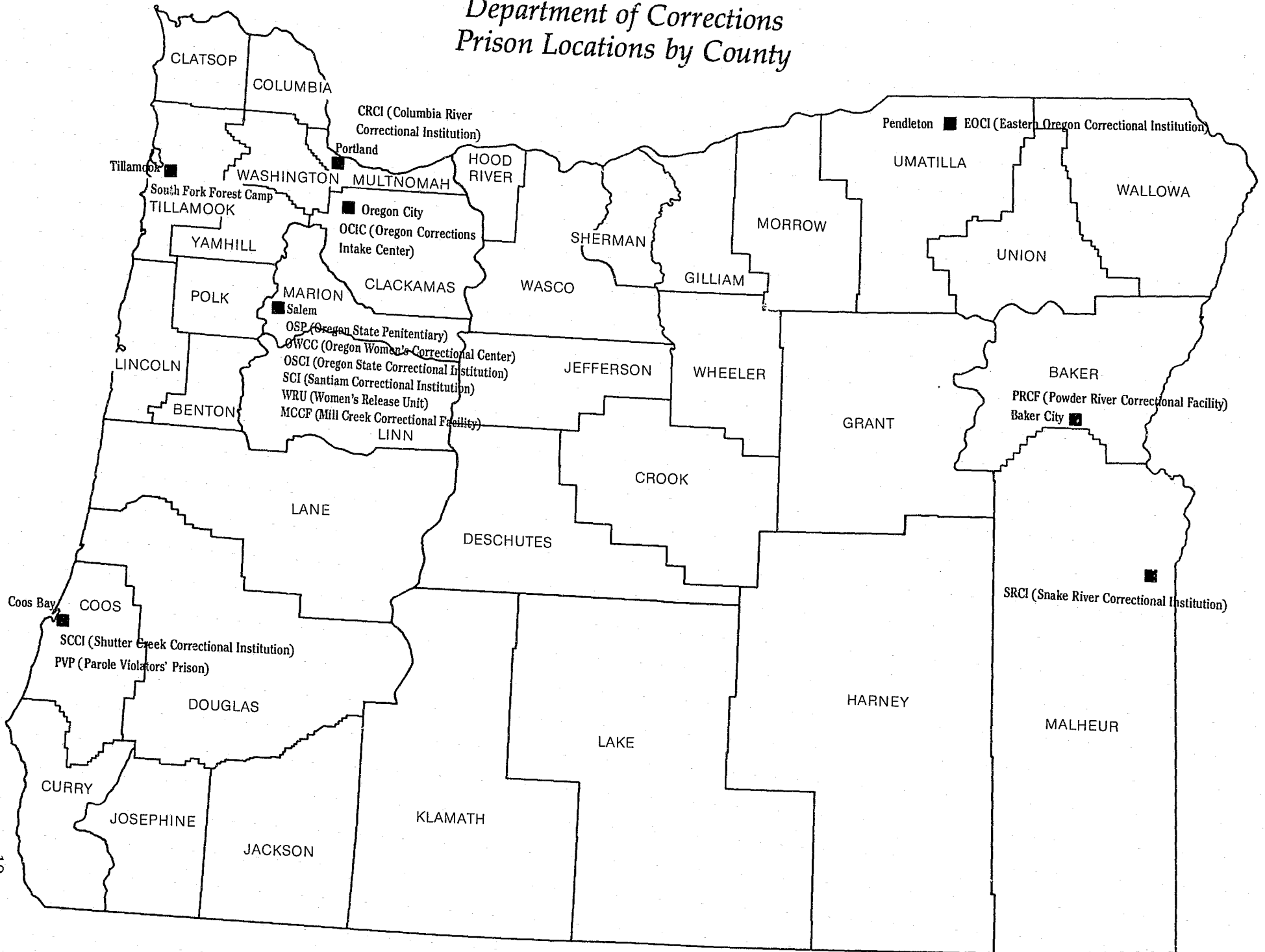
Group Therapy in the Special Management Unit

and March 1991, 1142 inmates were screened using the Offender Profile report. Of those screened, 5.9% were found to be potentially a threat to self (suicidal); 153 (13.4%) were found to be potentially subject to victimization within the prison population. These individuals were interviewed by a qualified mental health professional to assure their safety while incarcerated, and that they were provided appropriate available resources for their needs. Inmates who were identified as potentially presenting evidence of mental illness were also individually evaluated by a mental health professional. Of OCIC admissions 75.9% were documented to have a moderate to severe substance abuse problem.

Computerized mental health screening is also completed on all women admitted to the Department at OWCC. From October 1990

through May 1991, approximately 50% of all female admissions were referred for a clinical evaluation based upon elevated scores on the mental health screening instrument. Dr. Elizabeth Birecree conducted a clinical evaluation of each woman referred during this period. Of the population referred for further clinical evaluation (N=86) the majority (83%) had at least two mental disorders and 50% had three or more. Substance abuse/dependence was present as one diagnosis occurring in 91% of the women referred. Mental illness was present in two thirds of the women; affective disorders, particularly major depression being the most commonly occurring diagnosis. Dr. Birecree concluded that there are "two overlapping groups of women in need of treatment during prison, those with affective or substance abuse problems."

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 6-30-91:..... 1,897
NUMBER OF EMPLOYEES:..... 411
OPERATING BUDGET FY 90-91:..... \$26,184,637

NAME:..... **OREGON STATE CORRECTIONAL INSTITUTION**
ADDRESS:..... 3405 DEER PARK DRIVE SE
SALEM, OR 97310-9385
PH: (503) 373-0100
SUPERINTENDENT:..... CARL ZENON
SECURITY LEVEL:..... MEDIUM
EXTENDED CAPACITY:..... 860
POPULATION 6-30-91:..... 880
NUMBER OF EMPLOYEES:..... 226
OPERATING BUDGET FY 90-91:..... \$13,618,965

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 6-30-91:..... 1,512
NUMBER OF EMPLOYEES:..... 365
OPERATING BUDGET FY 90-91:..... \$19,775,509

NAME:..... **OREGON WOMEN'S CORRECTIONAL CENTER**
ADDRESS:..... 2809 STATE STREET
SALEM, OR 97310-0500
PH: (503) 378-2441
SUPERINTENDENT:..... BOB SCHIEDLER
SECURITY LEVEL:..... MEDIUM
EXTENDED CAPACITY:..... 190
POPULATION 6-30-91:..... 205
NUMBER OF EMPLOYEES:..... 59
OPERATING BUDGET FY 90-91:..... \$3,297,159

NAME:..... **SANTIAM CORRECTIONAL INSTITUTION**
ADDRESS:..... 4005 AUMSVILLE HIGHWAY, SE
SALEM, OR 97301-9112
PH: (503) 378-5548
SUPERINTENDENT:..... JOHN GRILL
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY:..... 419
POPULATION 6-30-91:..... 441
NUMBER OF EMPLOYEES:..... 128
OPERATING BUDGET FY 90-91:..... \$7,482,869

NAME:..... **WOMEN'S RELEASE UNIT (WRU)**
ADDRESS:..... 4005 AUMSVILLE HIGHWAY, SE
SALEM, OR 97301-9112
PH: (503) 373-7127
SUPERINTENDENT:..... JOHN GRILL
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY:..... 58
POPULATION 6-30-91:..... 57
NUMBER OF EMPLOYEES:..... (Number of employees and operating budget included in
OPERATING BUDGET FY 90-91:..... Santiam Correctional Institution figures)

NAME:..... **MILL CREEK CORRECTIONAL FACILITY**
ADDRESS:..... 5485 TURNER ROAD
SALEM, OR 97301-9400
PH: (503) 378-2600
SUPERINTENDENT:..... CHUCK CHOATE
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY:..... 229
POPULATION 6-30-91:..... 218
NUMBER OF EMPLOYEES:..... 40
OPERATING BUDGET FY 90-91:..... \$4,189,281

NAME:..... **SOUTH FORK FOREST CAMP**
ADDRESS:..... 48300 WILSON RIVER HIGHWAY
TILLAMOOK, OR 97141-9799
PH: (503) 842-2811
SUPERINTENDENT:..... CHUCK CHOATE
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY:..... 117
POPULATION 6-30-91:..... 116
NUMBER OF EMPLOYEES:..... 10
OPERATING BUDGET FY 90-91:..... \$574,548

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 6-30-91:..... 189
NUMBER OF EMPLOYEES:..... 4
OPERATING BUDGET FY 90-91:..... \$2,893,394

NAME:..... **SHUTTER CREEK CORRECTIONAL INSTITUTION**
ADDRESS:..... 2000 SHUTTERS LANDING RD
NORTH BEND, OR 97459-0303
PH: (503) 756-6666
SUPERINTENDENT:..... BILL BEERS
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY:..... 200
POPULATION 6-30-91:..... 195
NUMBER OF EMPLOYEES:..... 55
OPERATING BUDGET FY 90-91:..... \$3,062,657

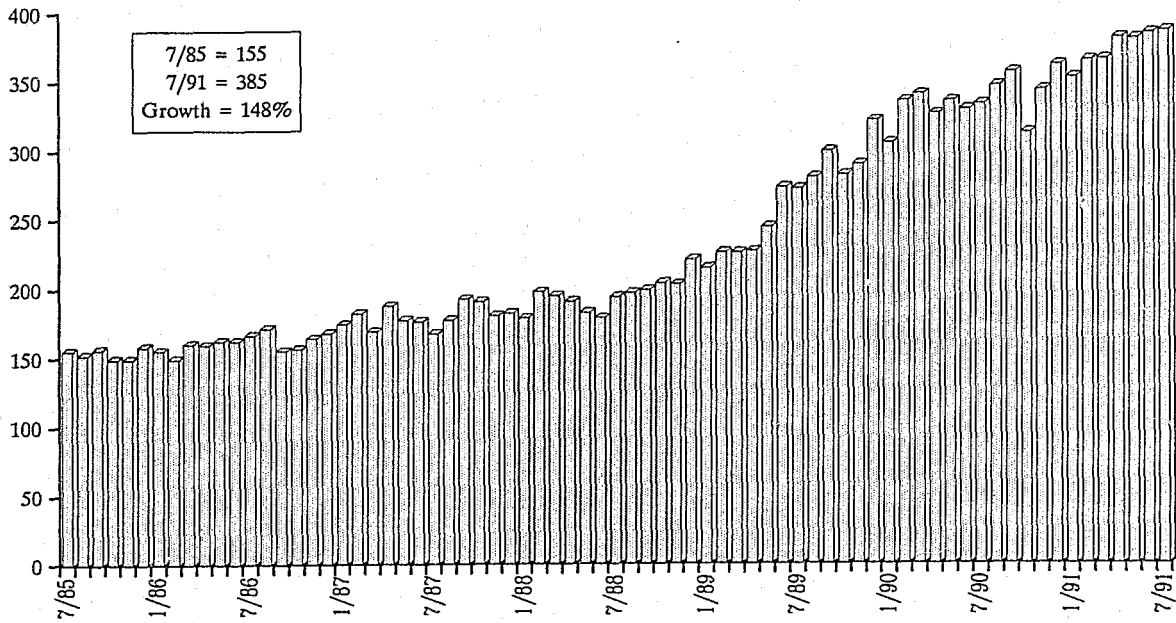
NAME:..... **PAROLE VIOLATORS' PRISON**
ADDRESS:..... 1942 SHERIDAN
NORTH BEND, OR 97459-3416
PH: (503) 756-1908
SUPERINTENDENT:..... BILL BEERS
SECURITY LEVEL:..... MEDIUM/MINIMUM
EXTENDED CAPACITY:..... 115
POPULATION 6-30-91:..... 108
NUMBER OF EMPLOYEES:..... 30
OPERATING BUDGET FY 90-01:..... \$1,499,161

