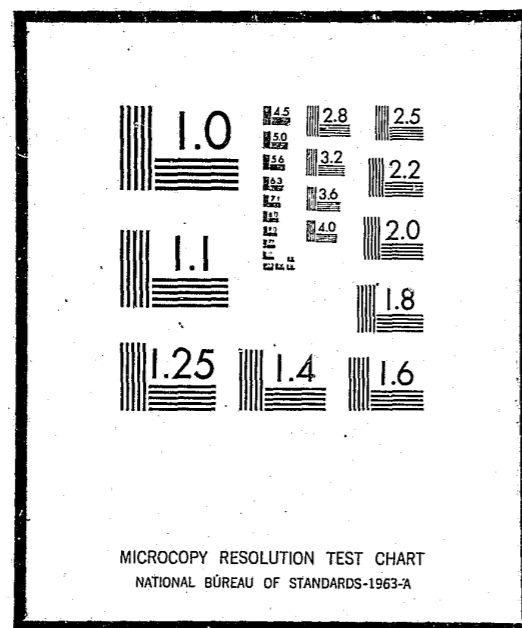


NCJRS

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



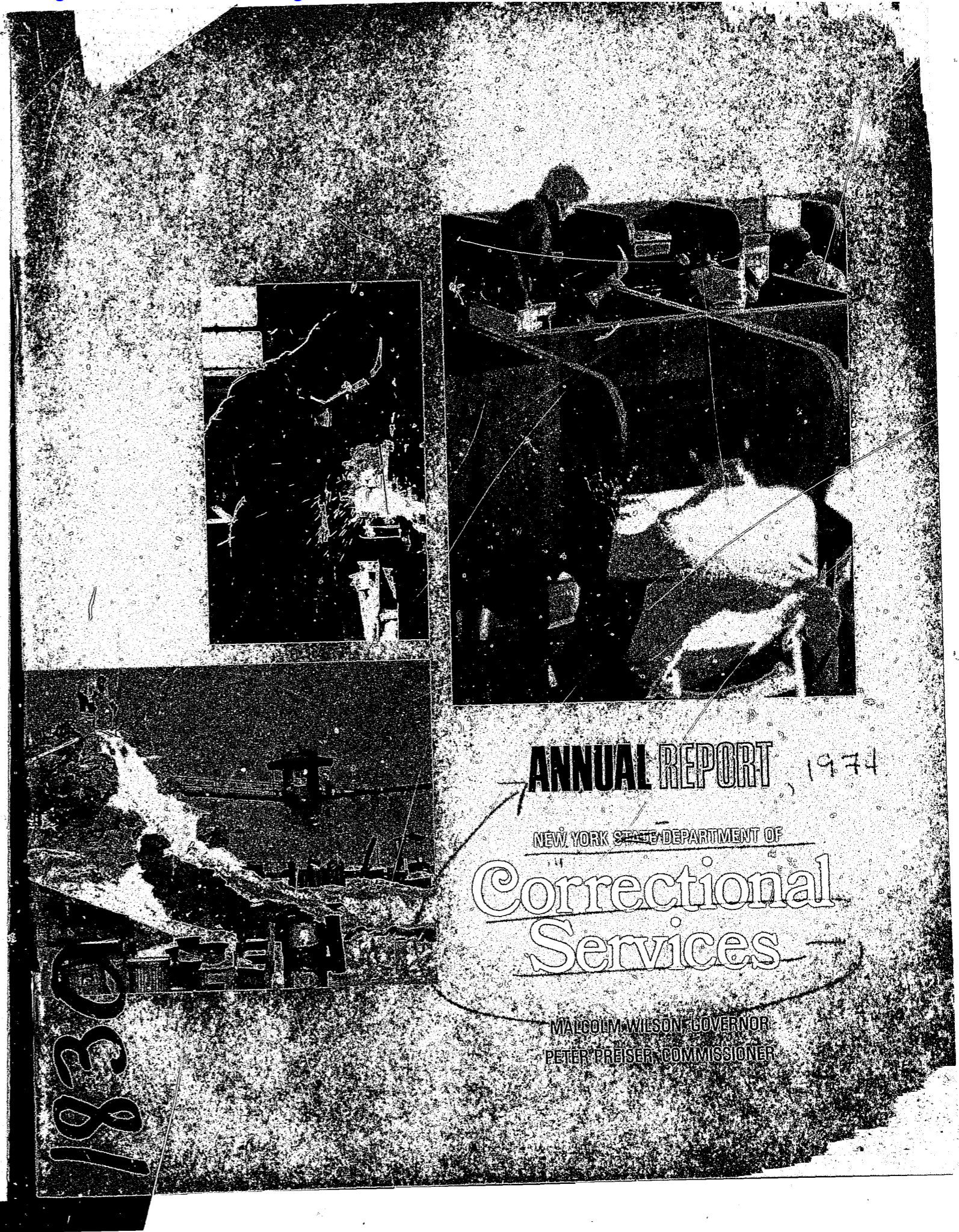
Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504

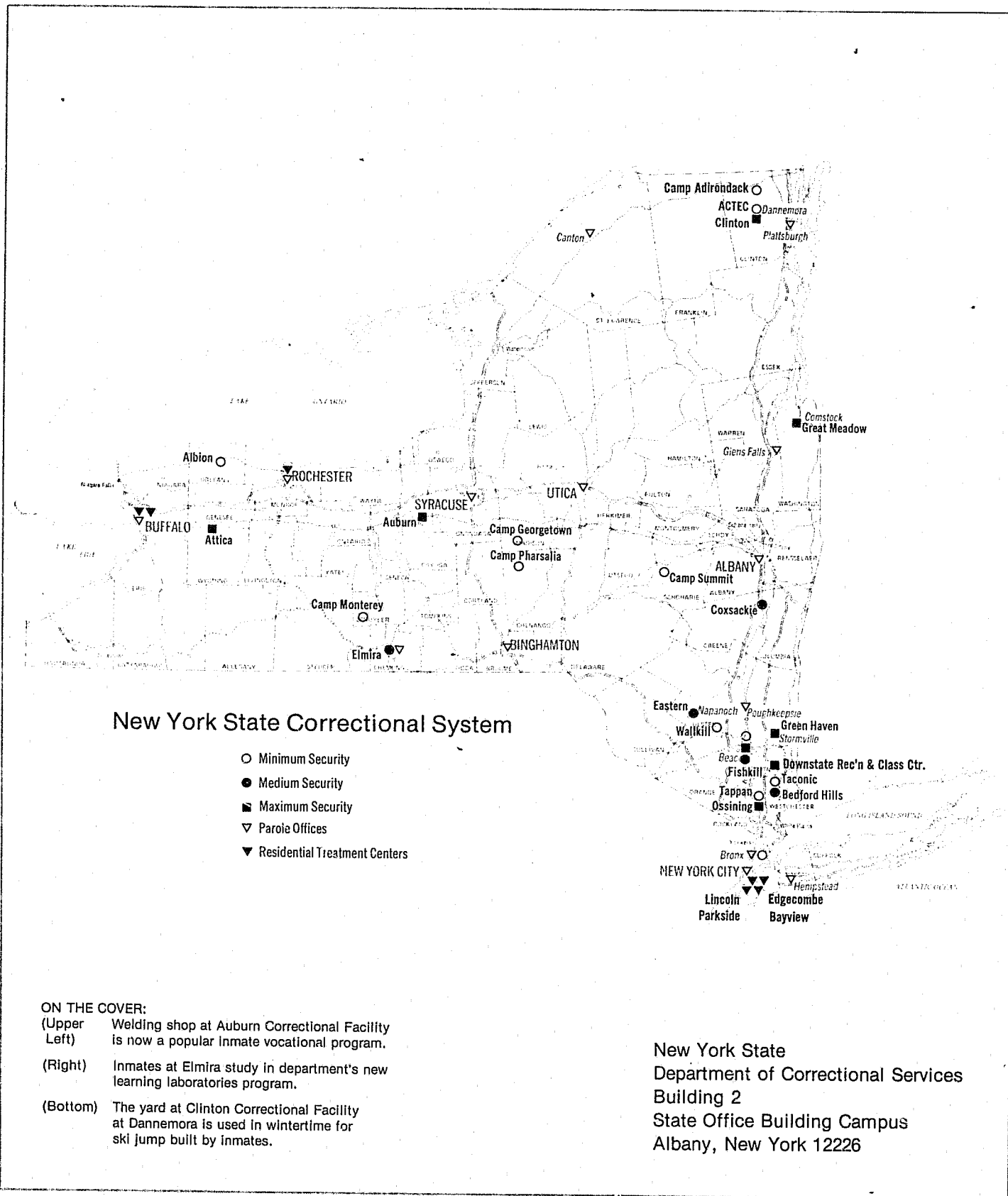
Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U.S. Department of Justice.

U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed

12/2/75





STATE OF NEW YORK
 DEPARTMENT OF CORRECTIONAL SERVICES
 ALBANY, N. Y. 12226

PETER PREISER
 COMMISSIONER

May 15, 1974

To the Honorable Malcolm Wilson, Governor, and
 Members of the Legislature:

Pursuant to law, I am forwarding herewith our annual report on
 operations of the State Department of Correctional Services. This report
 is designed to be an in depth look at major department functions.

By function then, the report delineates numbers of inmates involved
 in programs, and in other aspects of our operations.

The latter part of our report sets forth progress that has been made
 under recommendations from the Select Committee on Correctional Institutions
 and Programs.

I wish to thank the Legislature for its cooperation and interest during
 the first twelve months of my term as Commissioner.

Sincerely,

PETER PREISER
 Commissioner

CONTENTS

FOREWORD	4
DEPARTMENT DIRECTORY	9
PROGRAM SERVICES	12
PAROLE AND COMMUNITY SERVICES	24
HEALTH SERVICES	26
LEGAL SERVICES	32
MINISTERIAL SERVICES	33
CORRECTIONAL FACILITIES	34
RESEARCH, PLANNING AND EVALUATION	36
ADMINISTRATIVE SERVICES	40
APPENDIX: REPORT OF THE SELECT COMMITTEE On Correctional Institutions and Programs	48

FOREWORD

THE NEW YORK STATE Department of Correctional Services is a vast enterprise that utilizes approximately 150 million dollars of operating expenses and directly involves 45,000 people—9,000 employees, 14,000 inmates, 14,000 parolees and 8,000 regular volunteers.

Yet the objective of the Department is to reach and deal with the individual offender—from the lone inmate sitting in a special housing unit cell at the Clinton Correctional Facility on the Canadian border to the parolee working in a factory in New York City; from the farm boy who burglarizes in a remote rural area to the inner city addict who mugs someone to support his habit; and from the privileged, who have had access to all the advantages in life and who still have not refrained from violating the law to the person who has never had an advantage and has never received an even break. They come to us marked as failures in life—having failed their families, the schools, the churches, other social agencies both private and public, and indeed themselves—at last cast out by society, and we have the job of somehow dealing with them to return them to society as law abiding citizens.

This task is further complicated because of the belief held strongly by a small, but nonetheless hardened and militant group that their failure is caused by society, that they do not wish to live in a society as presently constituted under our principles, and that they are not persons who have been sentenced because of crimes committed against a legitimate society, but they are rather persons being "held as political prisoners".

Whether our system of correction or any other system of correction is capable of changing people; of taking a person who is still virtually illiterate after being exposed to the public school system and giving him the educational tools that he needs; of taking a person who has never



been exposed to machinery and giving him the basic training that he needs; of changing sporadic work habits ingrained through years of experience; of changing deep-seated resentments and attitudes; these constitute grave and troubling questions.

Nevertheless, during the time I have served as Commissioner, the most impressive single fact that I have noted is that the overwhelming majority of the 9,000 employees of this Department deeply believe the job can be done and are committed and dedicated to the proposition of doing this job. I am proud to be able to work with these people who have taken on what must be one of the most frustrating and thankless tasks in all of society. Frustrating because no one has yet discovered why people violate the law, so that it is impossible to devise any formula to prevent them from violating the law in the future. Thankless because correctional services are condemned from all sides. They are exposed constantly to the charge of being a part of a "bankrupt" system. They are attacked from the right as being too liberal and from the left as being too conservative. And until 1974 they were exposed to personal uninsured liability from civil rights actions to an extent that few, if

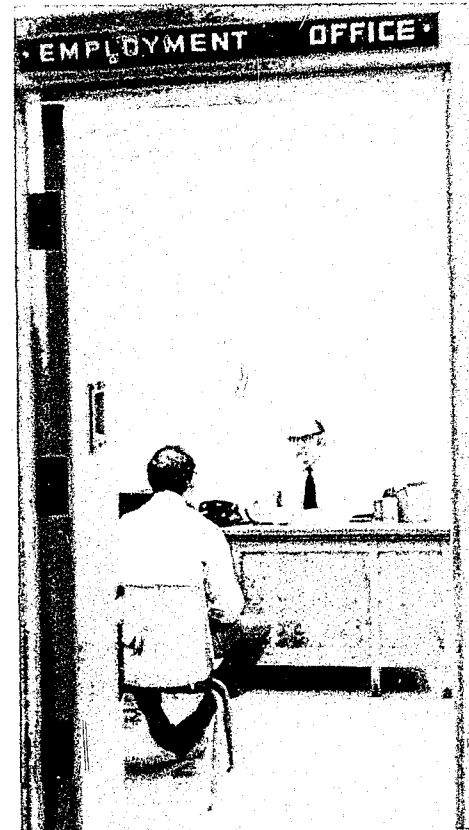
any, workmen were exposed to in commercial enterprises. Nevertheless, these 9,000 employees place their lives on the line every day for the public and dedicate their minds and their hearts to this cause.

We in Correction believe, and we must believe, that there is a way to reach each person in our custody. We are dedicated to the proposition that if one can only find the key in dealing with an individual, we can stem the tide of his recidivism. And it is in accordance with these principles that I have attempted to shape the programs to be emphasized in my administration of the Department.

First there must be decent, humane and fair treatment for every person in our custody. To this end we have been constantly striving to improve food service, to improve visiting, to reduce the number of hours inmates spend locked in cells, to intensify our administrative procedures for inmate discipline and to develop an entirely new health care delivery system.

We have concentrated special emphasis on the health care delivery system which will be integrated with the normal community health services. This approach has already started to bear fruit in the form of easing our recruiting problems and clearing up our elective surgery backlog. Since September 1973 we have screened 530 inmates for elective surgery, performed 316 operations and scheduled an additional 135 for the near future. I also am happy to note that we now have at least one licensed qualified physician in attendance at each correctional facility. Moreover, we have, with the assistance of the Department of Mental Hygiene, been able to vastly increase our psychiatric resources.

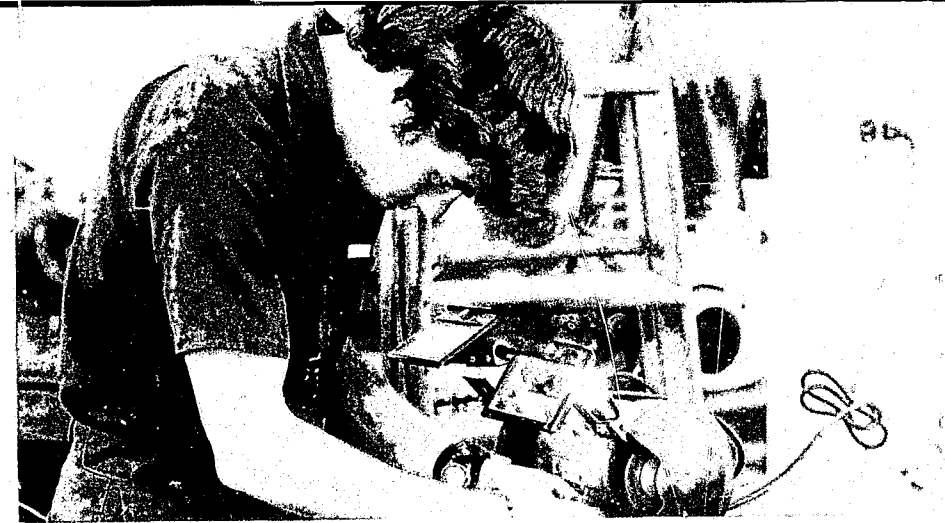
We also have concentrated special emphasis upon visiting and in this connection we have established a program of free transportation—with the aid of Federal funds—for the families of persons incarcerated hundreds of miles away. This program includes counselling services and is quite helpful in maintaining the family ties that are so necessary to



inmates and their dependents, not only during incarceration, but also after release.

Special emphasis, too, has been placed upon reducing cell time. Almost all of our institutions now have honor blocks and every one of our institutions has evening programs. The so-called 15 hour lock-in has been ended, except for a relatively few problem inmates. Lock-in time varies now from 7 P.M. to 11:30 P.M. as opposed to 4:30 or 5:30 P.M. in the past.

Second, but every bit as important, a crucial component of our efforts is to assure that every employee of the Department be well trained and safe and secure on the job. In working toward this goal we have established a central training academy, intensified in-service training for older employees, developed new emergency response capability, and worked assiduously on new communica-



tions capabilities. Already, over 1,000 correctional officers, parole officers, probation officers and county jail personnel have been trained at our new academy, the first post-adjudicatory training academy in the nation.

Next it is essential to assist persons in our custody to develop a positive self-image and an understanding of the manner in which our civilization operates. This is perhaps the most difficult task of all, and here is where the role of the educator, the clergyman, the guidance counselor and the correction and parole officer on the line all must be continually focused. Perhaps our greatest accomplishment in this area has been the establishment of a new and more intensified chaplaincy within the Department. We in Corrections have long felt that a chaplaincy comprised of the so-called three major faiths is nowhere near sufficient to service the needs of our inmate population, many of whom do not profess to any of these three faiths. We are now on the road toward a truly representative chaplaincy service and we intend to carry this chaplaincy service from the institution into the community so that the service will deal not only with the inmate, but with his family and also will deal with the individual and his family when he is released.

Additionally, we are stressing higher education and means of access to higher education in the liberal arts areas as a supplement to our basic literacy and high school equivalency programs. At the present time one out of every twenty-five inmates (4%) is studying in an accredited college course.

On another front we are making increasing efforts to have our guidance counselors visit with inmates at their jobs

within the institution and on the cell blocks rather than having the inmates report to the offices of the counselors, and we are requiring our counselors to visit the special housing units periodically in an attempt to deal with the small percentage of inmates who are not adjusting to programs offered within the institution.

As part of our whole approach we are also attempting to offer the widest possible variety of programs—vocational, industrial and avocational as well as educational—since it is our belief that there is no fixed formula that can be applied across the board, but rather that there must be available to the inmate population a cross section of the array of training opportunities that are available to human beings in general since each must find his way through a formula best adapted to him as an individual.

In implementing this concept we have reorganized our central office structure to more closely knit our program concept with our training opportunities. We are doing away with "prison training" and establishing "industrial training" under the aegis of our Program Deputy. We also are overhauling the so-called inmate wage and are designing, to replace it, a true incentive system rather than mere industrial production. Further, this system will not be totally reliant on pecuniary payments but will include advancement to better training opportunities and lower security facilities.

Major efforts are now being made for basic education and during this fiscal year, with the aid of Federal Title I funds we expect to create a structure designed to insure that every inmate who reads at less than 7th grade level (approximately 33% of those presently discharged) will

be required to participate in a program of reading and math remediation. This will include bi-lingual aspects.

Finally, it must be recognized that if we are ever to do the job we must make a near approach to the conditions of life in the free community. Otherwise, we are only training people to live in institutions, in structured, unnatural environments. If we are to return people to society capable of functioning as successful citizens, then the training milieu must represent, to the extent consistent with the needs of security, the actual conditions in free society: responsibility and the ability to progress to a better way of life.

Under the old system of correction, an inmate started with a cell, basic clothing and certain basic privileges. He then could either retain these throughout his term or lose his privileges, but there was no way for him to move upward within the system through a demonstration of responsible behavior. We are endeavoring to change this through the creation of the honor programs within the institutions; through the incentive system; through our temporary release programs; and through creation of additional medium and minimum security facility capacity.

The temporary release program has been vastly expanded this year and the Department is extremely pleased with its impact. The temporary release programs have provided 10,000 furloughs and leaves of absences to inmates since the program began. Holiday furloughs were especially prominent during this period: 604 separate inmates were furloughed over Thanksgiving and 1,046 separate inmates were furloughed over Christmas.

Consistent with our attempts to move toward the free community, the Department has also stressed very heavily its citizen volunteer programs. We now have 3,500 volunteers working in our institutions and 3,500 working with us in the community.

Naturally, it is essential to this whole approach that the Department establish

residential treatment facilities in our major urban areas.

There is one pressing problem: the need for additional space. The growing population in our facilities is, in our judgment, now beyond capacity as far as educational, recreational, vocational and visiting programs are concerned.

Capacities in the facilities have to be held to levels of program capabilities if we are not to drift back into situations which will foster idleness, usually the basis for unrest and formation of militant leadership with discontented followers.

As of December 31, 1973, the State sentenced inmate population was 7.9% higher than at the end of 1972. Court commitments were 13.5% above the 1972 level. This has occurred even in the face of declining arrest rates, and seems to be the result of a drastic change in sentencing practices (i.e., a greater percentage of convicted felons being sentenced to State institutions.)

The Department anticipates continuation of this 8% growth plus an additional but difficult to estimate increase (perhaps 8% to 10%) during 1974. This additional increase is projected on the basis of:

1. Increased length of sentences. In 1973, sentences of five years or more increased to 39% from 31% for the comparative period of 1972.
2. Impact of the new drug legislation effective since September 1, 1973. Though not yet a factor in our ad-



missions, the increase can be expected this year and will add long term sentence inmates to our population. The executive budget projects the figure to be around 1,000.

3. The second felony legislation, which will increase number of commitments and increase length of sentences.

Moreover, as the Parole staff implements new procedures we have established for better public protection, we can expect increases in the return of parole violators this year. (We have in the

past had an offsetting factor to increased court commitments through reduction of parole violation recommitments.)

The population problem has, of course, been complicated by the loss of cell space at the Ossining Correctional Facility, which the Department at the Governor's request made available to the City of New York for 800 detainees.

It is true that past and present efforts of the Department will increase capacities by the establishment of residential treatment facilities.

The Tappan Correctional will be able to increase its present occupancy of 150 to 450.

The present start-up population of 35 at Taconic Correctional Facility as a residential treatment facility will be increased to 200.

The intended acquisition of a facility in Buffalo and of two small facilities in New York will ultimately increase capacities by approximately 270 for males and 40 for females, but due to the need for

renovations of these properties, only partial occupancies will be possible during the coming fiscal year. The same applies for the proposed expansion of Tappan Correctional Facility.

Anticipating a need for increase of Departmental space, General O'Hara, in his capacity as coordinator for the Dangerous Drug Control Program suggested the acquisition of the Brentwood complex, a part of Pilgrim State Hospital. Technical and design investigations showed that reactivation and renovation of this complex to accommodate correctional programming not only required large sums of money but also would cause too great a time lapse for occupancy.

In the meantime the need for at least another facility has grown.

Accordingly, for the reasons stated above, we are exploring the possibility of transfer to the Department one of the existing State facilities, preferably in or near New York City for use as a minimum security residential treatment facility with a bed and program capacity of 600-700. If it is impossible for us to find such a facility in or near New York City at this time, the immediate need for additional capacity could be met by securing the return of the Woodbourne Correctional Facility to the jurisdiction of this Department.

I think I would be remiss in my duty to the Legislature and to the public as well as derelict in my responsibility to the employees of this Department if I did not mention at this time the so-called recidivism rate. Correctional personnel are frequently faced with charges of failure allegedly substantiated by a mythical recidivism rate invented by so-called experts and quoted in the press as anywhere between 60 and 75%. As nearly as we can determine, this figure is based upon the number of persons in correctional institutions who have prior convictions, but it does not take into account the number of persons who leave our institutions and are not again convicted. Reliable recidivism figures simply are not available. The term itself is subject to

numerous definitions. However, our Department does collect certain data for use as general indicators.

A follow-up survey of approximately 5,000 persons released on original parole during the year 1968 reveals that only 8.5% of such persons were convicted of new felonies and 13.9% convicted of new misdemeanors or lesser offenses during five years or prior expiration of parole supervision. Additionally, a special study prepared in 1970 reveals that only 24.2% of persons released on parole from New York State institutions were reconvicted of felonies during the ten year period following release.

We are not, of course, claiming that these figures give a realistic picture of recidivism rates since many persons who commit crimes are not apprehended, and many who are apprehended are not convicted. We do, however, claim that there is no one who actually knows the recidivism rate and that our figures are as sound as any in the nation.

In closing I would like to state that, although I have dwelt upon the positive aspects of our program development, I am only too painfully aware of the long road that we have to travel in order to achieve a well-coordinated, meaningful correctional system that can have an impact upon the individual offender and furnish the taxpayers of the State of New York a sound result for the investment of their hard-earned dollars. The situation in our institutions is by no means fully satisfactory to me, to the employees of this Department, to the persons in our custody or to the public at large. Although we have demonstrated some accomplishments this year, we have only scratched the surface—a system that has lingered on the dark fringes of public acknowledgement and budgetary indulgence for many decades cannot be brought into the twentieth century in the wink of an eye. We ask your patience and we are grateful for your continued cooperation.

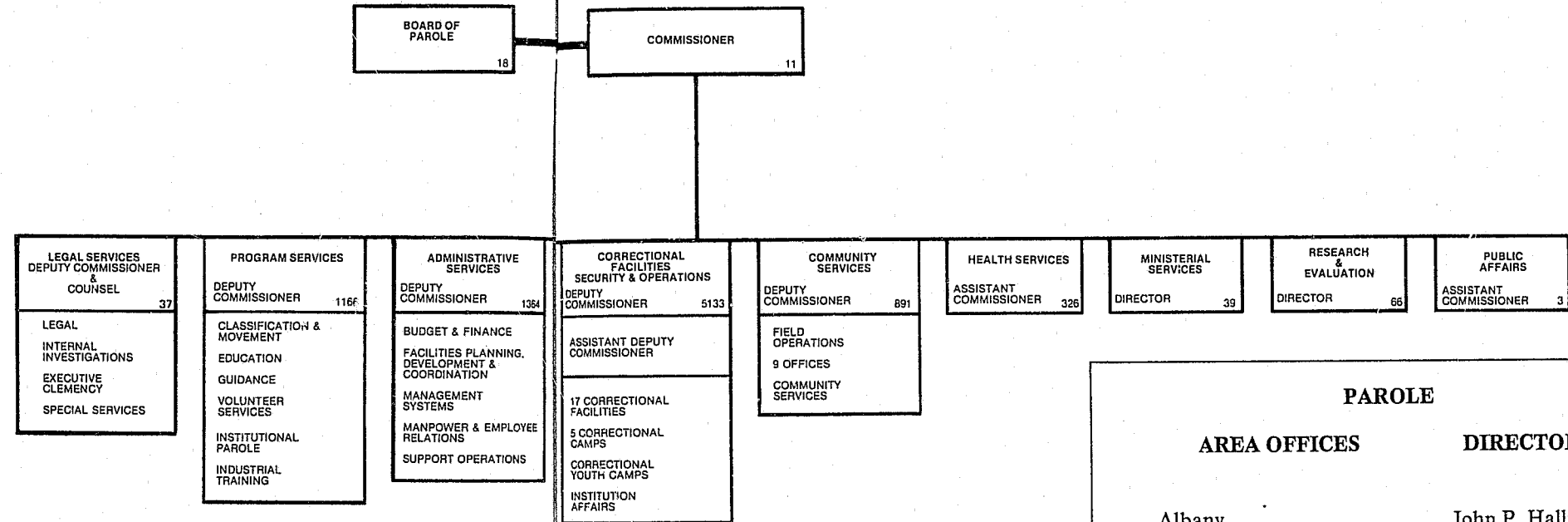
PETER PREISER
Commissioner

DEPARTMENT DIRECTORY

Peter Preiser, Commissioner of Correctional Services, was appointed by the Governor April 17, 1973, confirmed by the Senate; to hold office during the term of the appointing Governor, and until a successor has been appointed and qualifies.