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 6-30-91:..... 144
NUMBER OF EMPLOYEES:..... 44
OPERATING BUDGET FY 90-91:..... \$2,766,022

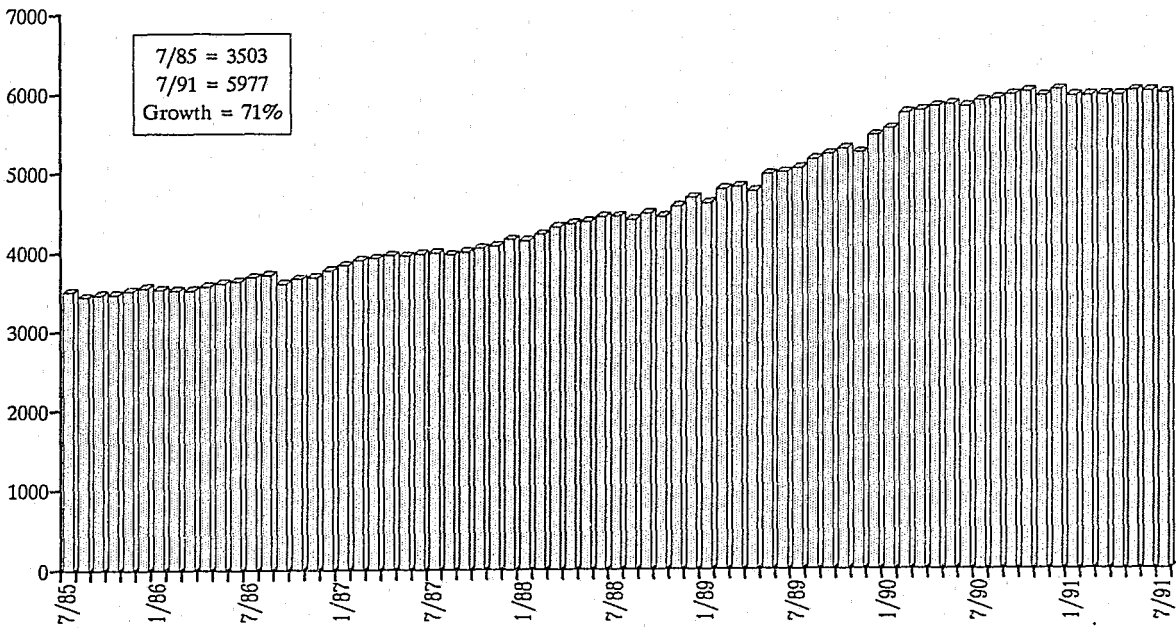
NAME:..... **COLUMBIA RIVER CORRECTIONAL INSTITUTION**
ADDRESS:..... 9111 NE SUNDERLAND AVENUE
PORTLAND, OR 97211-1708
PH: (503) 280-6646
SUPERINTENDENT:..... MIKE MCGEE
SECURITY LEVEL:..... MINIMUM
EXTENDED CAPACITY:..... 407
POPULATION 6-30-91:..... 399
NUMBER OF EMPLOYEES:..... 110
OPERATING BUDGET FY 90-91:..... \$6,078,784

NAME:..... **SNAKE RIVER CORRECTIONAL INSTITUTION**
ADDRESS:..... 777 STANTON BLVD
ONTARIO, OR 97914-0595
PH: (503) 881-5000
SUPERINTENDENT:..... ED GATES
SECURITY LEVEL:..... MEDIUM
EXTENDED CAPACITY:..... 324
POPULATION 6-30-91:..... 0
NUMBER OF EMPLOYEES:..... 50
OPERATING BUDGET FY 90-91:..... \$1,756,463

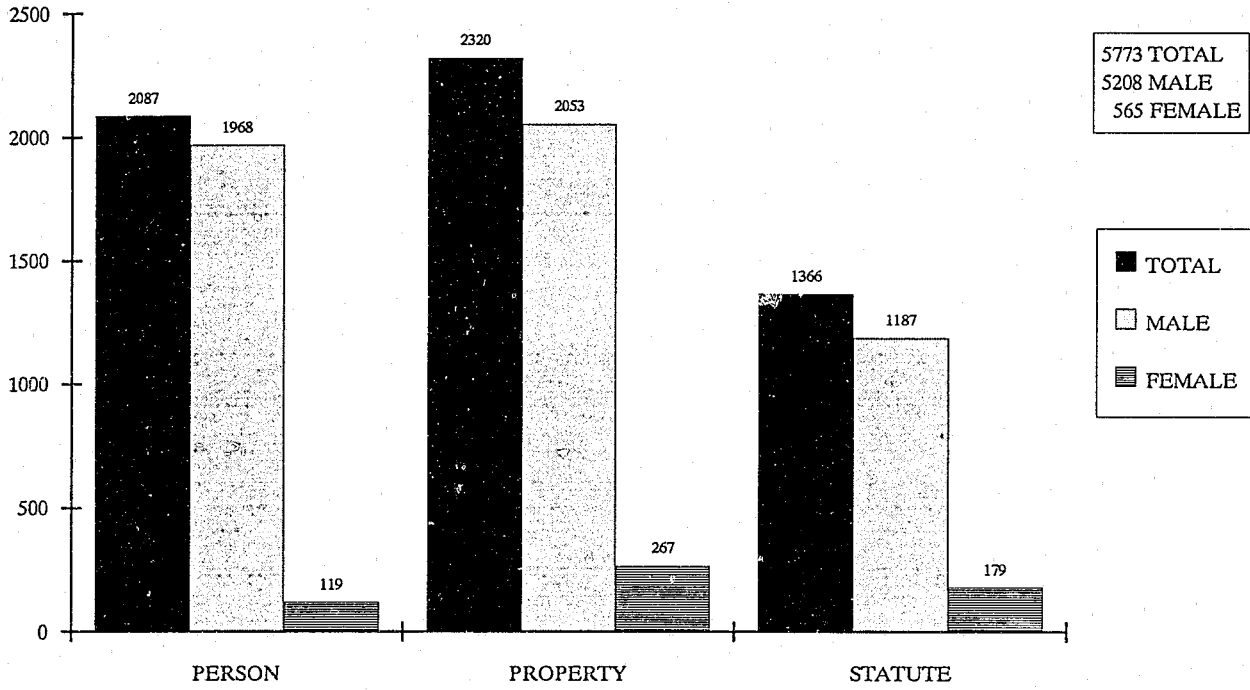
Inmate Cell Population Female Offenders



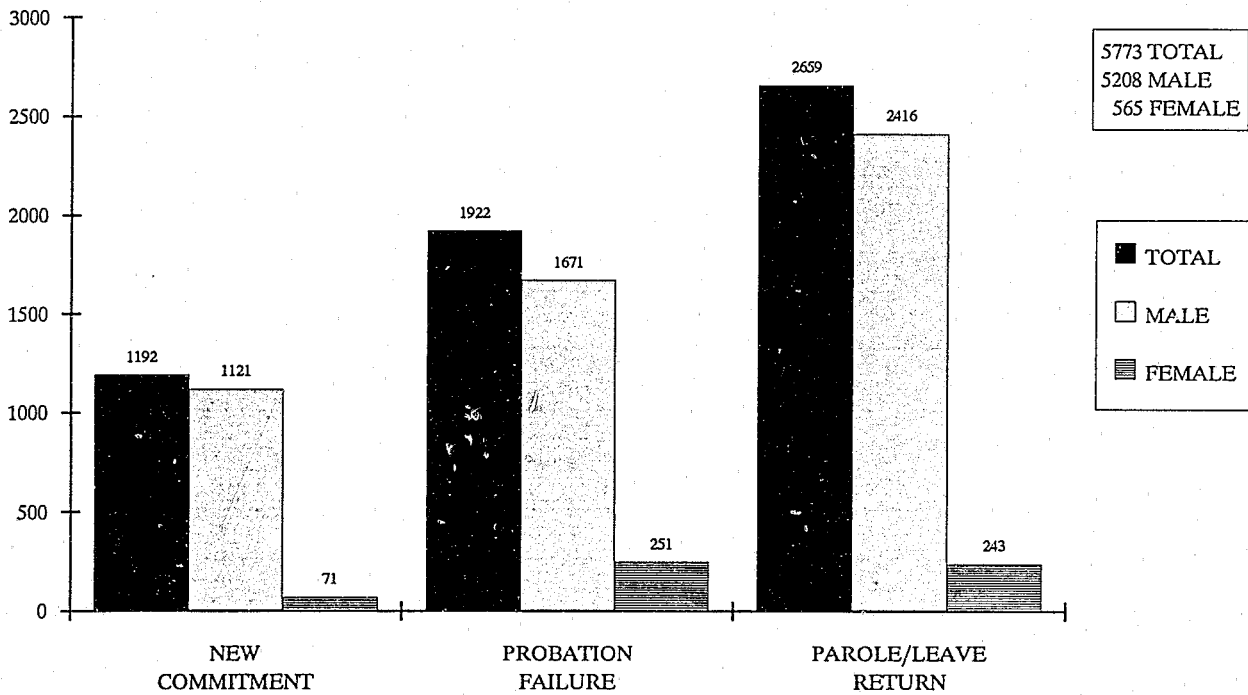
Inmate Cell Population Male Offenders



Admissions to Institutions
by Offense Type
FY 90-91



Admissions to Institutions
by Sex
FY 90-91



New Construction

Columbia River Correctional Institution

The Columbia River Correctional Institution (CRCI) began operation and received its first inmates in September of 1990. The facility, located near the Portland International Airport in Northeast Portland, is a two-story structure designed to house 400 inmates. On June 30, 1991, the population consisted of 250 men and 150 women.

A major component of the institution is the Turning Point alcohol and drug treatment program which began operation in November 1990. One hundred inmates (50 men - 50 women) assigned to CRCI are housed in a separate living and program area designed specifically for use as a residential drug and alcohol program. Inmates voluntarily participate in a six-month intensive therapeutic community program to address serious addiction and substance abuse problems related to their criminality. This program includes provisions for family therapy, work release, and treatment aftercare in the community as part of its transitional release of inmates.

Another 300 inmates are housed in 50-bed general population dormitories, with an emphasis on community service work, adult basic education, payment of fees, restitution to victims, and transitional work release.



CRCI Dedication Ceremony (left to right: Mike McGee, Superintendent; Fred Pearce, DOC Director; Neil Goldschmidt, Governor)

To date, self-help programs, including Alcoholics Anonymous, Narcotics Anonymous, 7-step Foundation, and the Breaking Barriers Program now serve approximately 200 inmates in a coeducational setting. The highly successful educational programs, including GED, Adult Basic Education, Career Development, and English as a Second Language, are available on-site through a contract with Portland Community College. From the opening of CRCI through June 1991, 31 inmates have completed requirements for their GED; 91 inmates were enrolled in the GED program - 16 in Adult Basic Education and 33 in the Career Development class.

CRCI actively strives to be a productive, positive influence on its neighbors in Northeast Portland. To that end, the institution maintains an active membership on the Board of Directors of Central Northeast Neighbors Coalition, as well as recruiting a large number of community volunteers to work with inmates inside the institution.

Another feature of CRCI is its various work programs available to inmates. In addition to in-house work opportunities, the institution operates a public service work crew program performing community service activities for public works and nonprofit service agencies. The significance of the program can be seen in the 38,739 inmate-hours performed for various agencies this year.

During the last six months of incarceration, qualified inmates are eligible for work release where inmates actually obtain and hold jobs in the community, returning to the institution during nonwork hours. Approximately 75 inmates have participated in work release through June of 1991.

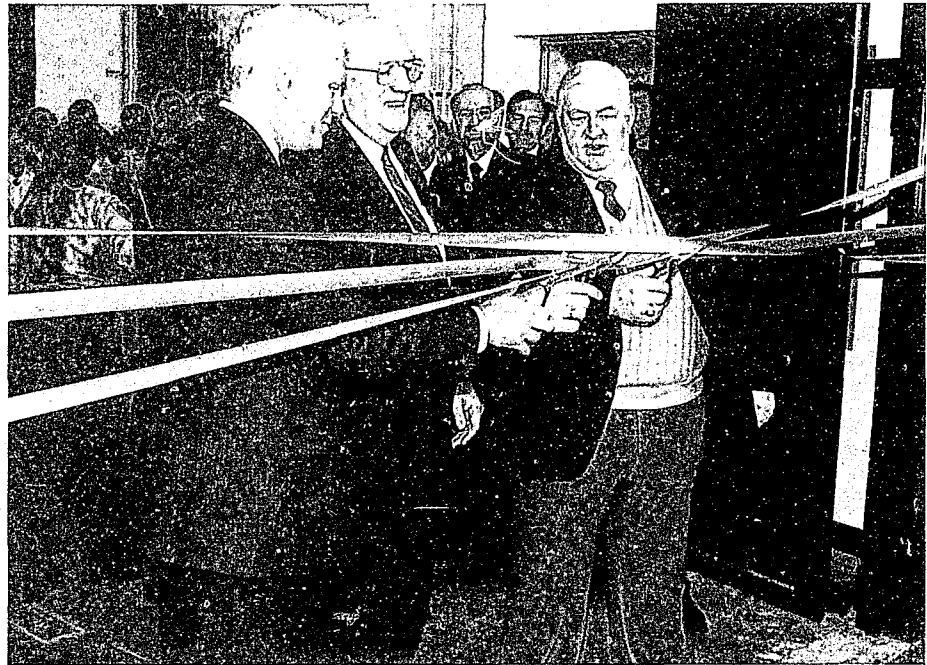
Oregon Corrections Intake Center

On January 4, 1991, Governor Neil Goldschmidt dedicated the opening of the Oregon Corrections Intake Center (OCIC). Under an intergovernmental agreement between the state of Oregon and Clackamas County, this 200-bed medium security facility is built adjacent to Clackamas County Jail. The Clackamas County Sheriff provides the care and custody of inmates while the Department of Corrections (DOC) is responsible for inmate programming.

The opening of OCIC marked the beginning of the DOC new intake system for male inmates. All male inmates committed to the care, custody and supervision of the DOC are processed through OCIC.

At OCIC each inmate receives custody classification, as well as an assessment of his educational, vocational, physical, and mental health needs. Upon completion of the intake and assessment process, the inmate is transferred to a facility that provides the appropriate level of security and programs to meet identified needs. For the first six months of

operation, January through June 1991, 2,347 inmates were processed through OCIC with an average stay of ten working days.

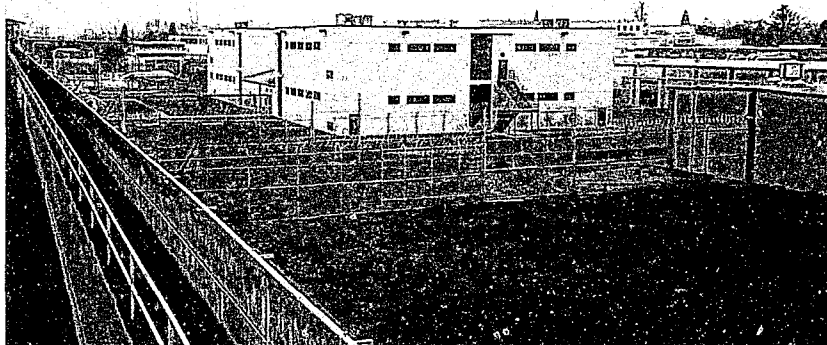


OCIC Dedication Ceremony (left to right: Neil Goldschmidt, Governor; Fred Pearce, DOC Director; Bill Brooks, Clackamas County Sheriff)

Intensive Management Unit

The 196-bed Intensive Management Unit (IMU) constructed within the walls of Oregon State Penitentiary was dedicated May 23, 1991. Built at a cost of \$8.8 million, IMU is the most secure facility in the Oregon prison system.

Inmates who for reason of behavior cannot be safely managed in the general population of Oregon prisons, are transferred and housed in this unit. The unit is configured to bring inmate services and programs to the unit rather than move inmates into the general population.



Intensive Management Unit, Oregon State Penitentiary

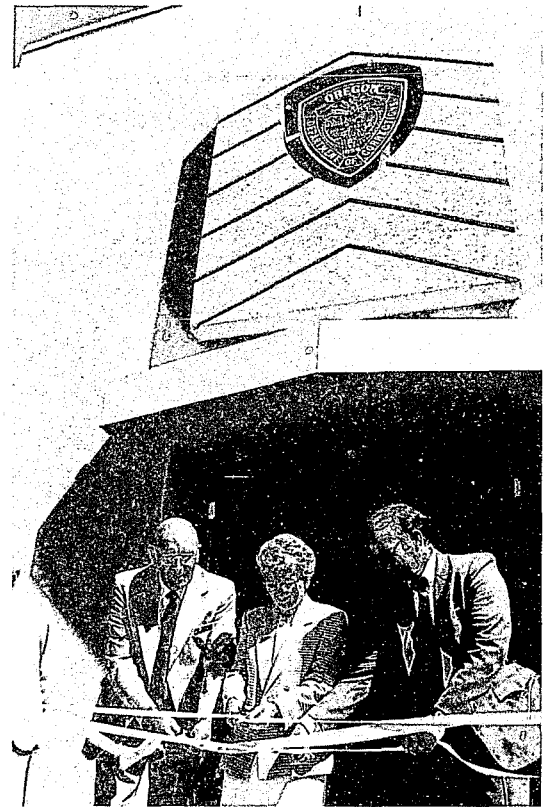
Snake River Correctional Institution

Snake River Correctional Institution (SRCI), located six miles northwest of Ontario, Oregon, is a 576-bed medium security prison. A separately fenced 72-bed minimum security complex is built adjacent to the main unit which brings the extended capacity of the prison to 648 beds.

SRCI is built on a 458-acre site that will accommodate expansion to 3,000 beds over time.

Construction of the facility began March 1, 1990. Built at a cost of \$42 million, Hoffman Construction completed the project in 16 months, and staff began moving into the administration building on June 1, 1991.

Governor Barbara Roberts formally dedicated the facility August 1, 1991.

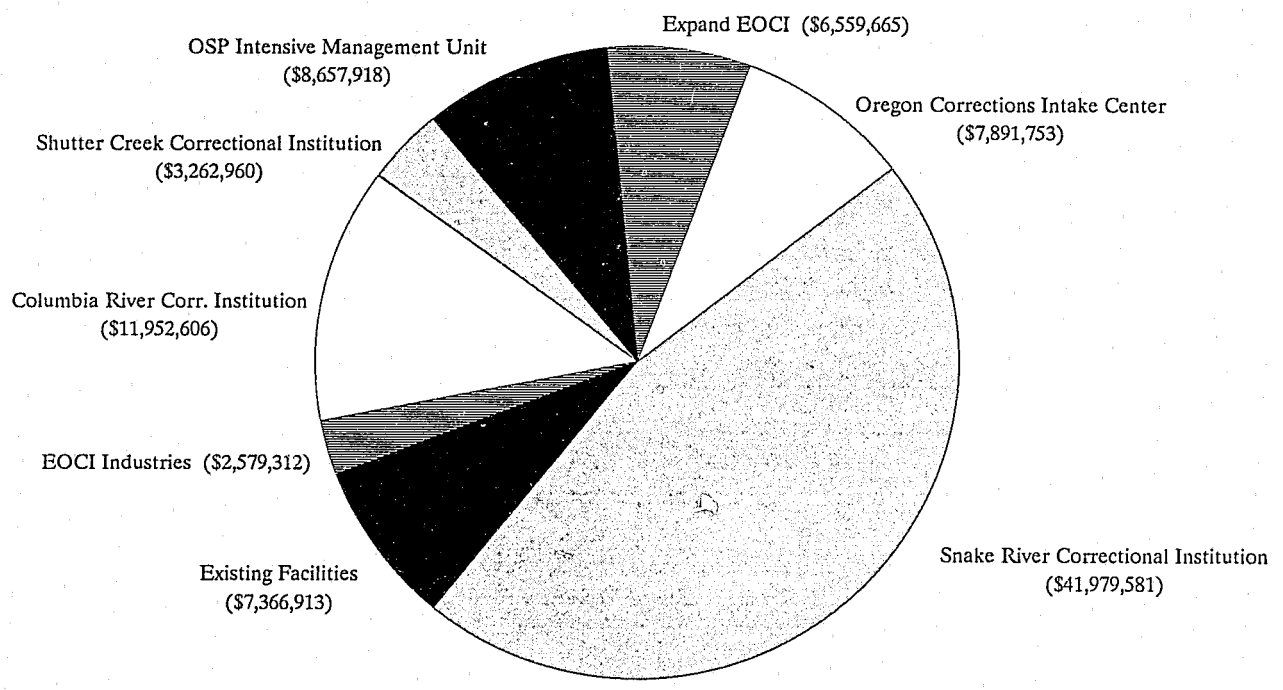


SRCI Dedication Ceremony (left to right: Fred Pearce, DOC Director; Barbara Roberts, Governor; Ed Gates, Superintendent)



Aerial view, Snake River Correctional Institution

Prison Construction Projects
Completed July 1, 1990 to June 30, 1991
(Total of \$90,250,708)



Shutter Creek Fire Department

The Shutter Creek Correctional Institution (SCCI) is a 200-bed minimum security prison located on the site of the former Hauser Air National Guard Radar Station about 10 miles north of Coos Bay, Oregon. SCCI was dedicated by Governor Neil Goldschmidt on February 22, 1990.

The facility is not located within the boundaries of a fire district and for seven months had a temporary agreement with the nearest rural fire district to provide fire protection. During that seven-month period, there were two electrical fires at the institution. These fires demonstrated that the response time of the nearest fire department would be too long to save the older wood frame buildings at the facility. In addition, the local fire district required substantial fees to provide this limited value coverage. It became clear that the institution would have to have at least a "first response" capability to its own fires.

In August, 1990, the decision was made to have SCCI become self-sufficient in fire

protection. With assistance from the State Fire Marshal, Southwestern Oregon Community College, and a newly hired correctional officer with extensive education and experience in fire fighting and emergency medical services, SCCI established a bona-fide fire department by October 1990.

Fire department personnel consists of both staff and inmates who are trained and certified to fight fires. At any given time, at least one security supervisor and ten inmates are on site and available to fight fires at the facility. Each fire fighter is equipped with OSHA approved protective clothing. Four inmates are assigned self-contained breathing apparatus to be used when entering a burning building.

SCCI purchased a 1962 Ford/Western States 750-gallon fire truck and three small tank trailers equipped with portable pumps. Fortunately the facility came equipped with strategically placed fire hydrant/hose houses which provide our primary fire fighting resources.