The department is charged with the custody and rehabilitation of 14,000 inmates, and employees number 9,000. In addition, the department assists some 14,000 parolees in the community. Some 8,000 citizens participate as volunteers.

Twenty-five facilities are operated by the department across the state, including minimum, medium and maximum security facilities. The department operates 13 area offices for parole operations.



PAROLE	
AREA OFFICES	DIRECTOR
Albany	John P. Halligan
Bronx	Donald Gingras
Binghamton	Robert Kent
Buffalo	Donald Voght
Canton	Edward Yanchitis
Elmira	James McGuire
Hempstead	Harry Feldman
Interstate	Edmund Walsh
New York	William Cashel
Poughkeepsie	Robert Kaiser
Rochester	Richard Haines
Syracuse	Joseph Maxwell
Utica	William Slater

William Quick, Deputy Commissioner of Correctional Facilities
Edward Elwin, Deputy Commissioner of Program Services
Dr. Wim van Eekeren, Deputy Commissioner for Administrative Services
William J. Baker, Deputy Commissioner for Parole & Community Services
William C. Donnino, Deputy Commissioner and Counsel
David L. Eno, Assistant Commissioner for Public Affairs
Dr. Ian T. Loudon, Assistant Commissioner for Health Services
Rev. Earl Moore, Director of Ministerial Services
Edward Patrick, Special Assistant to the Commissioner

Stella Williams, Secretary to the Commissioner
Gerald T. Houlihan, Public Information Officer
Ernest Montanye, Assistant Deputy Commissioner for Correctional Facilities
Donald Otis, Assistant Deputy Commissioner for Correctional Facilities
Robert Rommel, Chief Program Administrator
Thomas Dexter, Chief Program Administrator
John McCarthy, Inspector General
John VanDeCar, Director of Manpower and Employee Relations
Francis J. Daley, Director of Budget and Finance

Bruce Robertson, Director of Support Operations
Norman E. Garvais, Director of Facilities Planning and Coordination
Raymond Reisinger, Ph.D., Director of Education
Allen F. Mills, Director of Industrial Training
Charles LaPolt, Director of Correctional Guidance and Counseling
Karl Pfeil, Director of Correctional Camps
Burton R. Pomplun, Director of Parole Field Services
Steven Yelich, Director of Institutional Parole Services
Henry Bankhead, Director of Personnel

Eugene Phillips, Director of Classification and Movement
Wilson Walters, Director of Staff Development
Dr. John Stanton, Acting Assistant Commissioner
Leonard Witt, Director of Community Placement
Oliver Tweedy, Executive Clemency & Good Conduct
Gerald J. Griffin, Director of Management and Systems
Noxbert V. Woods, Director of Professional Training
Margret Appe, Director of Volunteer Services
Dr. Allen Bush, Director of Minority Groups and Manpower Programs

FACILITY	SUPERINTENDENT	DEPUTY SUPERINTENDENT	VOLUNTEER SERVICES COORDINATOR
ACTEC Dannemora, New York 12929 (518) 492-3431	Eugene LeFevre	Jared Keysor (Administration) Carlton Marshall (Program Services) Capt. C. Davies (Security)	Edison Gardner
ALBION CORRECTIONAL FAC. Albion, New York 14411 (716) 589-5511	Theodore Reid	Robert J. Oare (Administration) Edgar Erb (Program Services)	Annie Lee
ATTICA CORRECTIONAL FAC. Attica, New York 14011 (716) 591-200	Harold Smith	George Berbary (Administration) Robert McClay (Program Services) Everett Jones (Security)	Michael Morse
AUBURN CORRECTIONAL FAC. Auburn, New York 13022 (315) 253-8401	Robert J. Henderson	Abraham Taylor (Administration) Joseph Kennedy (Program Services) Paul F. Bergan (Security)	Robert Guzman
BAYVIEW CORRECTIONAL FAC. 550 West 20th Street New York, New York 10011 (212) 924-1143	Dominick Salamack		
BEDFORD HILLS CORR. FAC. Bedford Hills, New York 11507 (914) 666-2138	Janice Warne	Arlene Wagner (Administration) Joseph Curry (Program Services) Francis Clement (Security)	Mary Louise Cox
CLINTON CORRECTIONAL FAC. Dannemora, New York 12929 (518) 561-3262	J. Edwin LaVallee	Patrick J. McGann (Administration) Jack Czarnetzky (Program Services) William Gard (Security)	William Donahue
COXSACKIE CORRECTIONAL FAC. W. Cossackie, New York 12192 (518) 731-8151	Edward O'Mara	William Nevins (Administration) Leonard S. Black (Program Services) T. Leslie Alexander (Security)	Jerry Ducie
EASTERN CORRECTIONAL FAC. Napanoch, New York 12458 (914) 647-7400	Jerome Patterson	Donald Halavin (Administration) Paul Kimmelman (Program Services) Joseph Perrin (Security)	Nancy Loori
EDGEcombe CORRECTIONAL FAC. 611 Edgecombe Avenue New York, New York 10032 (212) 923-2575	Ina Greiner		
ELMIRA CORRECTIONAL FAC. Elmira, New York 14902 (607) 734-6238	John Wilmot	Michael Savino (Administration) Leroy Weaver (Program Services) William Ciuros (Security)	Val Mendes
GREAT MEADOW CORR. FAC. Comstock, New York 12821 (518) 639-5521	J. Leland Casscles	Joseph Labate (Administration) Robert Hoke (Program Services) Walter Fitzgerald (Security)	Edward LaClair

FACILITY	SUPERINTENDENT	DEPUTY SUPERINTENDENT	VOLUNTEER SERVICES COORDINATOR
GREEN HAVEN CORR. FAC. Stormville, New York 12582 (914) 226-2711	Leon Vincent	Carl Berry (Program Services) Walter Fogg (Security)	Dasil Velez
FISHKILL CORR. FAC. Beacon, New York 12508 (914) 831-4800	Vito Ternullo	Roy Bombard (Administration) Steven Dalsheim (Program Services) Paul Metz (Security)	William Schnitzer
OSSINING CORR. FAC. Ossining, New York (914) 941-0108	Theodore Schubin	John Daley (Administration)	George McGrath
TACONIC CORR. FAC. Bedford Hills, New York (914) 241-3010	Stephen Chinlund	Albert Bayer (Administration)	
WALKKILL CORR. FAC. Walkkill, New York 12589 (914) 895-2021	Harold Butler	Joseph Snow (Administration) Lawrence Malloy (Program Services) Nelson Otis (Security)	Everett Poole
WOODBOURNE CORR. FAC. Woodbourne, New York 12788 (914) 434-7730	Robert H. Kuhlmann		
CAMP ADIRONDACK Dannemora, New York (518) 561-2540, ext. 226	James Crowley	James Wilkinson - Asst. Superintendent Edward Brady - Asst. Superintendent Cortland Bussey - Asst. Superintendent	
CAMP GEORGETOWN Georgetown, New York 13072 (315) 837-4417	Clifton J. Casscles	Robert Duquette - Asst. Superintendent William Vantran - Asst. Superintendent Robert Cowburn - Asst. Superintendent	
CAMP MONTEREY Beaver Dams, New York 14812 (607) 962-3184	Herman E. Cassidy	Cornelius Crowley - Asst. Superintendent James Torrey - Asst. Superintendent Edward Rogan - Asst. Superintendent	
CAMP PHARSALIA South Plymouth, New York 13844 (607) 334-2264	James M. Doyle	Alfred Noetzel - Asst. Superintendent Morris Raphael - Asst. Superintendent Lewis Chan	
CAMP SUMMIT Summit, New York 12175 (518) 287-1721	Joseph Higgins	Ernest Barkman - Asst. Superintendent Carlton France - Asst. Superintendent John Casey - Asst. Superintendent	
ROCHESTER CORRECTIONAL FAC. 55 Greig Street Rochester, New York 14608 (716) 454-2280	Richard F. Fietz		
PARKSIDE CORRECTIONAL FAC. 10 Mt. Morris Park West New York, New York 10027 (212) 876-6300	Edrys C. Woodroffe		

PROGRAM SERVICES

Division of Education

The Division of Education continued to pursue an extensive and varied educational program during 1973. Academic, vocational and special subject classes were conducted in each facility on a structured basis and a number of miscellaneous educational programs were conducted in each facility.

A number of the goals and objectives toward which the Department is striving are listed below:

1. To eradicate functional illiteracy.

It is the aim to assist every inmate to be able to read and write on, at least, a seventh grade level.

2. To aid those who are capable to obtain a high school equivalency diploma and initiate college studies.

3. To develop proper leisure time pursuits for each inmate so that he or she may learn interesting and useful hobbies which may be pursued upon release from the facility.

4. To provide the necessary training to give each man and woman a marketable skill. The ability to earn a living for one's self and family is necessary for success in the community. The material taught in each trade is selected after an analysis of industrial requirements. The

aim is to develop skills which will enable an inmate to qualify in a paying occupation. While developing manipulative skills, every man enrolled in organized trade training must pursue studies in related theory and trade information.

The attached tables give some indication of what our progress has been in working toward the goals listed above.

At the end of 1973, there were 5,323 different inmates enrolled in one or more day education programs of the 14,000 inmates incarcerated in New York State Correctional Facilities at that time.

As part of the total education staff, there are some fifty-nine teachers of



Correctional Facility	Inmates in one or More Programs	Evening Educational Programs	Academic Programs	Vocational Programs	Special Programs
TOTAL	5,323	2,282	2,451	2,082	2,016
Attica	221	38	96	40	85
Albion	119		20	24	75
Auburn	354	495	285	284	—
Bedford Hills	262	113	173	123	6
Clinton	304	173	219	30	55
Coxsackie	385	107	280	319	—
Eastern	305	289	142	94	69
Elmira	543	55	440	575	71
Great Meadow	410	163	369	309	36
Green Haven	243	673	129	89	25
Matteawan	559		88	—	471
Fishkill	389		127	73	189
Ossining	895		53	—	842
Wallkill	270	176	120	58	92
Adirondack	22		—	22	—
Georgetown	5		—	5	—
Monterey	15		—	15	—
Pharsalia	7		—	7	—
Summit	15		—	15	—

Some inmates in both day and evening programs. Department does not segregate figures.

elementary subjects who are working toward the objective of eradicating functional illiteracy from our inmate population. The Department issued a total of 943 High School Equivalency Diplomas, which represents 2 % of the total issued in New York State during 1973, and 35 New York State Regents Diplomas.

The yearly total of High School Equivalency Diplomas fluctuates between nine hundred and one thousand. Therefore, 1973 could be called a representative year in that category.

The chart indicating attendance in academic, vocational and special education details the number of different inmates who are assigned to each section at the end of the calendar year of 1973. This summary concerns all of those vocational training areas which come under the direction of the Division of Education. Training programs that are the responsibility of the Division of Industry or of Maintenance are not included in these summary charts.

The attached tables indicate the different trades taught by the Division of Education. Indicated also are the number of inmates enrolled in full day programs, the number enrolled half-day (which is by far the largest number) and those few who are assigned on a less than half day basis or sometime during the week.

The Department, during the past year, participated in conferences with representatives of the Department of Education and the Department of Labor, as well as other units within the State University, in attempting to upgrade occupational training programs and to introduce new vocational courses in which there are no legal barriers to employment.

Great emphasis has been placed in the last year in employing recreation and physical education teachers, arts and crafts teachers, music teachers and librarians. At least one teacher in each of the four categories is now working in each major facility.

Another chart indicates the miscellaneous programs now functioning in each facility. Some thirty-six programs are

INMATES IN VOCATIONAL EDUCATION, by program, 12/31/73

	FULL DAY	HALF DAY	LESS HALF DAY	SOME-TIME IN WEEK	TOTAL
Auto Mechanics	32	351	3		386
Baker	12				12
Barbering	127	73	4	13	217
Bindery					
Blacksmithing	2				2
Carpentry	13	81			94
Conservation Tool Room	3				3
Commercial Art	4	20			24
Cooking	15	4	2		21
Cosmetology	2	10			12
Dental Laboratory	8	29			37
Drafting & Blueprint	27	18	11	28	84
Dressmaking					
Electricity	13	75	3		91
Food Service Management	32	20			52
Foundry					
Gen. Shop (Indus. Arts)	6	15			21
Gen. Work Class	5	13			18
Maintenance	2				118
Laundry	36	82			118
Machine Shop	28	125	2		155
Masonry	70	53	1		124
Meat Cutting	4				4
Optical Laboratory	19	17			36
Painting	11	55			66
Plumbing	63	54	2		119
Printing	18	45			63
Radio-TV	19	223			242
Sewing	6	23			29
Sewing Machine Repair	8	5			13
Sheetmetal	10	40			50
Shoe Repair	9	29			38
Sign Shop	4				4
Tailoring	53	87	2		142
Tailoring (Custom)	5	25			30
Typewriter Repair	2				2
Upholstery	14	18			32
Welding	27	94	2		121
Woodworking	73	65			121
Typewriting Class					
Auto Body and Fender	5	9			14
Vocational Exploratory	1	12			13
Bldg. Trades Cluster		17			17
Mech. Trades Cluster					
Related Math & BPR	2	27			29
Refrigeration		119			119
TOTALS	790	1933	32	41	2796

SPECIAL MISCELLANEOUS PROGRAMS OFFERED DURING 1973.