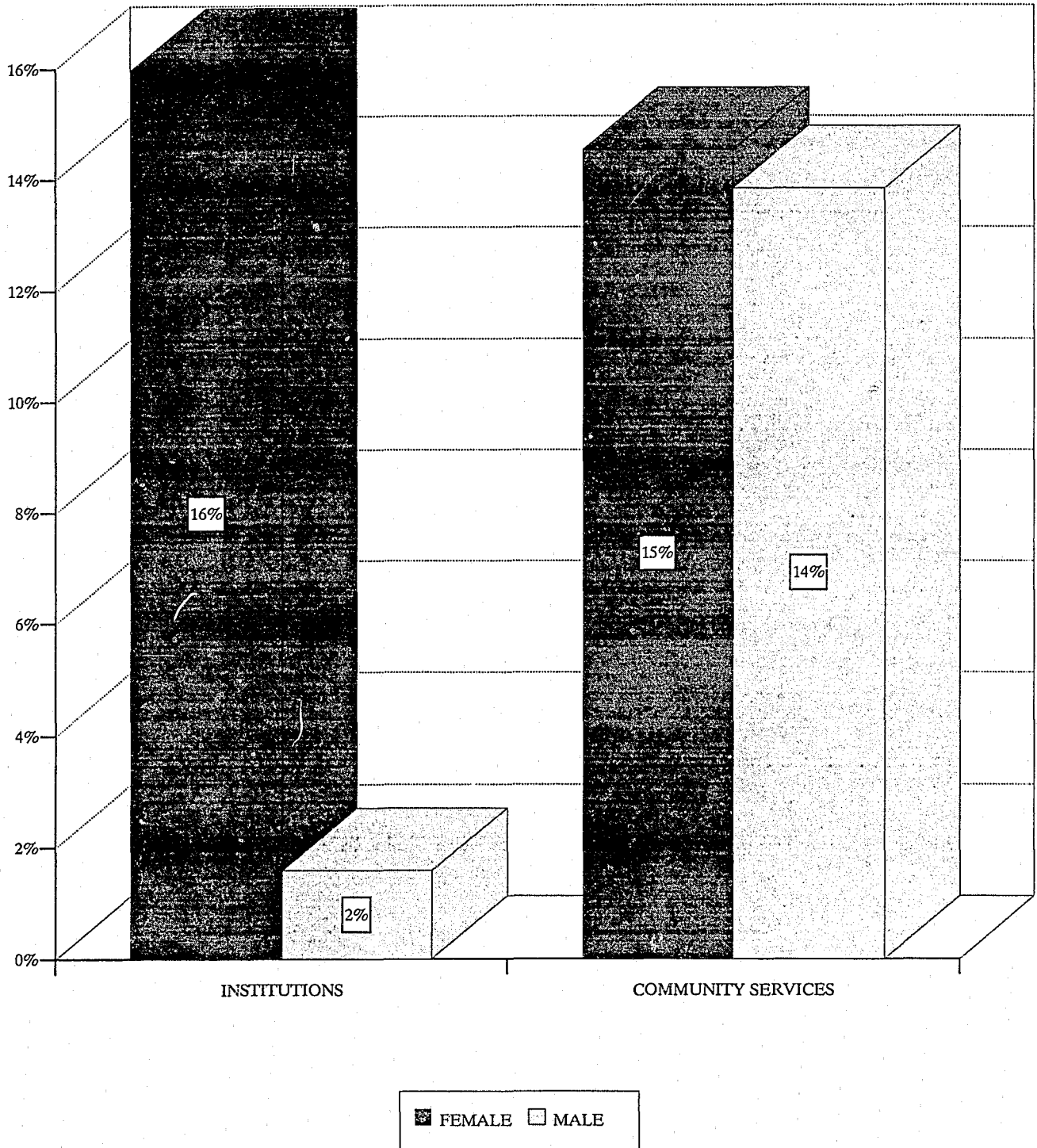
Inmates train to attack fire

In October 1990, shortly after being certified as a fire department, SCCI was approached by the local Fire Chiefs' Association and invited to become part of the local "Mutual Aid Network." The fire chiefs were attracted to the relatively large pool of fire fighters who could be expected to be available during business hours when their volunteer fire fighters were working. Also, they believed that inmates would be available and sober on holidays and when large fires demanded many fire fighters. They offered to SCCI the opportunity for assistance of fire fighters and equipment when we asked for help. The Department of Corrections was pleased to become an asset to these fire districts and to have a back-up resource for the Shutter Creek Fire Department. Agency Director Fred Pearce made the Mutual Aid pact official with his signature on October 16, 1990.



SCCI inmate provides backup to local firefighter

Comparison of Male and Female Population Growth from July 1, 1990 to June 30, 1991



Community Services Branch

The Community Services Branch is under the leadership of Assistant Director Elyse Clawson. The Branch includes the Community Supervision Division, Community Program Division and Administrative Services Division. The Branch is responsible for the community supervision of adult offenders under probation, parole, or post-prison supervision. The state currently funds 381 Parole and Probation Officer positions. On June 30, 1991, there were 6,298 offenders on parole or post-prison supervision and 29,935 offenders on probation supervision. Supervision is provided in partnership with county community corrections. The Department contracts with and has oversight responsibilities of 10 counties throughout the state that provide offender supervision services in their communities. The average cost per day of supervising an offender in the community is \$3.84

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

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 the public while providing the offender with the opportunity and tools to lead a crime-free lifestyle.

Community Supervision Division

The Community Supervision Division is administered by Scott Taylor and Art Swanson. Scott Taylor has primary responsibility for policy development and coordination in cross branch issues. Art Swanson has primary responsibility for labor and safety issues. Both administrators are responsible for the ongoing operation of

Branch offices and personnel. The Division is responsible for the oversight of Probation and Parole services, Interstate Compact, Parole Violators Project coordination, Parole/Post Prison Supervision Hearings Officers, and community coordination of operations in conjunction with Community Programs Division and the Administrative Services Division.

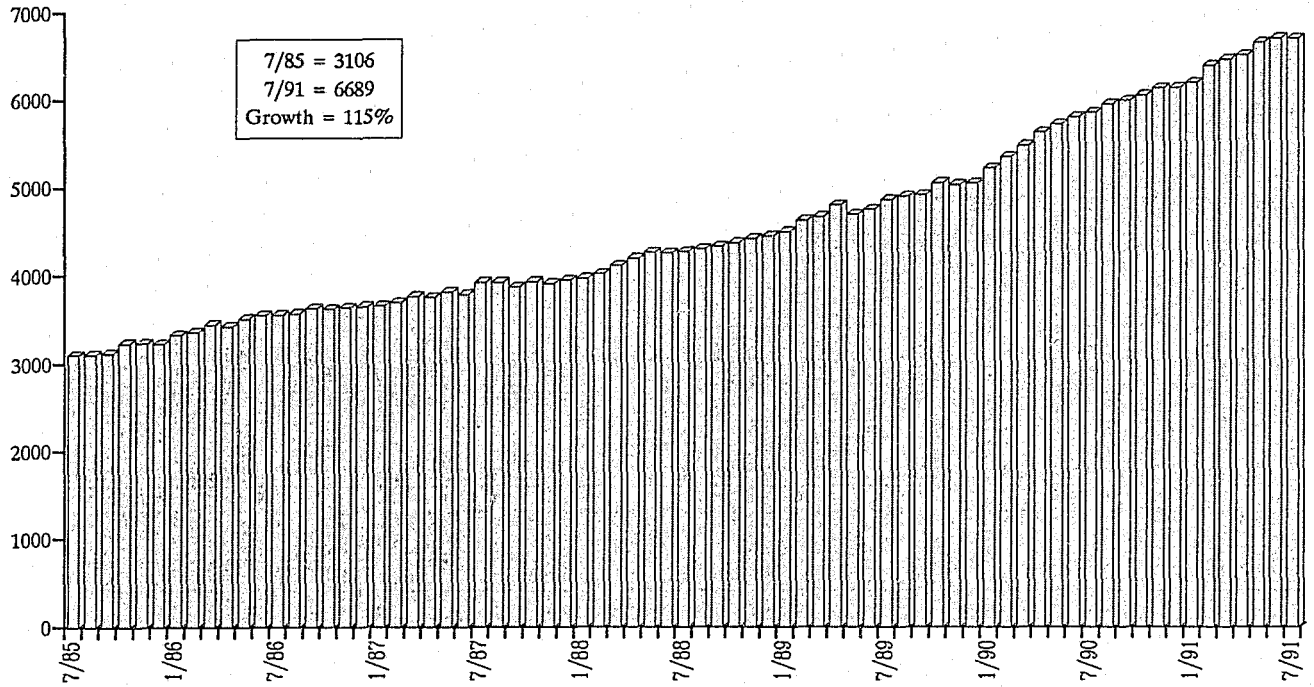
Community Programs Division

The Community Program Division is administered by Barbara McGuire. The budget for community programs totals \$23 million dollars. The Division manages the Community Corrections Act; provides development and oversight of programs; monitors contracts between private providers, 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, and Mental Health Treatment are some of the services provided to the offender in the community with Community Program Division dollars.

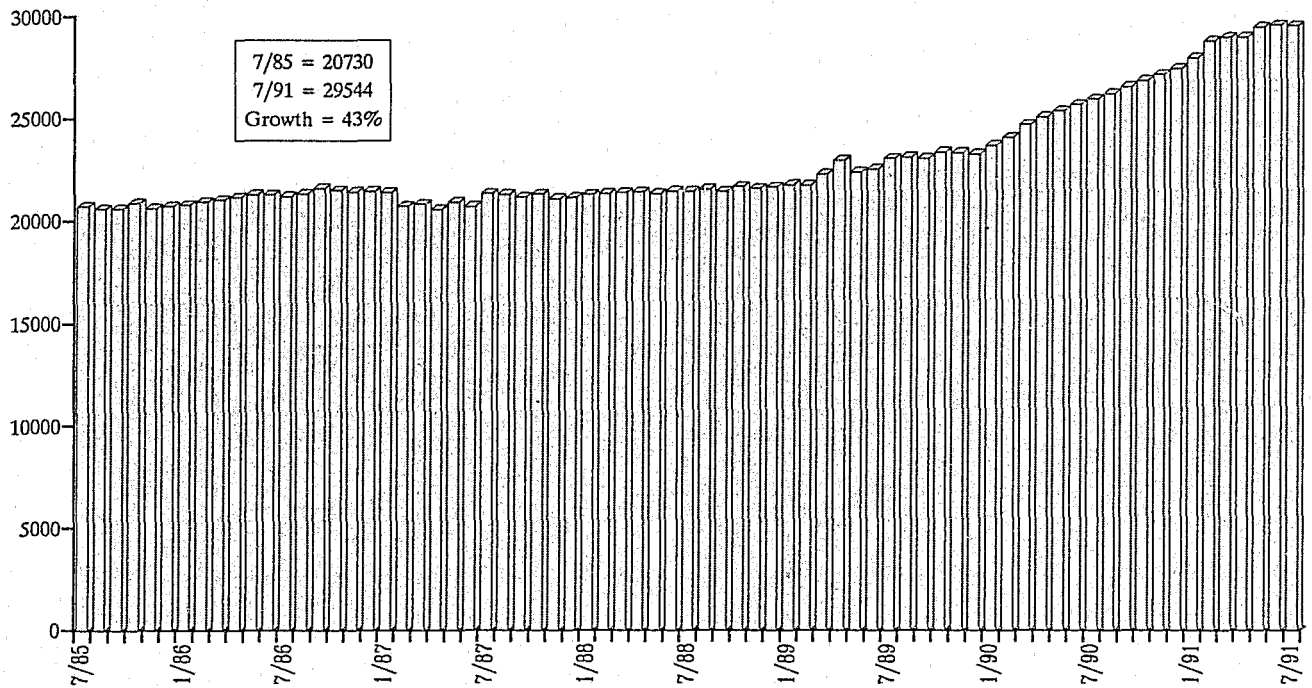
Administrative Services Division

The Administrative Services Division is managed by Mary Blake. This Division is responsible for branch budget development and implementation; development of legislative proposals; advocacy/liaison to DOC administrative services; automation development and maintenance; and management of Community Services central office.