Dale Carnegie
Great Books Discussion
Orientation Courses
Pre-Parole, Pre-Release Courses
Recreation
Puerto Rican
Swahili
Black Studies
African Studies
Latin American Studies
Health & Environmental Studies
Explorator Business
Typing
Office Practice
Shorthand
Business Math
Group Counseling
Alcoholics Anonymous
Spanish
Italian-American
Afro-American
Black Awareness
College Programs (All)
Creative Writing
English as a Second Language
Arts and Crafts
Music
Group Discussion
Supervisors Introductory Orientation of Campmen
Safety Practice
Orientation
Chain Saw Instruction
Street Theater
Afro-American Studies
Group Discussion
Dialogue

mentioned in the chart. They cover a wide variety of activities and indicate the large number of interests possessed by inmates.

In the past year, evening programs have been instituted in most facilities. These programs provide an opportunity

for inmates working in industry or maintenance in the day time to go to school at night. It also permits volunteers to work in the evening.

There are now more educators employed in the Department than ever before.

COLLEGES COURSES

FACILITY	ACCREDITING COLLEGE	COURSE	ENROLLMENT		
ACTEC ALBION CORRECTIONAL FAC.	SUNY at Plattsburg	Educational Release	10		
	Genesee Community College Brockport		12		
ATTICA CORRECTIONAL FAC.	Buffalo State Genesee Community College	Sociology 101 - day	10		
		Sociology 201 - day	9		
		English 101 - evening	7		
		English 105 - evening	8		
		Math 129 - evening	8		
		Math 111 - evening	6		
AUBURN CORRECTIONAL FAC.	Auburn Community College	Psychology - evening	27		
		Biology - evening	27		
		US History - evening	24		
		English 101 - evening	27		
		Industrial Psychology	27		
		Sociology - evening	27		
		Cornell (Volunteer)	College Math - evening	9	
		BEDFORD HILLS CORR. FAC.	Westchester Community College	Medical Technician - eve.	17
				Human Services - afternoon	20
		CLINTON CORRECTIONAL FAC.	No accreditation (Volunteer)	Drama	20
COXSACKIE CORRECTIONAL FAC.	SUNY at New Paltz	Political Science	14		
		Sociology	12		
EASTERN CORRECTIONAL FAC.	SUNY at New Paltz	Int. to Black Studies	62		
		Theatre Arts	48		
		Int. to Sociology	58		
		Economics	58		
		Contemporary Black Social Issues	74		
		English 105 - evening	16		
		Black Literature - evening	5		
		Consumer - evening	2		
ELMIRA CORRECTIONAL FAC.	Corning College Volunteer	Remedial Reading - evening	5		
		Basic Sociology - evening	10		
GREAT MEADOW CORRECTIONAL FAC.	Skidmore College "University Without Walls"	English	31		
		American Studies (writing)	5		
		Beginning College Spanish	14		
		Film as Literature and Art	24		
		College Photography	18		
		Business Course	9		
		College Counseling	18		
		Psychology	25		
		Instrumental Music	11		
		Advanced Art	9		

FACILITY	ACCREDITING COLLEGE	COURSE	ENROLLMENT		
GREEN HAVEN CORRECTIONAL FAC.	Marist College	Black Literature - evening	20		
		Sociology - evening	17		
		Psychology - evening	19		
		History of Modern Philosophy - evening	22		
		American State and Urban Problems - evening	19		
		Principles of Economics (Sat.)	22		
		Malcolm-King College	Black Political and Social Thought - evening	21	
			Hostas College	General Science - evening	21
				Math - evening	22
				Puerto Rican Soc. - evening	12
				Contemporary Issues - evening	44
		Biology (Sat.)	27		
		English as 2nd Language	39		
FISHKILL CORRECTIONAL FACILITY	College Proficiency Only				
OSSINING CORRECTIONAL FAC.	Hostas College	Education Release - evening	19		
WALKKILL CORRECTIONAL FAC.	SUNY at New Paltz	Black History I	18		
		Black History II	12		
		Jewish History	15		
		College Math	13		
		Int. to Geology	15		
		Int. to Sociology	15		
		Cultural Geography	9		
		Int. to Political Sci.	13		
		Int. to Psychology	21		
		Social Stratification	13		
		Int. to Fiction - Freshman Literature	20		

EDUCATIONAL AND VOCATIONAL COURSES

ADIRONDACK CORRECTIONAL TREATMENT AND EVALUATION CENTER

**Academic Education Program - subjects
taught:**
Learning Lab, Elem. Science
Learning Lab, Elem.
Avocational—
Printing - Hobby Craft
Art
Drivers Ed.
Music
Community Living
Drama

ALBION CORRECTIONAL FACILITY

**Academic Education Program - Subjects
Taught:**
Learning Lab
Higher Education—
Genesee Community College - SUNY at
Buffalo - Seek - Empire State,
Independent Study
Vocational—
National Electronics Television School

ATTICA CORRECTIONAL FACILITY

**Academic Education Program—
Subjects Taught:**
Math
Writing
High School Equivalency Preparation:
Correctness and Effectiveness of
Expression
Interpretation of Reading Materials in
the Social Studies
Interpretation of Reading Materials in
Natural Science
Interpretation of Reading Materials in
Literature
General Math

ATTICA CORRECTIONAL FACILITY
[Continued]

Sociology
Current Events
Spelling
Social Studies
History
English
Avocational—
Library Service
Arts and Crafts
Recreation
Occupational Education— Vocational
Auto Mechanics
Barbering
Drafting
School Building Maintenance
Blueprint Reading
Industrial Arts

AUBURN CORRECTIONAL FACILITY

Academic Education Program - Subjects Taught:

Beginning Reading
Math
Beginners Math
Intermediate Math
Advanced English
Advanced Math
English
Math
Social Studies
High School Equivalency Preparation:
Correctness and Effectiveness of Expression
Interpretation of Reading Materials in Social Studies
High School Equivalency Science
Interpretation of Reading Materials in Literature
General Math
English IV
American History
Math 9
Math 10
Math 11
Biology
Physics
Typing

Labor Safety
Consumer Education
Band
Geography
Law
Office Practice
Intermediate Reading
Learning Lab - Elem.
High School Equivalency Math
Accounting I
High School Equivalency English
Voc. English
Avocational—
Music Theory
Occupational Education— Vocational
Auto Body
Auto Mechanics
Barbering
Commercial Art
Drafting and Blueprint
Dental Tech.
Electricity
Radio-T.V. Mech.
Sheetmetal
Welding
Woodwork
Machine Shop
General Shop

BEDFORD HILLS CORRECTIONAL FACILITY (FEMALE)

Academic Education Program— Subjects Taught:

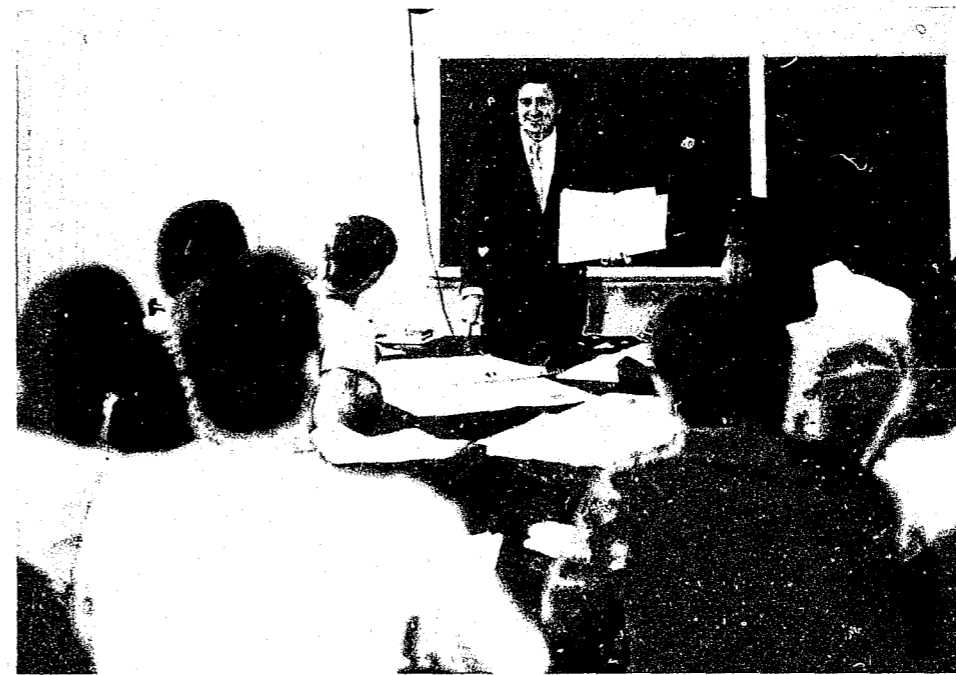
High School Equivalency Preparation:
Correctness and Effectiveness of Expression
Interpretation of Reading Materials in the Social Studies
Science
Interpretation of Reading Materials in Literature
General Math
Office Practice
Shorthand
Business English
Business Arithmetic
Remedial Reading A
Remedial Reading B
Remedial A and B
Data Recording

Typewriting
Communication skills
Steno/record keeping
English
Special Reading II
High School Equivalency Math
A-Science
C-Science
C-Math
Learning Lab - Elem.
Social Studies
English - C
English - Remedial A and B
Science B
English B
English Spec. I and II
Bookkeeping
Business Law
Math B
Math C
Math Remedial
Math A
Avocational—
Arts and Crafts
Library
Occupational Education— Vocational
Beauty Culture
Laundry
Sewing
Food Service

CLINTON CORRECTIONAL FACILITY

Academic Education Program— Subjects Taught:

Intermediate English
Intermediate Math
Intermediate Social Studies
Advanced English
Advanced Math
Advanced Social Studies
Math and Science
Oral Reading
Silent Reading
Math
Science
Phonics
General Commercial
Spanish to English
English and Social Studies
Art Studies



COXSACKIE CORRECTIONAL FACILITY

Academic Education Program— Subjects Taught:

Math/Science
Junior High English
Senior High English
General Business
Bookkeeping
General English and Societal Education
Ibiclem (English)
Remedial Math
Remedial Arithmetic
English - Reading
Learning Lab Reading
High School Equivalency Preparation:
Correctness and Effectiveness of Expression
Interpretation of Reading Materials in the Social Studies
Interpretation of Reading Materials in Natural Science
Interpretation of Reading Materials in Literature
Typing
Business Arithmetic
Business Law
Occupational Education— Vocational
Auto Mechanics

Barbering
Electricity
Laundry
Machine Shop
Masonry
Painting
Plumbing
Printing
Sheetmetal
Shoe Repair
Tailoring
Upholstery
Welding
Woodworking

EASTERN NEW YORK CORRECTIONAL FACILITY

Academic Education Program— Subjects Taught:

Beginners Reading
Intermediate Reading
Learning Lab Reading
Arithmetic (English Second Language)
Intermediate Arithmetic
Beginning Arithmetic
High School Equivalency Social Studies and English
Beginning Social Studies and English
Learning Lab
Intermediate Social Studies and English
Science
Pre-college
Pre-High School Equivalency
Business Management
Business Law
Typing
Business Arithmetic
Intermediate English
Pre-college English
Pre-high school equivalency Math
High School Equivalency English and Social Studies
Creative Writing
Elementary Music
Intermediate Class Music
Band Class Music
Occupational Education— Vocational
Barbering
Food Service Mangt.
•Plumbing
Tailoring

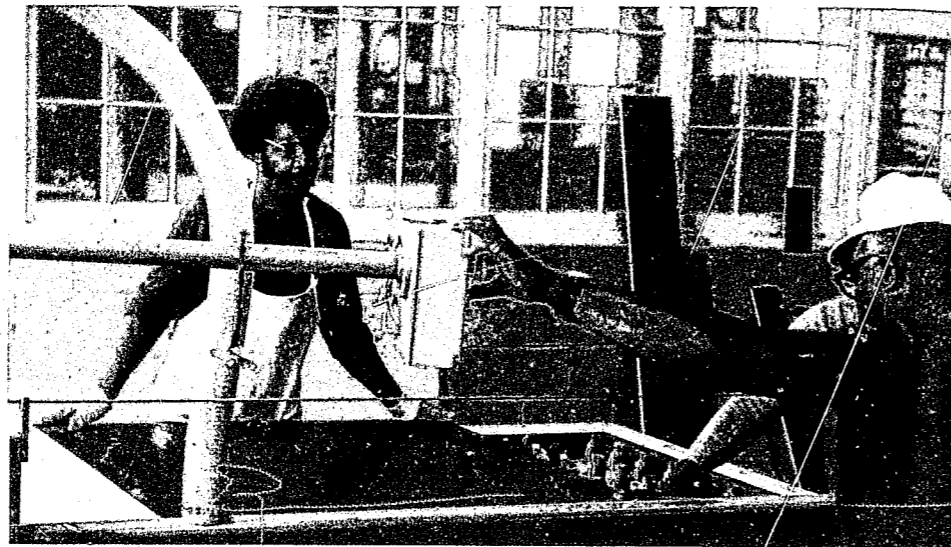
**EASTERN NEW YORK
CORRECTIONAL FACILITY**

[Continued]

Upholstery
Woodworking (Carpentry)
Masonry
Baking
Evening Program — Academic
Social Psychology
Business Organ. & Management
Introduction to Psychology
Basic Composition
Bible Study Class
Empire State College Prog.
Bookkeeping and Accounting
Jaycee Real Estate
Jaycee Drug Abuse
Evening Program — Avocational
Recreation (Bridge)
Street Theatre
Wire Newspaper Staff