Probation and Parole/Post-Prison Supervision Female Offenders



Probation and Parole/Post-Prison Supervision Male Offenders



1991 Branch Areas of Focus

- Revision and implementation of the workload allocation formula for distribution of funds to local branches utilizing Oregon Case Management data
- Delegation of budget management to local Managers
- Development of a comprehensive automation plan and implementation for user access, equipment upgrade and system maintenance/development
- Presentation of a comprehensive description to the 1991 Legislature of the offender population and the workload requirements to provide services to 36,000+ offenders in the community with the use of the Oregon Case Management System data
- Implemented annual training plan for Parole and Probation Officers and Support Staff

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 93.5% 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. Of the current offender workload 56.87% are managed in Option I counties.

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 field supervision services. The offender workload in Option II counties is

37.55% 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 supervision services. Option III funds are 75% of those for Option I and Option II counties. Option III counties are responsible for 5.57% 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.

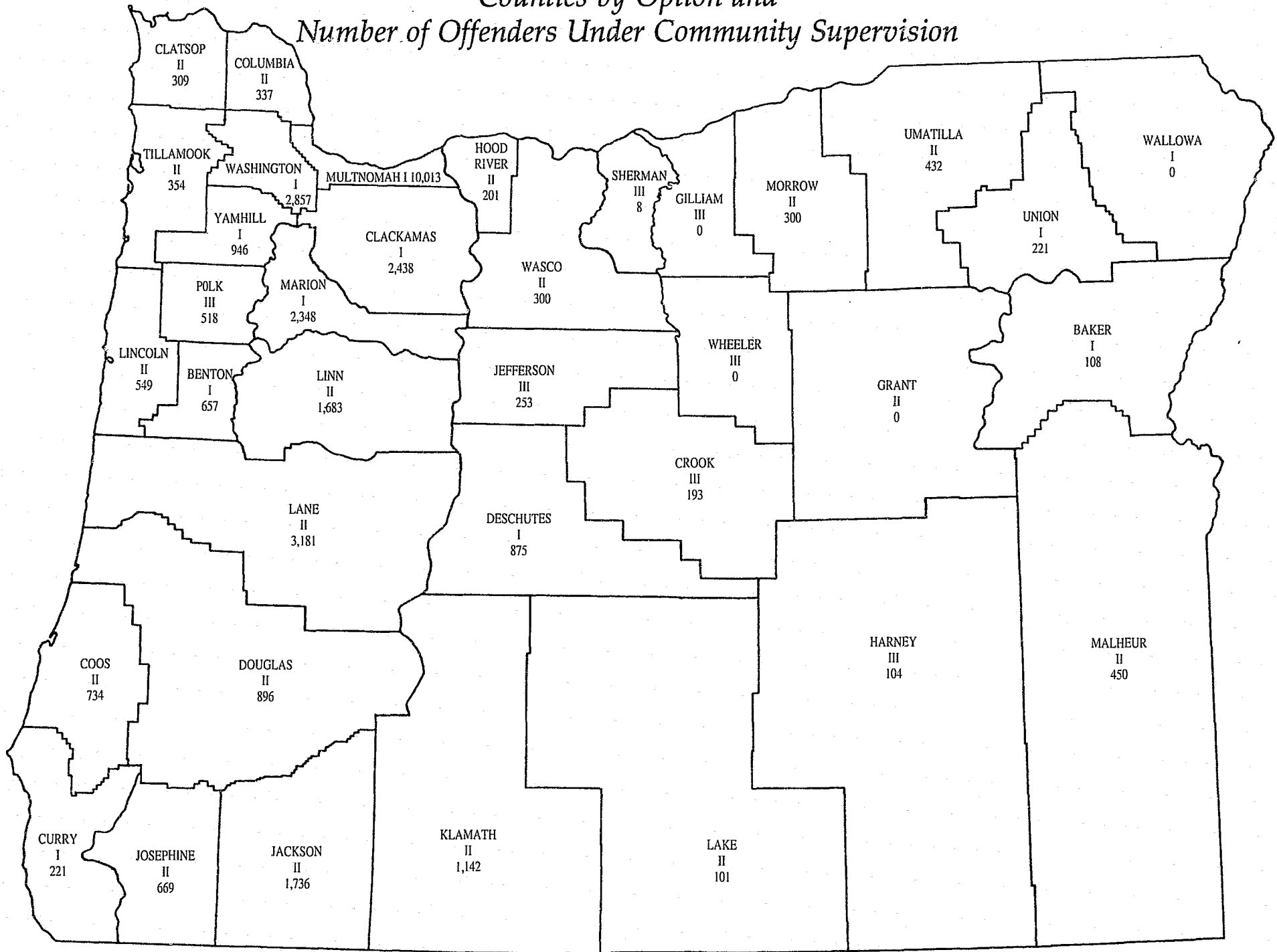
Case Management System

The Classification and Transfer Division has program management responsibility for the Oregon Case Management System (OCMS) for Community Services Branch. The OCMS provides a systematic method of determining offender risk to the community while under supervision and the appropriate assignment of varying degrees of supervision intensity. In addition, it is used for supervision activity planning; the balancing of workload with resources; offender profile data for budget development and operational planning; and quality control through an operational review (auditing) process.

Implemented in 1989, OCMS has continued to evolve with time and experience. Significant events during 1991 included:

- The completion of the first comprehensive statewide Operational Review of OCMS operations.
- Utilization of the OCMS data in critical informational and operational areas - budget allocation; legislative presentations; resource development; individual branch workload management and policy development.

Counties by Option and Number of Offenders Under Community Supervision



Selected Community Programs

Jackson County Sex Offender Treatment Program

The Jackson County Sex Offender Treatment Program has been in operation for 10 years. A recidivism study of 173 sex offenders, including regressed and fixated pedophile, expositors and rapists, supervised by the Department of Corrections from 1982 until January 1991, show the following:

- 95% free of new sex crime conviction
- 96% free of new felony conviction
- 89% crime free in terms of any new criminal conviction
- 65% experienced no parole/probation revocation

The success of this program is attributed to three factors:

Supervision and treatment working in conjunction to manage the offenders;

The coalition and consensus between the therapist, Corrections sex offender specialist, polygraph examiner, the District Attorney, the courts and victim service providers; and,

The effectiveness of the polygraph in monitoring treatment and behavior of sex offenders.

In the late 1970's efforts were made to deal with sex offenders outside of the criminal justice system. These programs were notable for their lack of success. The introduction of a supervising parole and probation officer provided coordination between the various treatment elements, intervention and monitoring of offender behavior and a strong motivator for offenders to comply with treatment conditions. This also allowed for the adjudicating authority to sentence more offenders to sex offender treatment in the community, rather than prison, as there would be surveillance and monitoring of these offenders.

Early on, it became apparent that the various stake holders needed to be involved and have a clear consensus of what the program goals and functions were in order for it to succeed. Monthly meetings between therapists, parole and probation sex offender specialists, polygraph examiners, the District Attorney and victim service

providers began. The result was ownership and support of the program by all components. Each agency used their particular area of expertise to improve the program. A high level of understanding greatly reduced or eliminated the ability of the offenders to manipulate various individual parts of the system.

The polygraph was used to verify sexual history, evaluate offender risk and to monitor and supervise progress, treatment and conduct in the community. The result was two fold: (1) to quickly break through denial which resulted in faster treatment, and (2) to gain assurance on the part of the criminal justice system and the offender that, if further offenses occurred, they would be discovered.

There are currently 111 offenders actively participating in the Jackson County Sex Offender Treatment Program. Considering the high risk population that sex offenders represent, it is our belief that intense, specialized supervision coupled with effective treatment, the coalition and support of the stake holders and polygraph monitoring can reduce recidivism in the forms of fewer sex offenses, new convictions and prison incarcerations.

Linn County Community Alternative To Residential Treatment (CART)

The Community Alternative to Residential Treatment (CART) Program which has been operating under special funding since July, 1990, is a joint project of Linn County Alcohol and Drug Treatment Program and Linn County Corrections. Participants in the CART program are residents of Linn or Benton County who are on probation or parole for an offense directly related to their alcohol or other drug addiction. This program is a 12-month long chemical dependency program for individuals needing longer term intensive rehabilitation and supervision. In addition to intensive treatment, participants are placed on intensive supervision which includes House Arrest (electronic surveillance). The program is divided into three phases that gradually reduce the frequency of treatment contacts and intensity of supervision. Phase I of the program lasts approximately 90 days and is divided into four

Sex Offenders (Major Offense) by Status
June 30, 1991

MAJOR SEX OFFENSE	% OF		% OF		% OF		% OF	
	IN	CRIME	PA	CRIME	PR	CRIME	TOTAL	OFFENDERS
CHILD PORNOGRAPHY		—		—	1	100.0	1	0.03
CHILD SEX DISPLAY	11	78.6		—	3	21.4	14	0.36
CHILD SEX DISPLAY - ATT	2	66.7		—	1	33.3	3	0.08
COMPELLING PROST	21	70.0	4	13.3	5	16.7	30	0.77
COMPELLING PROST - ATT		—		—	2	100.0	2	0.05
CONTRIBUTE SEX MINOR		—		—	57	100.0	57	1.47
CONTRIBUTE SEX MINOR - ATT		—		—	1	100.0	1	0.03
DISTR OBSCENE MATERIAL		—		—	1	100.0	1	0.03
FURNISH OBSCENE MATERIAL		—		—	2	100.0	2	0.05
INCEST	3	10.7	4	14.3	21	75.0	28	0.72
PROMOTING PROST	1	5.6	1	5.6	16	88.9	18	0.46
PROSTITUTION		—		—	65	100.0	65	1.67
PUBLIC DISPLAY SEX		—		—	1	100.0	1	0.03
PUBLIC INDECENCY		—		—	152	100.0	152	3.91
RAPE I	530	72.8	91	12.5	107	14.7	728	18.73
RAPE I - ATT	121	60.2	34	16.9	46	22.9	201	5.17
RAPE II	42	37.8	18	16.2	51	45.9	111	2.86
RAPE II - ATT	8	47.1	4	23.5	5	29.4	17	0.44
RAPE III	28	16.4	41	24.0	102	59.6	171	4.40
RAPE III - ATT		—		—	4	100.0	4	0.10
SEX ABUSE I	248	22.5	150	13.6	703	63.9	1101	28.33
SEX ABUSE I - ATT		—		—	15	100.0	15	0.39
SEX ABUSE II		—	1	0.3	329	99.7	330	8.49
SEX ABUSE II - ATT		—		—	5	100.0	5	0.13
SEXUAL MISCONDUCT		—		—	3	100.0	3	0.08
SEX PENETRATION I	4	44.4	1	11.1	4	44.4	9	0.23
SEX PENETRATION I - ATT	1	50.0	1	50.0		—	2	0.05
SEX PENETRATION II		—	1	50.0	1	50.0	2	0.05
SODOMY I	322	53.3	107	17.7	175	29.0	604	15.54
SODOMY I - ATT	24	48.0	6	12.0	20	40.0	50	1.29
SODOMY II	37	40.2	19	20.7	36	39.1	92	2.37
SODOMY II - ATT	2	22.2	1	11.1	6	66.7	9	0.23
SODOMY III	9	15.8	4	7.0	44	77.2	57	1.47
TOTALS	1414	36.4	488	12.6	1984	51.1	3886	
06/30 POPULATION	6362	14.9	6298	14.8	29935	70.3	42595	
% W/ MAJOR SEX OFFENSE	22.23		7.75		6.63		9.12	

NOTES: Major offense is defined as the most serious of all offenses for which the individual was placed under DOC custody.
 IN=Inmate, PA=Parole/Post-Prison Supervision, PR=Probation.

status levels, with each higher level representing an increased level of responsibility for treatment participation and community responsibility assumed by the offender. Phase II lasts approximately 90 days with varied treatment hours depending on individual needs, but usually

consists of a minimum of three treatment contacts per week. During Phase III which lasts six months, participants are seen a minimum of one time per week in outpatient alcohol and drug counseling and continue on regular parole and probation supervision.