ELMIRA CORRECTIONAL FACILITY

Academic Education Program —
Subjects Taught:
Arithmetic and Spelling
Reading
English
Spelling and Vocabulary
Arithmetic
Sociology
IBM
Accounting
Business Math.
Typing
Social Studies
Business
Science and Social Studies
Math.
Spelling
Math/English
Occupational Education — Vocational
Agriculture
Auto Mechanics
Barbering
Carpentry
Electricity
Painting
Drafting and Blueprint Reading
Radio-TV
Sheetmetal



Shoe Repair
Tailoring
Welding
Woodworking
Wood Patternmaking
Plumbing
Brick Class
Related Tech. Math.
Elem. Machine Shop Practice and Theory
Advanced Machine Shop Practice and Theory
Evening Program — Academic
Remedial Reading
Business Arithmetic
Communication
Intro. to Psychology
Basic Photography
Sociology
Resource Aids
New Directions
High School Equiv. Spanish
Creative Writing
New Tutorial
Evening Program — Avocational
Street Theatre Workshop

**FISHKILL CORRECTIONAL
FACILITY [GLENHAM]**

Academic Education Program —
Subjects Taught:
Beginners Math I & II

Arithmetic Beginning I
Math
Elem. Subjects
Reading Beginning I & II
Math Intermediate III & IV
Avocational
Music
Physical Education & Recreation
Arts and Crafts
Occupational Education — Vocational
Building Trades (Cluster)
Mechanical Trade (Cluster)
Painting
Barbering
Building Maintenance (Janitorial Service, Carpenter)
Metal Fabrication
Evening Program —
Phys. Ed. and Recreation

**FISHKILL CORRECTIONAL
FACILITY
BEACON STATE INSTITUTION**

Academic Education Program —
Subjects Taught:
Elem. Subjects (Intermediate) (Common Branch)

**FISHKILL CORRECTIONAL
FACILITY
MATTEAWAN STATE HOSPITAL
(MALE)**

Academic Education Program —
Subjects Taught:
Commercial Subjects
Elem. Subjects
Elem. Subjects Intermediate
High School Equiv. Algebra and English
High School Equivalency Preparation:
Correctness and Effectiveness of Expression
Interpretation of Reading Materials in the Social Studies
Interpretation of Reading Materials in Natural Science
Interpretation of Reading Materials in Literature
General Math
Higher Education — Independent Study
— College Proficiency
Avocational —
Physical Education & Recreation
Arts and Crafts
Evening Program —
Phys. Ed. & Rec.

**GREAT MEADOW CORRECTIONAL
FACILITY**

Academic Education Program —
Subjects Taught:
Trade Science
Jr. High Social Studies
Jr. High English
Science - Grade 9
Business Arithmetic
Business Law
Typewriting
High School History
Black History
Trade Math
Vocational English
High School Equiv. English
General Business
Arithmetic
Health
High School Math
Intermediate Class (Common Branch)

Beginners Class (Common Branch)
Social Studies Learning Lab.
Advanced Class (Common Branch)
Sr. High Science
High School Equiv. Math
Avocational —
Music
Physical Education and Recreation
Occupational Education — Vocational
Barbering
Carpentry
Drafting and Blueprint Reading
Electricity
Laundry
Machine Shop
Auto Repair
Masonry
Plumbing
Radio-TV Repair
Sheetmetal
Tailoring
Welding
Printing
Auto Class
Evening Program —
Creative Writing
Legal Research
High School Equiv. Math
High School Equiv. English
English as second language
Photography
U.W.W. (College)
Sociology
Music
Leather craft
Officiating Baseball
Religious
Library
Law Library
Gym

**GREEN HAVEN CORRECTIONAL
FACILITY**

Academic Education Program —
Subjects Taught:
Beginners English
Intermediate English I
Intermediate Math I
Jr. High Math
Learning Lab

Typing
Music Theory & Appreciation
High School Equiv. English
Elem. Math
English II
Math II
Reading II
Beginning Reading
Reading Lab
Learning Lab Science
High School Equiv. Science
Intermediate Reading I
Math (Lab)
Jr. High English (Grammar)
High School Equiv. (Math)
Jr. High English (Reading)
Drawing Lab
Educational Films
Social Studies
Vocational —
Auto Shop
Drafting Shop
Carpentry Shop
Sewing Machine Repair
Welding Shop
Bldg. Maintenance
Print Shop
Avocational —
Arts and Crafts

**OSSINING CORRECTIONAL
FACILITY**

Academic Education Program —
Subjects Taught:
Advanced Art
Beginners Art
Advanced Craft
Beginners Craft
Library
Library
Educational Orientation
Educational Counseling
English Lab
High School Equivalency Social Studies
High School Equivalency English
Evening Academic Program —
History of Philosophy
Art Appreciation
High School Equivalency Grammar and Usage
High School Equivalency Math
Bookkeeping



OSSINING CORRECTIONAL FACILITY [Continued]

Avocational [Day] —
Phys. Ed.
Evening Avocational —
Phys. Ed.

WALLKILL CORRECTIONAL FACILITY

Academic Education Program —

Subjects Taught:

Advanced English
Advanced Math
Jr. High English
Jr. High Math
Business Arithmetic
Business Law
Typing
Bookkeeping
9th Year Math
10th Year Math
Biology
Physics
English IV
Social Studies
Lab (Learning)
Math - Op.

Avocational —
Music

Occupational Education —

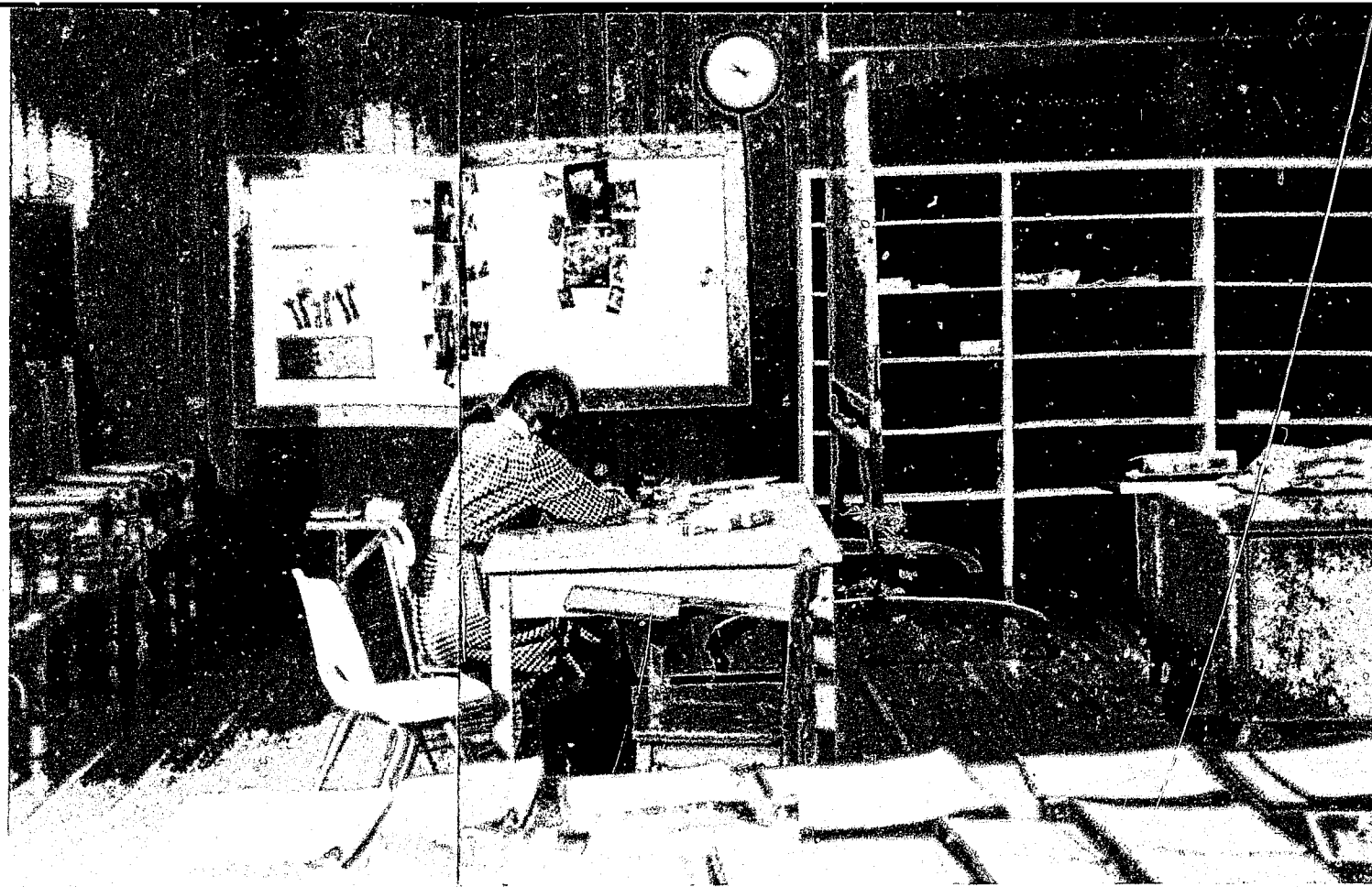
Auto Mechanics
Barbering
Carpentry
Drafting - Blueprint Reading
Masonry
Radio-TV Repair
Tailoring
Welding
Machine Shop

CAMP ADIRONDACK

Vocational —
Workshop

CAMP GEORGETOWN

Vocational —
Cabinet Making



Machine Operation
Tool Care and Maintenance
Blueprint Reading
Building Construction

CAMP MONTEREY

Vocational —
Carpentry and Woodworking

CAMP PHARSALIA

Vocational —
Woodworking
Evening
Woodworking
Arts and Crafts

CAMP SUMMIT

Academic Education Program —
High School Equiv. (Pre-test in English)
Vocational —
Woodworking

Guidance and Counseling Services

The Department guidance counseling services have continued to expand during the past year. There are now 91 counselor positions.

One of the major accomplishments has been the establishment of a "Field Book" approach to counseling. This concept emphasizes an informed type of counseling which provides the counselor an opportunity to contact the inmate under different circumstances. It also affords the counselor the opportunity to discuss program adjustment and modification with the personnel supervising the inmate.

In conjunction with the "Field Book" approach, a Quarterly Inmate Evaluation Reporting System was initiated. This reporting procedure is designed to follow-up classification recommendations and to evaluate program growth and adjustment on a regularly scheduled basis. This plan provides regular reporting for central office and also makes up-to-date program information available for the Classification Analysts who evaluate candidates for the diversified program facilities.

The expansion of the diversified program concept, community based centers, work and educational release facilities, and residential treatment programs, has developed a greater degree of cooperation between the counseling staff and the Division of Classification and Movement. The counseling staff has been responsible for the screening and selection of eligible candidates for participation in these programs because of its knowledge of skills, interests and abilities of assigned caseloads.

Correction Counselors are the key facility personnel in the screening and evaluation of candidates for the Temporary Release Programs. During the past year, approximately 8,000 inmates were screened and approved for furlough or leave of absence.

The need for the participation of a civilian employee at the Adjustment Committee Hearings has led to the assignment of counselors to this position. All counselor staffs have been encouraged to take an active role in these hearings in order to better understand the involvement of their cases and to help the committee to become a guidance and

counseling experience rather than a strictly punitive function.

Volunteer Service Program

The long planned-for Volunteer Service Program in the New York State Department of Correctional Services became a reality in January, 1972 through a federal grant award of LEAA funds. Staff consisted of the Director, four Regional Coordinators, and appropriate stenographic staff.

Initially, the program was directed toward the coordination of existing volunteer service programs and toward the development of new programs. It soon became apparent that the involvement of the outside community could lend a positive force to the rehabilitative/reintegration process. Increasingly, individuals and groups from outside the walls were seeking admission to our facilities — a few as sightseers — but many as potential volunteers willing to provide a single incident type service such as an entertainment show or commit themselves to an ongoing volunteer service program such as counseling, vocational training, tutoring, etc.

Almost from the outset, it became apparent that there was a need for staff to serve as direct supervisors of volunteers and public relations representatives within the facilities. Therefore, using supplemental budget monies, fourteen Supervisors of Volunteer Services were appointed provisionally on November 9, 1972.