Community Supervision Field Offices

Baker Co. - Option 1
1995 Third Street
Baker City, OR 97814-3313
Phone: 523-8217

Benton Co. - Option 1
180 NW Fifth Street
Corvallis, OR 97330-4791
Phone: 757-4148

Clackamas Co. - Option 1
1024 Main Street
Oregon City, OR 97045
Phone: 655-8603

Clatsop Co. - Option 2
269 Sixth Street
P.O. Box 540
Astoria, OR 97103
Phone: 325-4861

Columbia Co. - Option 2
Old Columbia Co. Crthse
Room 3
St. Helens, OR 97051
Phone: 397-6253

Coos Co. - Option 2
155 North Adams St., Ste B
Coquille, OR 97423
Phone: 396-3173

Crook Co. - Option 3
190 North Main Street
Prineville, OR 97754-1850
Phone: 447-3315

Curry Co. - Option 1
510 Colvin Street
P.O. Box 1189
Gold Beach, OR 97444
Phone: 247-7074

Deschutes Co. - Option 1
1128 N.W. Harriman
Bend, OR 97701
Phone: 385-3246

Douglas Co. - Option 3
1036 SE Douglas St.
Room 206
Roseburg, OR 97470
Phone: 440-3328

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

Harney Co. - Option 3
117 W. Jefferson Street
Burns, OR 97720
Phone: 573-2933

Hood River Co. - Option 3
P.O. Box 301
Hood River, OR 97031
Phone: 386-5466

Jackson Co. - Option 2
123 W. 10th Street
P.O. Box 1584
Medford, OR 97501
Phone: 776-6007

Jefferson Co. - Option 3
116 SE "D" Street
Madras, OR 97741-1619
Phone: 475-6145

Josephine Co. - Option 2
725 NE 6th Street
P.O. Box 1167
Grants Pass, OR 97526
Phone: 474-3127

Klamath Co. - Option 2
401 Pine Street
Klamath Falls, OR 97601
Phone: 883-5608

Lake Co. - Option 2
245 North "F" Street
Lakeview, OR 97630
Phone: 947-6057

Lane Co./Eugene-Option 2
165 East 7th Avenue
Eugene, OR 97401-2919
Phone: 686-7741

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

Lincoln Co. - Option 2
547 SW 7th Street
Newport, OR 97365
Phone: 265-8851

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

Malheur Co. - Option 2
2449 SW 4th Ave, Ste 206
Ontario, OR 97914
Phone: 889-5344

Marion Co. - Option 1
3950 Aumsville Hwy SE
Salem, OR 97301-9112
Phone: 588-8487

Multnomah Co. - Option 1
Central Branch
421 SE 10th Avenue
Portland, OR 97214
Phone: 248-5051

Multnomah Co/Diag Center
1120 SW 3rd Ave., Ste 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 Ofc
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: 248-3136

Polk Co. - Option 3
289 E. Ellendale, Ste 204
Dallas, OR 97338-1543
Phone: 623-5226

Sherman Co. - Option 3
P.O. Box 253
Moro, OR 97039-0263
Phone: 565-3461

Tillamook Co. - Option 2
2108 4th Street
Tillamook, OR 97141
Phone: 842-8871

Umatilla Co. - Option 2
Hermiston Office
1050 N. 1st St., Ste 105
Hermiston, OR 97838-1360
Phone: 567-6300

Umatilla/Morrow Co.-Opt 2
700 SE Emigrant, Ste 260
Pendleton, OR 97801-2593
Phone: 276-7824

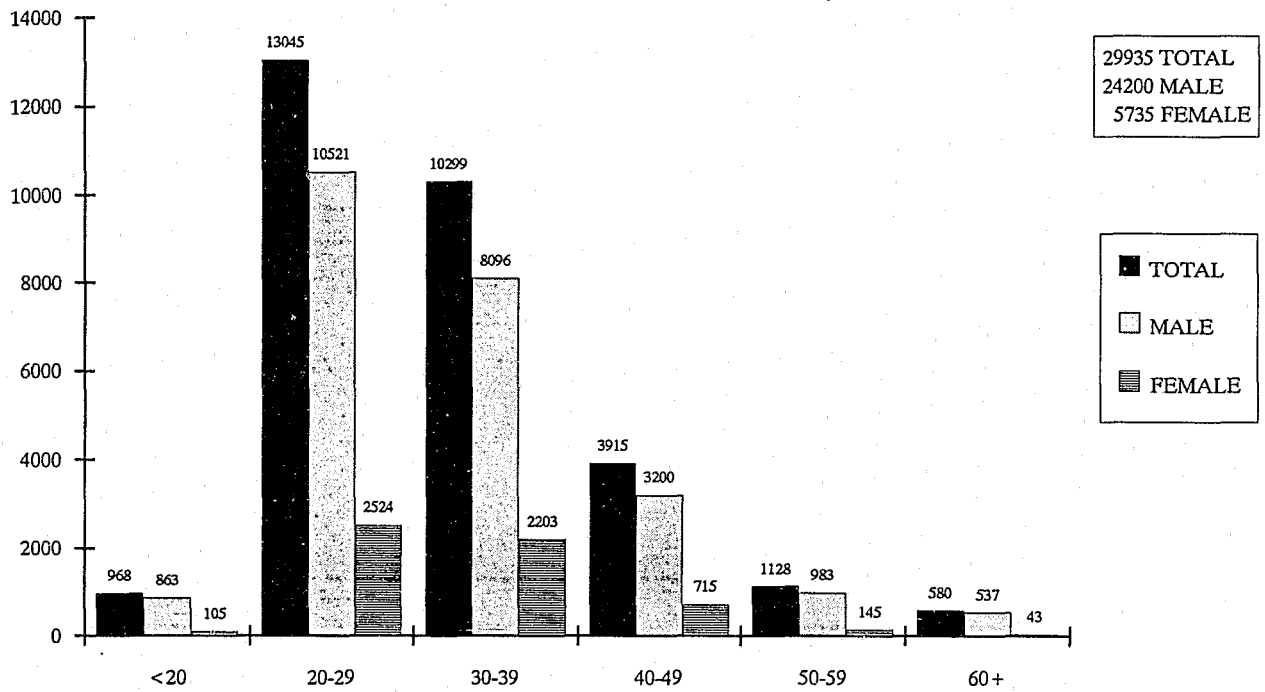
Union/Wallowa Co - Opt 1
1007 4th St., Ste 3-C
LaGrande, OR 97850-2100
Phone: 963-1005

Wasco Co. - Option 2
700 Union Street
The Dalles, OR 97058-1891
Phone: 296-9333

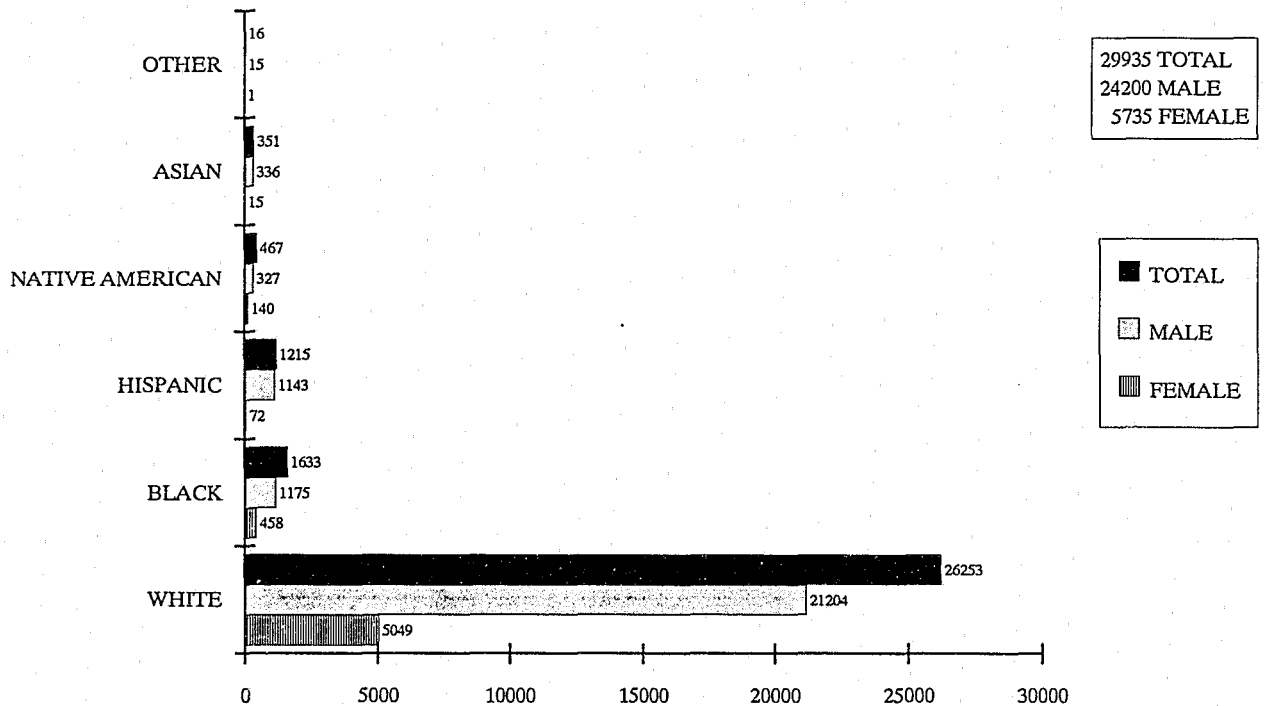
Washington Co. - Option 1
330 NE Lincoln Street
Hillsboro, OR 97123
Phone: 640-3400