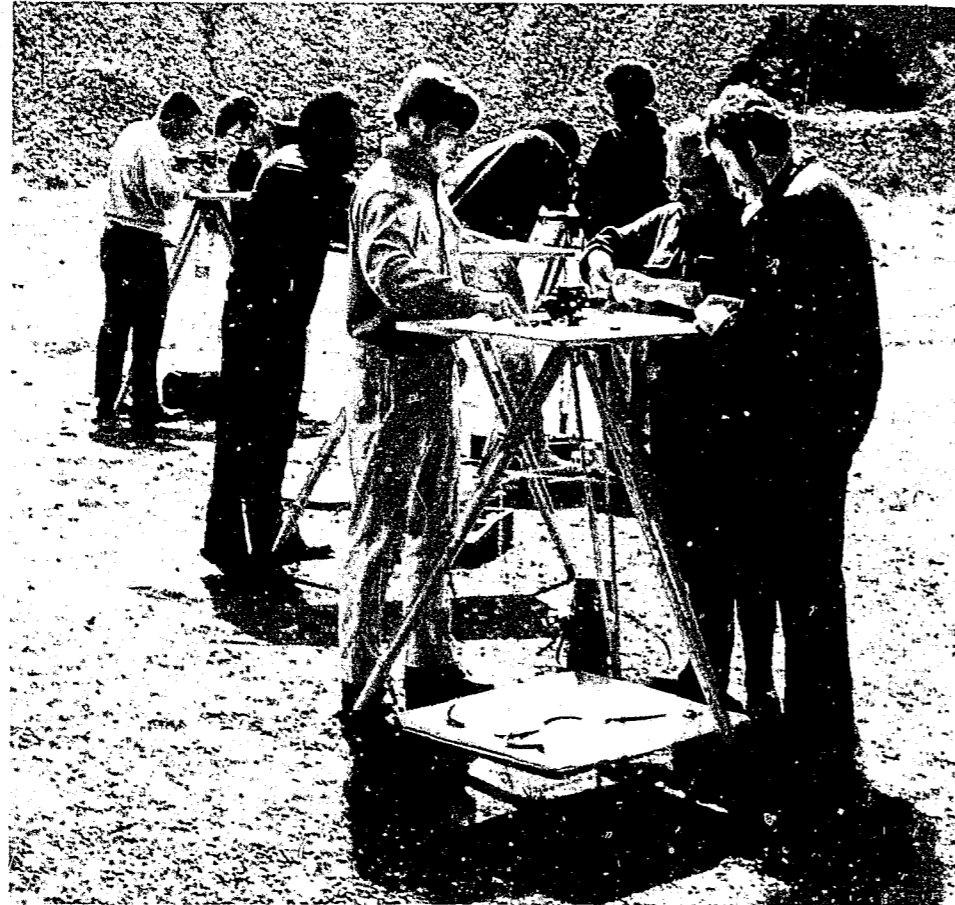
With the addition of facility staff, the regional staff were able to redirect their energies to major community resource development of new creative volunteer service programs such as those which utilize the inmate as a volunteer (both within the institution and in conjunction with work release) and those which involve urban minorities in all aspects of volunteer services — particularly pre-release, post-release, and family assistance types of programs.

Regional staff are departmental volun-

teer recruiters and major resource developers on a statewide basis. They develop programs which will educate the community to the needs and problems of parolees and attempt to promote in the community at large a greater awareness and understanding of the total correctional process. Citizen involvement is encouraged in the form of citizen participation or trades advisory type committees as well as the traditional direct service activities.

At the institutional level, volunteer service programs fall into four general categories:

- a. **Education**—academic/vocational training, sports, recreation, etc.
- b. **Cultural/Therapeutic Programs**—drama workshops, photography, dance classes, art classes.
- c. **Bridging and Advocacy**—programs using volunteers in counseling, visiting, correspondence—programs that "Bridge the gap".
- d. **Supportive Services**—consultants from business and industry, colleges, volunteer clerical workers, researchers, family assistance, transportation, etc.



Volunteer Service staff continually assess the need for new or expanded services and have been involved in the initiation of federally funded projects which serve a number of our facilities (e.g. Literacy Volunteer Program, in which inmates are trained to be tutors of other inmates; Street Theatre Drama Workshops; Family Visitation Programs; Bridge, Inc., man-to-man sponsorship program; etc.)

The following summary of functions performed by the Volunteer Service Program administrative and field staff is indicative of the effort being made by the Volunteer Service Program to continually establish definitive goals which are congruent with the overall goals of the Department.

As the Department moves toward a continuum of rehabilitative programs and services for the offender, so too does

the Volunteer Service Program seek to provide services which will likewise benefit the offender from the time he enters the correctional facility through the period of reintegration into society.

In overall program development, the following constitute accomplishments in 1973:

1. Forms designed for the registration, screening and recognition of volunteers.
2. Distribution of a new volunteer services brochure.
3. A comprehensive guidelines manual for volunteers was printed.
4. Liability insurance coverage sought for volunteers through legislation.
5. A survey of existing Volunteer Service Programs were made as a guideline to future program development.
6. A 16-minute slide presentation with

sound was prepared by the Volunteer Service staff for use at the State Fair Exhibit (shows variety and scope of institutional programming carried out by the Department simultaneously pointing out areas for potential community involvement).

7. Conducted a special recruitment program for the increased involvement of urban minorities, ex-offenders, and women in the Volunteer Service Program. (Increased minority involvement by 20% over previous year.)
8. Acquired a federally funded ACTION Volunteer on a full-time basis for one year effective October 4, 1973 from the Volunteers In Justice Division of the ACTION Program, NEW, Washington.
9. Coordinated the donation and distribution of books, sewing machines, radios, phonographs, pianos, refrigerators, vocational training equipment, etc. with the total value estimated as high as \$50,000. Also developed an ongoing musical instrument collection program with the Catholic Archdiocese of Metropolitan New York City.
10. Coordinated a multitude of holiday and special event type programs held at the institutions and camps—bringing "outside" entertainers, speakers, and visitors to join in the festivities.
11. In an effort to bring about greater community awareness and understanding of correctional goals, the Volunteer Service Program developed three regional conferences around areas of potential community involvement in corrections:
 - a. Recruitment of Rural Volunteers (with emphasis on those who will work with urban minority group clients)—Glens Falls
 - b. The Role of Volunteers in Education, Vocational Training Programs In Corrections—Poughkeepsie
 - c. Art and Cultural Programs in the Correctional Setting—Syracuse
 A fourth regional conference originally planned to explore the potential for community involvement in meeting the post-release and family needs of the offender was converted to a series of mini-conferences, bringing together a number of major organizations for in-depth study of the problems faced by families of the offender.
12. The Albany Chapter of the American Society for Public Administration (ASPA) presented an award to the Department of Correctional Services for having increased the career opportunities for women within State government. The nomination submitted by this Department had direct result on the formation of the Volunteer Service Program which

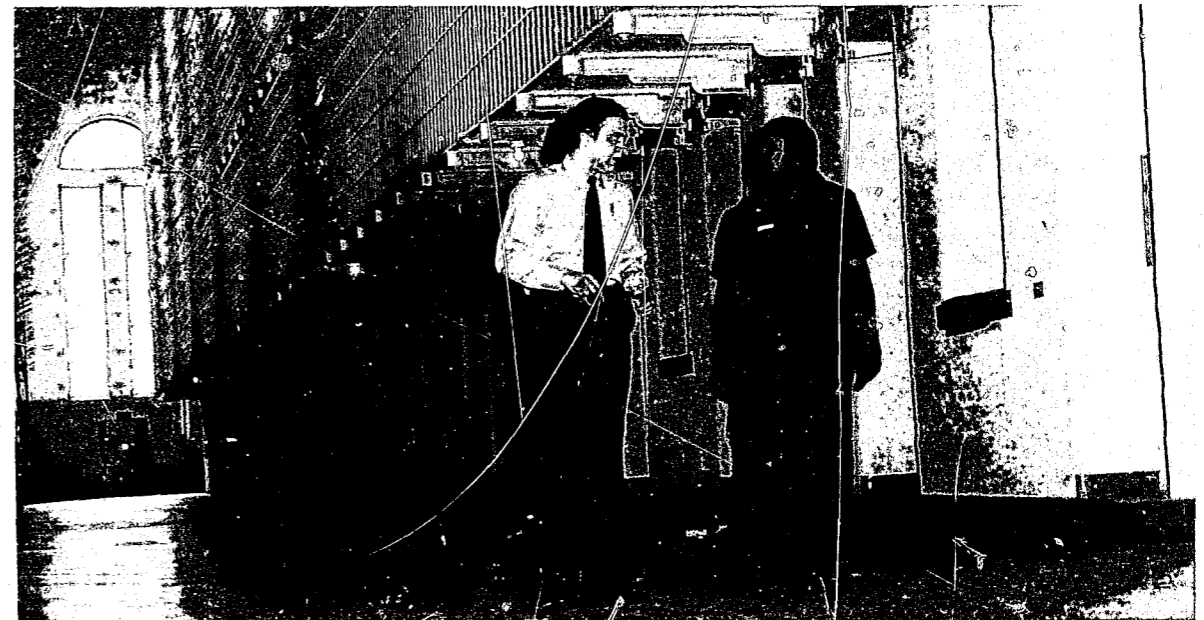
had provided roles for women in male correctional facilities both as volunteers and as staff.

13. The number of volunteers serving within the institutions, working with parolees, or providing services to inmates' families reached a total of over 8,000 individuals.

FORECAST FOR 1974

Special attention in the forthcoming year will be directed toward the development of new, creative programming within the institutions and in the development of programs that more effectively involve the "outside" community in the total reintegration process. The Volunteer Service Program and Parole staff will work closely together to explore new avenues for volunteer participation on the "outside".

A Statewide conference on the Role of the Volunteer in Corrections is on the drawing board for 1974 and may afford an opportunity to join hands with state agencies such as the Division of Probation and Division for Youth in a cooperative effort to bring the volunteer community in closer touch with the State's offender population.



PAROLE AND COMMUNITY SERVICES

1. Field Operations

(a) For the first time in 43 years, the parole officer's power to investigate violations was redefined and enhanced; concomitantly the format for some violations was changed so that they more adequately serve their purpose and avoid some possible court reviews.

(b) Management and operations of the New York Area Parole Office have been greatly improved by returning control of that office to Central Office direction immediately responsible to the Deputy Commissioner and Commissioner himself. In order to, effect this change, the Commissioner has refused to appoint permanently an Area Director for that office so that full and effective review can and is being made of its personnel structure and total performance. For six months the Director and Assistant Director of Field Operations in Central Office in Albany took over on-site direction of that office. Effective changes were made; thereafter, a temporary Area Director was appointed. This allowed and still allows additional time to finalize planning. As a result, performance by individuals and total staff members has been very significantly improved.

(c) For 31 years, from 1940 to about 1971, the courts consistently refused to interfere with the operations of the Board of Parole and the staff. Since 1971 the courts have increasingly directed changes in procedures. One of their directions has nullified that part of the Correction Statute which specified that parolees could not be represented by attorneys at their revocation hearings. Another court order has provided for the right of parolees who are arrested as violators to have full preliminary hearings. In many other areas the courts have mandated changes.

Initially and for some time thereafter, it was believed that the court ordered

changes were so onerous and expensive to implement that the results would undermine the whole Department. Subsequent experience, particularly during the last year, has shown that the whole Department has weathered the changes with far less trauma than expected.

Actually parole violators have emphatically expressed their approval of the fairness and the work of the staff by asking for attorneys only in one of every ten violation hearings. The competency and ability of the staff and executive directors have effected mandated changes successfully.

(d) The Department has effectively aided its attempt to move into the community by contracting with private agencies, including the YMCA, Salvation Army, higher educational institutions (private universities and SUNY), to provide residences, board and special help to inmates paroled three to six months earlier than would otherwise have been possible. This project, which began over two years ago, has encountered no serious difficulties; all the community sponsors are so pleased with the results that they want to increase their participation. Most of these agencies anxiously await the opportunity to provide similar services to inmates actually serving the last year of their sentence.

(e) The field staff, although fully busy with their normal duties which have increased during the past year, have at the same time cooperated in the implementation of the temporary release program by making hundreds of pre and post release investigations and in following up on the relatively few releasees who did not return to their facilities on schedule. The field staff's long term experience in, and knowledge of their geographical areas and publics have in a quiet manner made effective contributions to the overall success of the temporary release program.

(f) Statistics have shown that the regular work load of the field staff has increased significantly during 1973. There has been a net increase of 7+% in the number of parolees under supervision during that year. Despite this increase in work load without extra staff, the basic operation of the Division has been carried out in a very effective manner. During the first ten months of 1973, the only months for which statistics are presently available, less than 2.4% of those under supervision during that time were returned to a State facility as parole violators with new sentences. This low percentage of serious failures is in line with the percentage of former years when there were no conditional releasees included in case loads, when sentences were longer and the average parolee was much more tractable than the average parolee today.

Institutional Parole Services

The Institutional Parole Services of the Department of Correctional Services, in compliance with legally mandated requirements and in fulfillment of social casework responsibilities to inmates, provided a program of service at each of our correctional facilities as an integral part of the total rehabilitation effort of the agency.

The professional staff of parole officers conducted in depth interviews and prepared detailed reports for the purpose of establishing minimum sentence and for parole selection. These interviews and reports, analytical and evaluative in nature, provided much of the necessary and basic information for the determinations of the Board of Parole. The parole officer staff, in its day to day service to inmates, resolved a myriad of problems confronting inmates and ranging from matters relating to concern about wives and children to questions of a technical or quasi-



legal nature. More than five thousand field investigations were initiated by Institutional Parole Service for the sole purpose of residence and/or employment development alone.

The figures listed here are indicative of the vital functions and services rendered in this program during the year 1973.

While it is not the purpose of this report to evaluate the qualitative aspects of the work performed by the Institutional Parole Services, the performance of staff is most impressive in terms of quantity alone when one considers that fewer than sixty professional staff members were involved in the total operation of this program at our correctional facilities.

The above cited functions and figures do not include the duties and responsibil-

ities of Parole staff at Rikers Island nor do the charts reflect assignments of staff as members of Temporary Release Committee and/or other functions of a similar nature.

Community Services Division

(a) During February 1973, we established the Department's first Community Correctional Center in Rochester, New York. Over a period of eleven months 113 different inmates participated in the Center's work release program. The Center operation appears to be very successful.

(b) The work release program was significantly expanded on a statewide basis during 1973. More specifically, a total of 919 different individuals participated in work release programs as compared to 238 participants during 1972.

During 1973, work release programs were established at five additional facilities making for a total of nine work release program institutions. The new programs at Fishkill and Tappan are designed to accommodate 250 and 350 inmates respectively, which significantly expands the Department's program capacity.

(c) The Department's furlough and leave of absence program was implemented July, 1972, and 1,331 furloughs and leaves were granted during the year

(six month period). During 1973 a total of 8,170 furloughs and leaves were granted.

Out of the 8,170 furloughs and leaves granted during 1973, 1,650 were Thanksgiving and Christmas holiday furloughs. The corresponding figure for 1972 was 855.

(d) Out of a total of 9,501 furloughs and leaves granted since July, 1972 (18 months), there were 32 new arrests (or .3%) and 42 (or .4%) unapprehended absconders.

Out of a total of 1,256 different inmates who have participated in work release since January 1, 1970, there were four new arrests (or .3%) and three (or .2%) unapprehended absconders.

To sum up, during 1973 there was a very significant expansion of community oriented programs involving work release, furloughs and leaves. Overall results of our programs indicate a degree of success greater than the most optimistic expectations.

The outstanding success of the temporary release programs reflects the conscientious efforts of staff members throughout our facilities, teamwork cooperation of parole field staff and the capacity of many inmates to accept important responsibilities and assume roles in the community which benefit them and many others.

FURLOUGH AND LEAVE OF ABSENCE PROGRAM DATA*

	Furlough	Leave of Absence	Total	Absconders*
1972	1160	171	1331	13
1973	7501	669	8170	112
TOTAL	8661	840	9501	125
*New Arrest	32	.3%		
Involuntary return	30	.3%		
Voluntary return	21	.2%		
Absconder-at-large	42	.4%		
TOTAL	125	1.3%		

*as of 12/31/73

HEALTH SERVICES

During the past four months, this Department has implemented several items on the subject of Health Care which were recommended by the Select Committee on Correctional Institutions and Programs.

A structured elective surgery program is in operation. Fine cooperation has been received from all the involved community general hospitals and the medical staffs. Particularly strong support has been provided from Champlain Valley Physicians Medical Center in Plattsburgh and E.J. Meyer Memorial Hospital in Buffalo. The plastic surgery capability of the program has been expanded thanks to active help from Dr. S. Hoffmeister from the Albany Medical Center and Dr. M. Lewin from Montefiore Hospital who have scheduled Plastic Surgery Consultation Clinics this month at four Correctional Facility locations—Auburn, Bedford Hills, Clinton, and Ossining. The Department must stress that many other community general hospitals and medical staffs throughout New York State are providing access to, and delivering, health care for our population. The primary thrust of the Department's elective surgery program is to cluster elective surgery patients at two or three community general hospitals, in a fair and equitable manner, so that quality health care may be delivered as effectively and economically as possible.

The following figures are illustrative of this program's action oriented output:

June 1973 — quoted magnitude of backlog problem	500
July 1973 — initial screen of population by facility	350
Sept. 1973 — re-screen by FHSD as follow up	180
Oct. 1973 — two Centers established — "West" and "East" — with screening of patients by Surgical Staff from the base hospitals for pre-	



operative surgical consults. As we anticipated, this final screening process has proven extremely valuable. It has been heartening to confirm, from visible output, that the Surgical Staffs exhibited, for the benefit of the patients, total professional disinterest in "remunerative" surgery.

e.g. "Eastern" Clinic—	
Patients for final screening	44
Surgery— accepted	11
declined	11
not indicated	12
Med. follow up	
required	11

At this point in time, by clustering patients for elective surgery at a staging center e.g. for Clinton, ACTEC, Great Meadow and Green Haven, the Department can maintain better security and in a more efficient manner. It is one of the Department's objectives to eliminate last summer's stated backlog of elective surgery by the end of 1973 plus program an

on-going elective surgery program by tying into the general health care delivery system through community general hospitals. The Department is achieving these objectives through the present concept.

A Health Advisory Resources Committee has been established. The members of the Committee are shown. As can be seen, they are all involved in the actual delivery of health care to the people of New York State. The multi-disciplinary composition of the committee is a further strength, permitting the group to evaluate alternatives for dealing with a variety of health problems, and submit recommendations as to which are effective and efficient courses of action for the Department. The Department feels that health resources (health facilities, medical staffs, and other health professional groups) will become more readily available and willing to help us tackle inmate health needs in view of the membership of the committee. These resources have tremendous impact, such as a capability to help establish affiliation-type agreements between Medical Teaching Centers and our Department, agreements that could be a major element in pro-

viding quality health care.

The Joint Commission on Accreditation of Hospitals, the nationally recognized accrediting agency for community health facilities throughout the United States just completed, within one month's time, a field survey of all the Department's major health units. Their basic survey team was a physician, a dentist and a nurse and the survey was focused on deficiency identification on a priority basis, with their stated recommendations. The final report from this survey will be available for review. The Department has programmed to have the survey repeated in about 12-18 months to determine what deficiencies still exist, and assess what progress has been made in overcoming the inadequacies specified in the recent survey.

On the 21st of September 1973, the Department was awarded a grant by the New York State Division of Criminal Justice Services to fund the establishment and operation of the Health Advisory Resources Committee for two years, plus the initial survey and follow-up survey about 12-18 months later of our major Health Units by the Joint Commission on Accreditation of Hospitals.

The Department has set up a Reception Center at Green Haven following the requirement to make available inmate capability at Ossining for New York City detainees. The Health component of the Reception process was programmed to complete the initial health evaluation within five working days. This "model" is working rather well and it is proposed to develop the concept further over the next 6-12 months to provide us with a worthwhile health data base for each of the Department's new inmates. This should help provide continuity of care and also grant an opportunity to assess the health care being delivered within the Department facilities.

The Department remains plagued, as does our general population, with many problems such as:

- access to care— health personnel not freely available. The plan to develop

HEALTH ADVISORY RESOURCES COMMITTEE

Dr. Theodore T. Bronk
Director of Laboratories
Mt. St. Mary's Hospital
5300 Military Road
Lewiston, New York 14092

Dr. Crawford Campbell
133 South Lake Avenue
Albany, New York 12208

Rev. Msgr. James H. Fitzpatrick
Director of Government Relations
Hospital Association of NYS
15 Computer Drive West
Albany, New York 12205

Dr. George Graham
Director
Ellis Hospital
Nott Street
Schenectady, New York

Dr. John Holloman, President
New York City Health & Hospitals Corp.
125 Worth Street, Room 516
New York, New York 10013

Dr. W.C. Johnston
Cedar Hill Road
Wappingers Falls, New York 12590

Dr. I. Lawrence Kerr
Medical Arts Building
609 East Main Street
Endicott, New York 13760

Dr. Eleanor Lambertsen
Dean and Professor
Cornell University
New York Hospital School of Nursing
1320 York Avenue
New York, New York 10021

Dr. Berwyn Mattison
R.D. 1
Box 161
Lake George, New York 12845

Dr. Henry Siegel
Medical Examiner County of
Westchester
Department of Laboratories and
Research
Valhalla, New York 10595

Dr. Saul M. Small
Professor and Chairman
Department of Psychiatry
School of Medicine
State University of New York at Buffalo
106 Capen
Buffalo, New York 14214

Dr. Ray E. Trussell
General Director
Beth Israel Medical Center
10 Nathan D. Perlman Place
New York, New York 10003

Dr. Matthew Vassallo
Director of Ambulatory Care
St. John's Episcopal Hospital
480 Herkimer Street
Brooklyn, New York 11213

Dr. Watts Webb
Professor and Chairman of Surgery
Upstate Medical Center
State University Hospital
750 East Adams Street
Syracuse, New York 13210

Mr. John Wilson
Member
State Board of Pharmacy
22 Broad Acres Road
Glens Falls, New York 12801

affiliation agreements may help, together with a proposal to test a system utilizing physician extenders like the Armed Services. The Department is pursuing a keen recruitment program.

- **cost of care**—greater sophistication of equipment and resources increases the cost. The availability of procedures such as "coronary by-pass" and "renal dialysis" will affect our population. The spiralling cost demands a priority system e.g. hair transplants very low priority at this time.

- **psychiatric services**—qualified staff seem to be in particularly short supply. We feel that, as in the clinical medicine setting, clinical psychiatric services may be improved by developing affiliation agreements through medical teaching centers, community health resources and greater use of allied health manpower.

- **dental care**—the workload seems impossible to meet but the Department proposes to try to place greater emphasis on establishing support staff to the dentist such as dental assistant, dental technician, dental hygienist. Good equipment in appropriate amount and in sound working order should increase the output also. However, priorities must also be established and maintained in the dental field.

- **Health Care Evaluation**—The development and operation of a health record system which lends itself to health care evaluation will serve as a monitoring and planning instrument. The health services may then be evaluated by type, quality, and cost which will direct the Department to the delivery of quality health care within the boundaries of available resources.

INMATE HEALTH SERVICES PROGRAM—GRANT I OFFICIALLY APPROVED SEPTEMBER 21ST 1973

The primary overall Departmental health goal is to provide quality health care for all inmates as effectively and economically as possible. To achieve this



goal, the general objective is to establish within the next two years a health care delivery system which can meet inmate health needs. The specific aim of this proposal is to implement two basic steps (or building blocks) towards the establishment of a health care delivery system. They are:

- The completion of a deficiency-determination survey in the fall of 1973 by the Joint Commission on Accreditation of Hospitals including a follow-up survey 12 to 18 months later.

- The creation of a Health Advisory Resources Committee composed of recognized individuals involved in the delivery of health care in New York State.

The general rationale underlying the Department's approach to attain the goal of quality health care requires the estab-

lishment of an effective health care delivery system. The Department's experience is that ad hoc efforts, however well intentioned, are insufficient to deal with the scope, nature, and complexity of the problem. The urgency of the situation demands a response to some of the critical segments of the problem in the immediate future. Thus, progress towards the creation of a health care system demands response to some pressing tasks now. The Department has embarked on a step-by-step (or building block) process that will culminate in the creation of a health care delivery system while meeting urgent current needs. For example, the two steps specified in this initial proposal are beginning steps to develop a health care delivery system on a sound basis. At the same time, a substantial effort is underway to meet the "elective surgery" problem by utilizing community general hospitals together with more efficient use of the Department's capability. It is expected that substantial progress in this area will be made during 1973. Other steps will be incorporated and phased in as soon as possible. The objective of this proposal is to outline the Department's general approach in the health care field plus acquire approval of the first two steps in what is envisioned as a two-year developmental process. This developmental process must begin with a determination of: a) what are the precise dimensions of the problem; b) what should be done; and c) how should it be accomplished. The formulation of this process is perhaps apparent. However, the answers to these questions are quite complex, difficult and of vital significance from both programmatic and fiscal standpoints.

SURVEYS BY JOINT COMMISSION ON ACCREDITATION OF HOSPITALS:

The Joint Commission on Accreditation of Hospitals, the nationally recognized accrediting agency for health facilities in the United States has surveyed all the major health units operated by the

New York State Department of Correctional Services. The Commission's survey was addressed to determining more precisely the different aspects of the health care problem and developing alternatives for what should be done. The professional survey team for each facility was composed of a person with clinical medical experience, a person with clinical dental experience and a person with clinical nursing experience. The basic survey team, therefore, was a three-person, physician-dentist-nurse, combination with particular skills in health care evaluation of ambulatory care. Supplementary expertise was called upon as necessary such as psychiatric and hospital administration capabilities.

The survey of each facility was focused on deficiency identification on a priority basis. The determination of deficiencies will lead to a specification of recommendations, including alternatives for responding to the inadequacies. Only a minimum of pre-survey preparation by each facility was necessary. There was little, if any, disruption of ordinary health care delivery operations, although the educational value of the survey to the staff is not underestimated. Fourteen major Departmental facilities were visited. These included ACTEC, Albion, Attica, Auburn, Beacon, Clinton, Cox-sackie, Eastern, Great Meadow, Green Haven, Ossining, Wallkill, Elmira and Bedford Hills.

From the beginning of the survey program, approximately 40 calendar days were required to perform the total survey and submit a survey report, including deficiency identification and recommendations for each facility, to the Department. By the completion of this 40-day period, an "exit interview" was conducted between top executive representatives of the Joint Commission on Accreditation of Hospitals and the Assistant Commissioner for Health Services for the Department. The survey will be repeated again within 12 to 18 months following this initial survey to determine what deficiencies still exist and assess what pro-

gress has been made in overcoming the inadequacies specified in the first survey. The initial survey is not intended or classified as either an accreditation or a pre-accreditation survey by the Joint Commission. That type of survey is premature at this time.

HEALTH ADVISORY RESOURCES COMMITTEE

This Committee will provide expert advice to the Assistant Commissioner for Health Services over a two-year period both in meeting immediate problems (e.g. evaluation of "elective" surgery program) and in creating a health care delivery system. It will be particularly helpful in assessing proposed alternative solutions to different parts of the State utilizing community and other resources. The Committee is composed of well-known representatives of the health care field in the State of New York. It is anticipated that health resources (health facilities, medical staffs, and health professional groups) will become more readily available and willing to tackle inmate health needs in view of the membership of the Committee. These resources can have tremendous impact, such as a capability to cooperate in affiliation-type relationships with the Department, relationships that could be a major element in providing quality health care.

General meetings of the Committee would be held approximately six to eight times a year for two years. The Committee will evaluate specific alternatives for dealing with aspects of the health problems and make recommendations as to which are effective and efficient courses of action for the Department. In addition, ad hoc committees composed of Committee members would be assigned specific responsibilities for reviewing certain issues and reporting to the full Committee. The ad hoc subcommittees will visit facilities periodically, about ten to twenty visits per year. The fifteen-member committee will receive staff support from an Administrative Assistant, assisted by a stenographer to provide

direct services including agenda composition, secretarial back up, preparation of reports, arrangements for meetings, etc.

INMATE HEALTH SERVICES PROGRAM—GRANT II, OFFICIALLY APPROVED DECEMBER 14, 1973

For many years, the Department's Health Care Delivery System has operated in essentially a decentralized mode with each facility health unit operating independently and the central focus provided by a one-man staff, the Director of Medical Services.

One major problem in which there appears to be general agreement is that the total population, approximately 14,000 inmates, in Department facilities spread throughout our State, does not have access to an acceptable health care delivery system. There is simply no structured health care delivery system in operation for the inmates.