Yamhill Co. - Option 1
615 East 6th Street
McMinnville, OR 97128
Phone: 434-7513

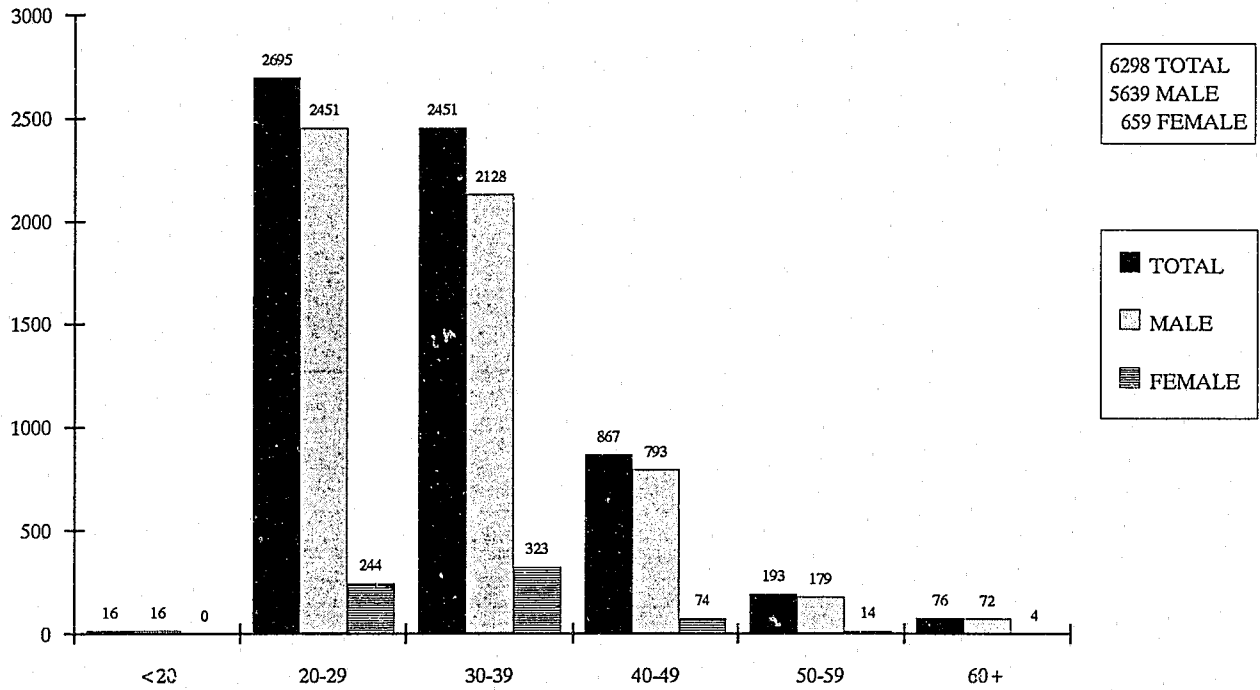
Probation Population
by Age
6/30/91



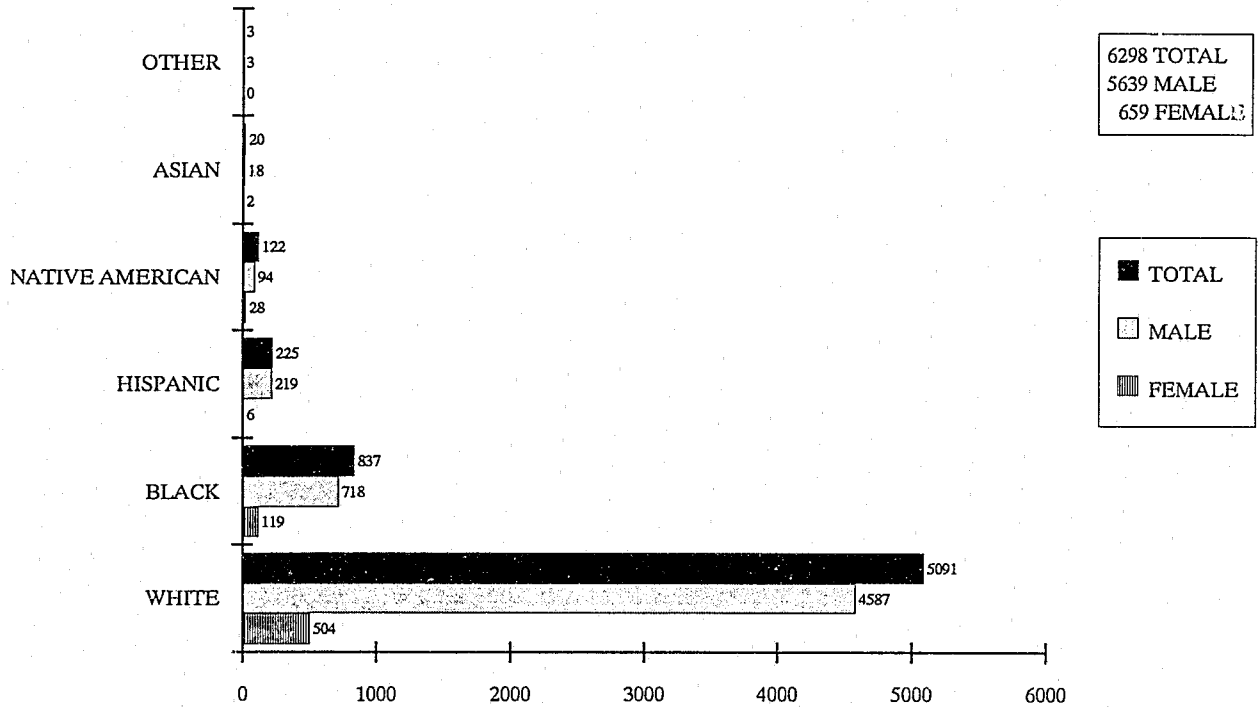
Probation Population
by Race
6/30/91



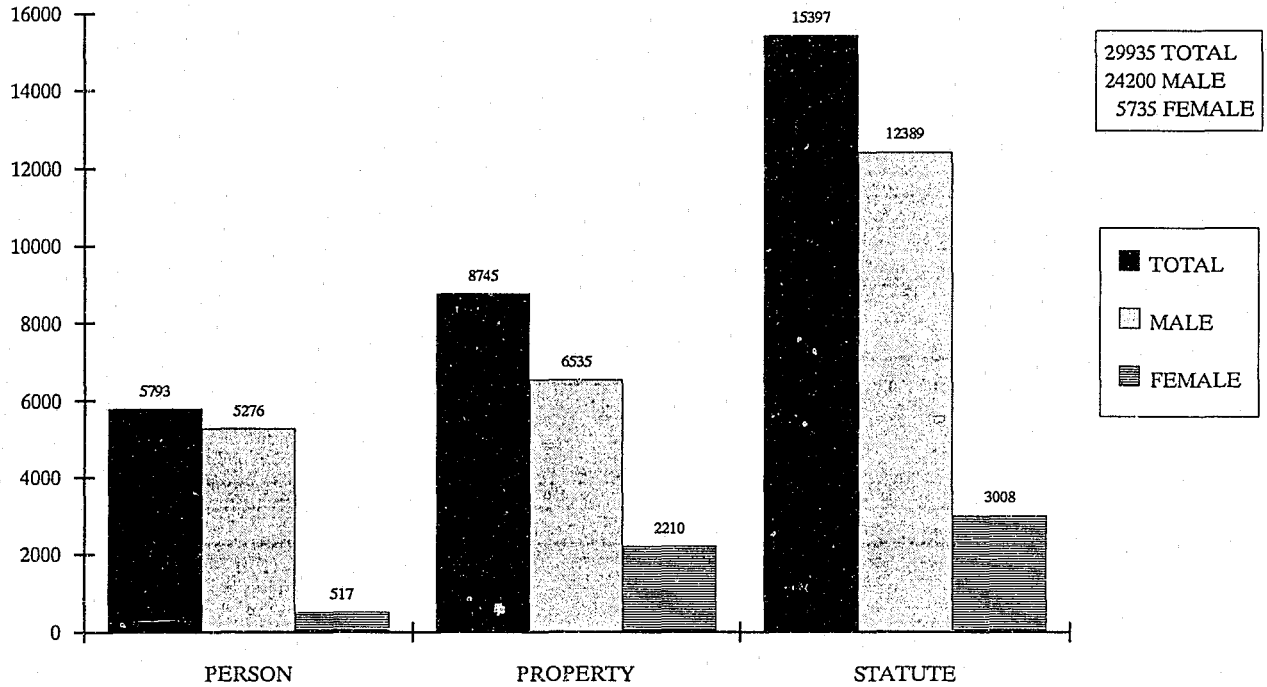
Parole/Post-Prison Supervision Population
by Age
6/30/91



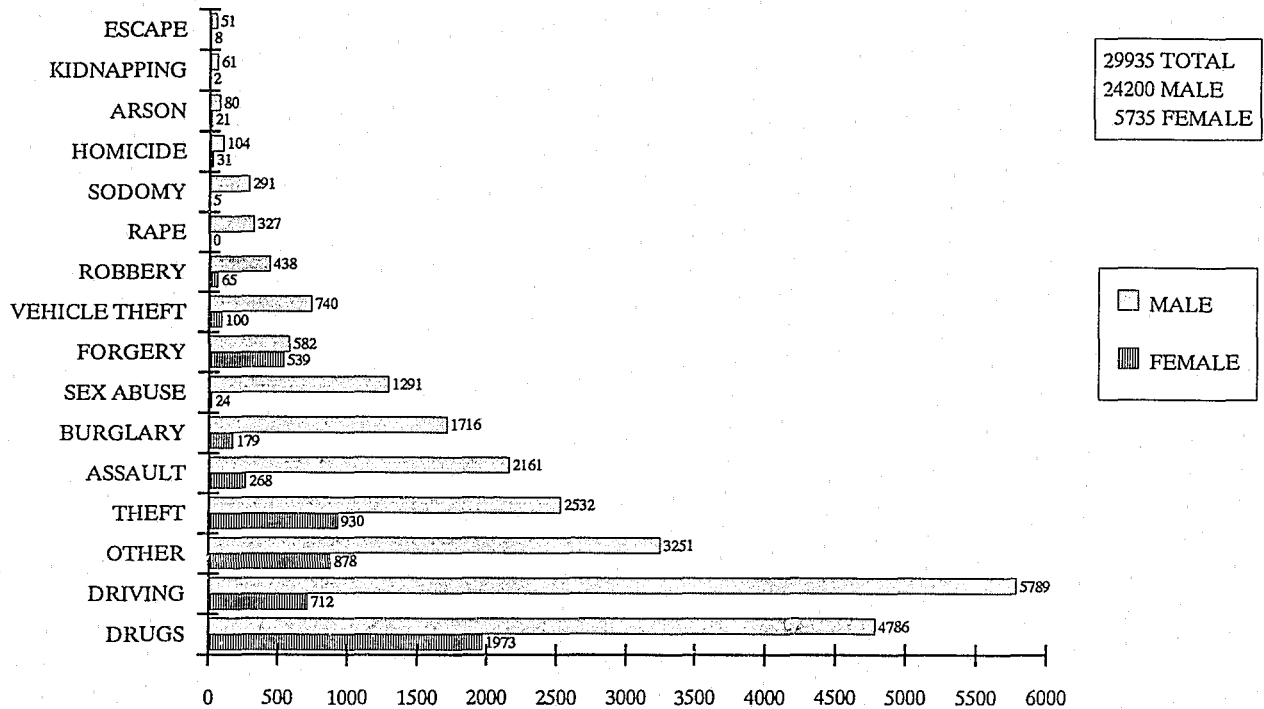
Parole/Post-Prison Supervision Population
by Race
6/30/91



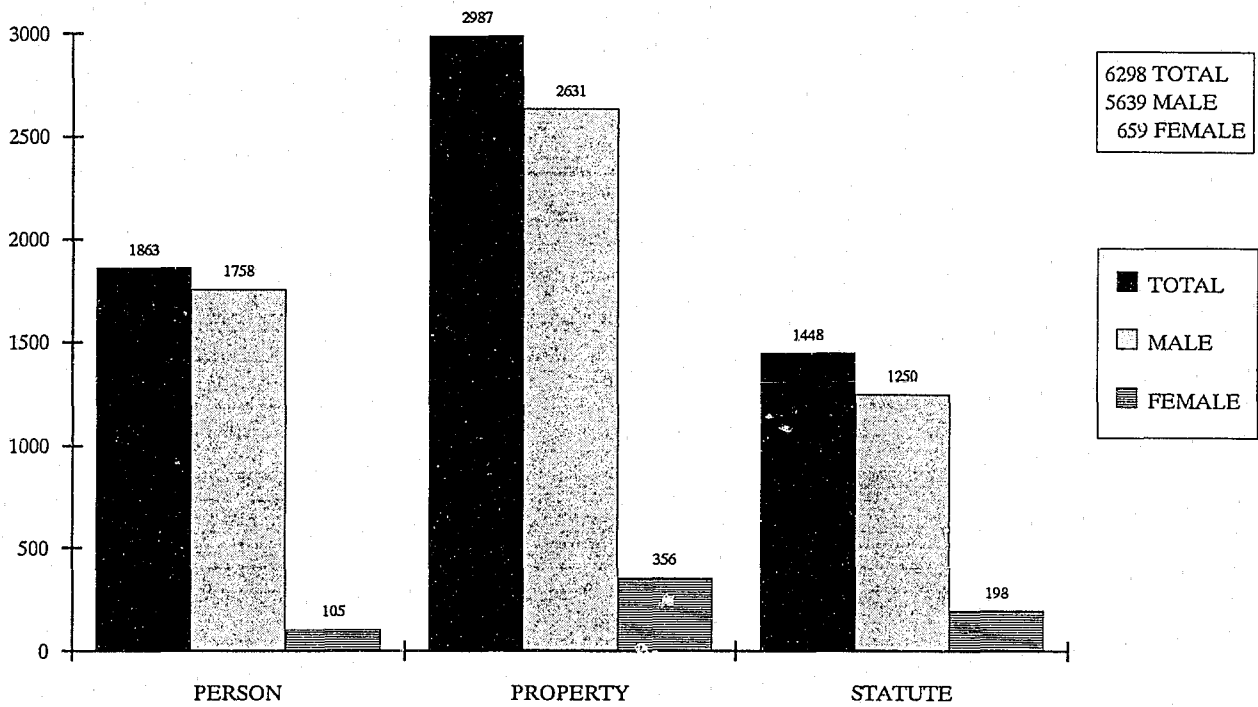
Probation Population by Offense Type 6/30/91



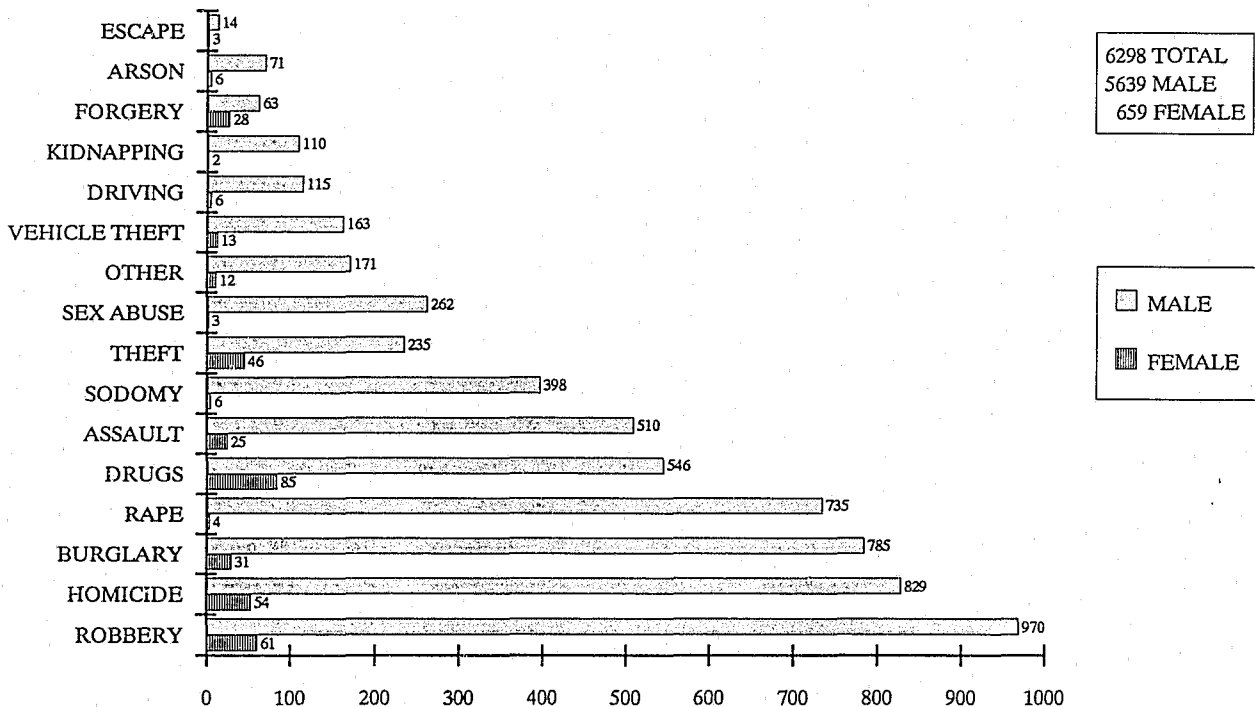
Probation Population by Offense Group 6/30/91



Parole/Post-Prison Supervision Population
by Offense Type
6/30/91



Parole/Post-Prison Supervision Population
by Offense Group
6/30/91



Inspections Branch

The Inspections Branch is under the leadership of John Foote, Inspector General. The Inspector General is an Assistant Director of the Department of Corrections (DOC), reporting only to the Director, and operates as liaison with law enforcement agencies. The responsibility of the Inspections Branch is to perform an oversight function, on behalf of the Director, to periodically inspect and investigate operations to ensure compliance with rules and procedures. The Branch oversees an intelligence operation designed to learn, in a timely manner, of conditions and activities that militate against the effective operation of the Department. The Inspections Branch is divided into five Divisions which are Internal Affairs, Internal Audits, Inmate Disciplinary Hearings, Administrative Rule Making and Procedures, and Inspections.

Internal Affairs

The Internal Affairs Division has two offices and five criminal investigators, all of whom have extensive prior investigative experience. They are responsible for internal investigations of alleged policy and procedural violations by staff, inmates and visitors. They conducted more than 600 investigations during the period July 1, 1990 through June 30, 1991. Four employees were prosecuted and convicted of crimes committed on the job, including conspiring with inmates to bring marijuana into a maximum security prison, theft on the job, and misdemeanor assault of an inmate. In 26 cases the employees either resigned from the department or were terminated.

Internal Audits

The Division is responsible for internal audit reviews of the Department's operations. The Division conducted five internal audits of operations within DOC, including the inmate grievance system, the Free Materials Program, and construction projects.

Inmate Disciplinary Hearings

The Hearings Division is responsible for conducting inmate disciplinary hearings to determine inmate misconduct and appropriate discipline. During the past year, the five Hearings Officers conducted approximately 9,000 formal disciplinary hearings. Most of the offenses were minor, such as "disrespect to another" or "being in an unauthorized area." In 87% of these cases, the inmates were found in violation of a rule and were subject to disciplinary action.

Administrative Rule Making and Procedures

The Rules Division is responsible for the preparation and enactment of administrative rules and procedures. More than 55 new or amended rules were handled by the Division's Rules Coordinator. Approximately 25 public hearings were held, pursuant to Oregon's Administrative Procedures Act. The Rules Coordinator also operates as the Department's liaison with the legislature and conducts in-service training for employees on administrative rules and procedures.

Inspections

The Inspections Division is responsible for implementing the DOC Drug Plan which includes:

- Monthly random drug urinalysis testing of inmates;
- Random unannounced searches for drugs and contraband by four drug dog teams and four person search team;
- Termination of visitation privileges for inmates, parolees, ex-inmates and individuals with drug histories;
- A drug intelligence gathering system;
- The purchase and installation of a Department-wide computer operated telephone monitoring system to assist in intelligence gathering and to monitor inmate conduct;
- The training of staff in the identification of drugs and their methods of introduction;
- Oversight of individual institution drug plans.

More than 600 inmates are randomly tested (approximately 10% of the inmate population) each month. Inmates who had the presence of narcotics in their urine were disciplined. They also were subject to increased urinalysis testing

and non-contact visits with visitors. The Drug Control Plan has had a dramatic impact upon drug use by inmates (2.48% in June 1991 as compared to 10.38% in October 1989 when drug testing of inmates first began).

The Inspector General's Office has drug dog teams and a search team who searched thousands of cells. They found drugs or drug paraphernalia in less than two percent of their searches. Approximately 95% of the drugs found and seized were marijuana. They also seized a wide variety of weapons, including homemade knives, nails taped to wood sticks, pieces of formica sharpened and attached to wooden handles, short metal rods stolen from steel fencing, and razor blades and needles melted into plastic toothbrushes. Whenever possible, inmates were prosecuted for possessing these weapons.

Our drug detection dog teams have been loaned to local police agencies when they have needed a drug detection dog team to assist in a criminal investigation or search.

The Internal Affairs and the Inspections Divisions conducted three major investigations of drug trafficking in our prisons. These investigations resulted in the indictment of 13 inmates and 15 visitors. Only one employee was implicated. That staff member has been terminated



Drug dog teams (left to right: Nate Dennis and Jesse, Kevin Rau and Ty, Mack Reid and Baxter)

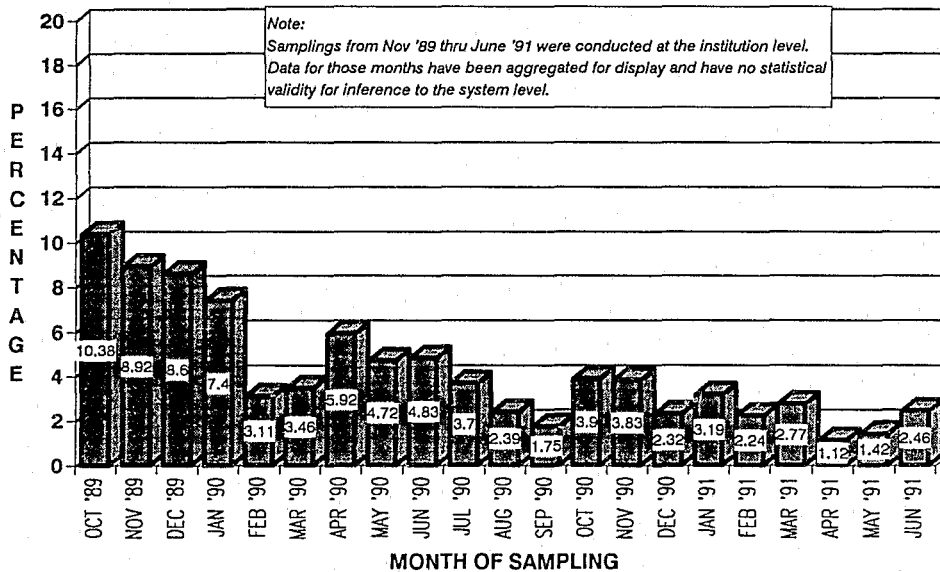
from employment and criminally prosecuted.

The Search Teams did not find any large amounts of drugs in our institutions or facilities. Historically, the predominant method of introduction has been through the inmate visiting rooms. Typically, the drugs are smuggled, in very small amounts, by visitors in their body cavities and passed to inmates in the visiting room. The inmates then secret the drugs in their body cavities until they are back

in the general population where they retrieve them and either sell or consume them. Since 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 to deal in drugs, that it will occur very infrequently. Random drug urinalysis testing of inmates reveals that we are having great success in this regard.

**OREGON DEPARTMENT OF CORRECTIONS
RANDOM SAMPLE DRUG TESTING**

**PERCENT OF TESTS POSITIVE
ACROSS ALL INSTITUTIONS BY MONTH**



1990 - 1991 Legislatively Authorized Budget
(Total of \$164,404,560)