It is apparent that the job of "managing" a complex, highly technically oriented operation, which provides health services to over 14,000 inmates, employs over 230 health care staff, most of whom are high-level professionals, and involves an annual budget of over \$5,000,000 can not be effectively managed by any one individual.

The Department shall design and develop over the next 24 months a total Management Improvement System for the Health Services component of our Department. As part of the development of the health system improvement program, various specific projects which will be directed toward the improvement of health services will be identified. These projects will be arranged in priority order as determined by the Assistant Commissioner under the direction of the Commissioner and undertaken in that order. Thus, these projects chosen will not only be a vehicle for developing the health services improvement system, but the implementation of these projects will also be of visible benefit to improve the health services furnished.

Inmate Health Services Program Grant II is the second phase of the Department's plan to improve the health care services available to the inmate population. The first phase of this plan, as embodied in the Inmate Health Services Program Grant I consisted of the initiation of a series of health unit surveys by the Joint Commission on Accreditation of Hospitals, together with the establishment of a Health Advisory Resources Committee.

Grant II is designed to address the following system responsibilities, which have been identified as leading to significant improvements in the health care delivery system:

- Implementation of specific recommendations in Grant I
- Affiliations with Medical Teaching Centers
- Quality of Care Evaluation and Improvement

This application does not propose funding of specific affiliation-type relationships with medical teaching centers. This will be included in Inmate Health Services Program Grant III, which will be submitted during the early part of 1974. Instead, Grant II provides funding for some staff necessary to do the analytical and other work that is essential to help bring about these relationships and other health care improvements.

PROJECTS TO BE UNDERTAKEN BY HEALTH SYSTEM IMPROVEMENT GROUP

This group will be a "standing committee" consisting of the Assistant Commissioner for Health Services (Chairman), the Regional Health Services Directors and the Associate Director. The primary objective of the Committee is to develop and implement a systematic method for improving a health care delivery system. This objective will be attained in an evolutionary fashion through the completion of a set of projects undertaken on a priority basis. The following is an incomplete list of projects expected to be undertaken:

1. Development of an improved health care monitoring and evaluation system. This project will involve:

a. The development of standards for the evaluation of health care delivered is a critical component, both inpatient and ambulatory care.

b. The review of the current record keeping system plus the evolution of this record keeping system to one which is more in keeping with evaluating health care.

c. The development of a cost data base and cost-estimating relationships which can be used to determine total system life costs for various health system alternatives proposed.

2. The development of a health program management system for the Assistant Commissioner for Health Services to be informed of the status of health system improvement projects, to identify project leadership responsibilities, and to detect inability to meet deadlines so that appropriate corrective action may be taken to complete the projects on schedule.

3. The analysis of what health services should be offered at each correctional facility versus that offered at community general hospitals will serve as an input to the design of the health care system at correctional facility level. What the Committee would like to develop for each facility is their preferred health care delivery system consisting of the tables of organization (number of people by occupation class), types and numbers of equipment required, supplies and supporting systems required.

4. As the facility studies progress, the Committee shall analyze the Region as a system to determine what economies of scale can be effected through possible sharing of resources on a regional basis. Various contingencies facing the Department will also be analyzed to determine the improvements that a regional type organization can provide as compared with a purely decentralized organization. Possible synergistic improvements which might be obtained include easier movement of personnel, equipment, and

patients from one correctional facility to another facility to handle peak demands for services within the region, e.g. regional surgical screening centers.

5. The Committee shall analyze the Department's health care delivery system to determine what economies of scale can be effected above regional level. Possible economies which might be obtained include:

a. Specific facilities for delivering certain programs and services, such as reception physicals, e.g. statewide reception unit

b. Centralized training and education program for health personnel

c. Centralized purchase of health services equipment and supplies

d. Formulate the concept of an emergency mobile health component which is stocked with a basic store of equipment and supplies for an emergency. Hence, if a facility becomes ineffective during an emergency or needs supplemental assistance, then the emergency mobile unit can respond rapidly with appropriate manpower and supplies and equipment. This would afford at least a minimal level of operational capability while additional manpower, supplies and equipment are being arranged for the correctional facility under stress.

e. Reducing the delay time encountered in the installation of equipment once it has been delivered. What is needed is health staff at Central Office level to more closely follow at all facilities deliveries of equipment, arrange for timely installation, and follow up accordingly.

INMATE HEALTH SERVICES PROGRAM — GRANT III Officially Approved June 28, 1974

This proposal includes a Dental Services Director position who, under the executive direction of the Assistant Commissioner for Health Services and within our Regional Concept of administration, will be delegated Statewide authority for the dental component of the Department's Health Program. A Health Ser-

vices Coordinator position and a Health Data Analyst position are proposed together with a Stenographer position. These four staff positions complete the organization of the Central Office Core for the two-year development period of the Department's Health Care Delivery System. The project proposes also the establishment of affiliations with Medical Teaching Centers to provide some direct services, specialty consultant services, plus Professional Educational Programs for Health Staff.

The primary objective of this Grant is to complete the Health Staffing Pattern at Central Office level. Another objective is to develop affiliations between specific Medical Teaching Centers and Correctional Facilities. These affiliations will test the feasibility and value of the following concepts to improve the Department's Health Care Delivery System:

- provide specialized health services within demonstration facilities
- provide training programs in several health fields such as X-ray technology and laboratory technology
- provide training program in a Hospital Ambulatory Health Care Record System, combined with a test run of an adaptation of this System for the Correctional Facility setting
- initiate a professional education program in Health Audit for medical, dental and nursing personnel

This proposal is the third section of the Department's two-year plan to establish its Health Care Delivery System. The tasks identified in this grant are consistent with the first and second sections of the plan, as embodied in the Inmate Health Services Grant I and Inmate Health Services Grant II.

• Inmate Health Services Grant I consists of a double series of surveys by the Joint Commission on Accreditation of Hospitals involving the Department's major health units combined with the creation of a Health Advisory Resources Committee.

The initial survey by the J.C.A.H. was designed to identify system deficiencies

and to recommend alternative solutions for consideration by our Department. The follow-up survey, scheduled for the fall of 1975, will provide an evaluation of the progress within the Department's Health Care Delivery System. The structure and organization of the Health Advisory Resources Committee grants the Department the opportunity to consult directly with distinguished health professionals in New York State and will help establish "affiliations" with Community General Hospitals and Medical Teaching Centers.

• The thrust of Inmate Health Services Grant II was the recruitment and orientation of some health care staff who comprise the core of the Department's Health Services administration unit. The proposal has the following objectives:

the organization of a management structure to provide direction for, and creative control of, the Department's Facility Health Units

the design, development and maintenance of a health information system

the formulation and implementation of a plan designed to upgrade the Department's health services program including the setting of standards

• As stated earlier, additional building blocks for the improvement of the Health Care Delivery System proposed under Inmate Health Services Grant III are the completion of the Health Staff Core plus affiliations with Medical Teaching Centers. Through such affiliations, the Department's Health Care Delivery System will benefit from at least the following:

Affiliations between Correctional Facilities and Medical Teaching Centers will result in an improvement of health care for our patients. One example will be the direct access to consultants, programs and services from Medical Teaching Centers, e.g. internal medicine, orthopedics, reconstructive surgery, ophthalmology. The health staff of the Department of Correctional Services will become involved actively in the Medical Teaching Centers' pro-

grams and services. This type of involvement will help break down barriers which block ongoing professional education for Correctional Facility Health Staff.

An affiliation between Highland Hospital in Rochester and Correctional Facilities will be initiated. Within the scope of this affiliation, the following will be achieved:

A specialist in internal medicine from Highland Hospital will be available directly as a consultant at Correctional Facilities on a regular and frequent basis.

Training programs for radiological technicians and laboratory technicians will be provided. This program will consist of formal courses and on-the-job training. A major objective is to establish Quality Assurance Programs at Correctional Facility level.

Consultant Services to aid with the development and implementation of an improved Ambulatory Health Care Record System. A joint team from Highland Hospital and our Department will analyze the Highland Ambulatory Health Care Record System. They shall determine what changes are needed to utilize this system at Correctional Facility level. Systems analysts from Highland Hospital will work with Department personnel in modifying, applying and operating the selected system at Correctional Facilities on a test bed basis.

The current informal arrangement between our Department and the "Albany Medical Center" group will be strengthened by establishing a formal arrangement. Clinical Services in the fields of Reconstructive Surgery, Ophthalmology and Orthopedics will be developed and expanded.

An affiliation between Montefiore staff and the Department will provide Reconstructive Surgery Clinics for Department patients located primarily in the Northern Metropolitan area. The Fishkill Correctional Facility will be the site for this Reconstructive Surgery Program.

LEGAL SERVICES

1. Pursuant to an LEAA grant, the Counsel's Office established law libraries in each of the Department's institutions and trained inmates in the use of the libraries.

2. Merger of the Bureau of Special Services with the Office of the Inspector General. A reorientation of the priorities of the Office of Inspector General, with emphasis being given to:

- (a) Investigation of complaints from inmates and State and Federal legislators;
- (b) Investigation, at the request of the Commissioner, of unusual institutional events and the implementation of a Commissioner's directive or a specific Departmental policy.

3. Institutionalization of a formalized procedure to monitor, simplify and review Superintendents Proceedings involving the discipline of inmates.

4. Institutionalization of a system to monitor court action instituted by inmates against the Department in order that the Department may be able to ferret out and solve legitimate inmate complaints raised in the court action and respond appropriately to unwarranted complaints.

5. Submission of legislative recommendations for introduction at the 1974 legislature (see attached list of recommendations.)

The Department's 1974 Legislative recommendations, consisting of 16 bills, were introduced in the State Legislature. Passed were measures to:

—Repeal the reformatory sentence of imprisonment.

—Authorize establishment of a new system of incentive allowances to inmates for their successful participation in edu-

cational, vocational and industrial training programs.

—Repeal authority for the transfer of mentally ill inmates from the Department of Mental Hygiene to the Department of Correctional Services.

—Indemnify Correctional Services employees for federal court action damages arising out of their good faith acts.

—Indemnify Correctional Services volunteers for civil damages arising out of their good faith acts.

—Authorize the Department to manufacture and sell license plates to the Federal government and sister states.

—Authorize the Department to house temporarily county inmates in an emergency when the county jail becomes uninhabitable.

—Permit the Department to establish correctional camps on property controlled by Department as well as on property controlled and designated by Parks

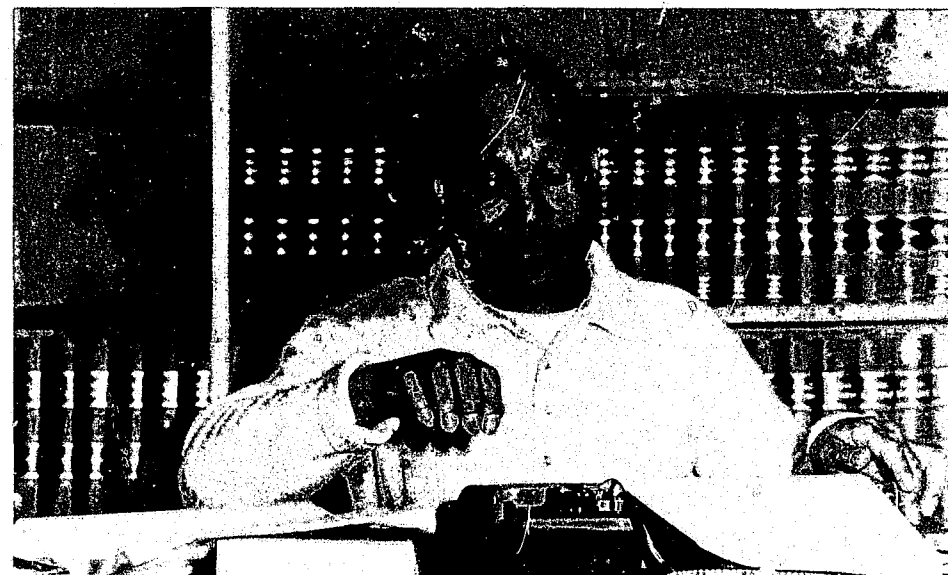
& Recreation or Environmental Conservation.

—Authorize preliminary violation hearings for parolees under supervision of this state or another state pursuant to the Interstate Compact for supervision of parolees.

—Transferred responsibility for the collection of certain criminal statistics, particularly arrest records, from the Department of Correctional Services to the Division of Criminal Justice Services.

—Authorized the Commissioner to establish an Inmate Occupational Therapy Fund in any institution for the receipt of proceeds from a product sold by one or more inmates as incident to an avocational or vocational project approved by the Commissioner, including art, music, drama, handicraft or sports.

Additionally, Governor Wilson recommended a bill to expand and extend to September 1, 1976 the Department's Temporary Release Programs. The Department supported the measure, which was passed by the Legislature and signed by the Governor.



MINISTERIAL SERVICES

During this year, 1973, the direction and movement of programs in the area of religious-counseling services, has reflected a philosophy and sensitivity which responds realistically to those religious freedoms which are inherent in the Constitution of the United States, expressed in the philosophy of the Department of Correctional Services and established in the recommendations in the Select Committee Report.

THE FOLLOWING PROGRAMS and services were initiated and accomplished from July, 1973, through December 31, 1973:

1. Creation and Establishment of the Division of ministerial Services.
2. In response to a two-year existence of the Minority Chaplaincy Program, five positions were filled.

3. Appointment of six minority Chaplains, four blacks and two Spanish.

4. The first Muslim Chaplain appointed.

5. The first female Chaplain appointed.

6. Organized and structured local institutional religious communities via Senior Chaplains, Resident Chaplains and Area Chaplains.

7. Entered dialogue and accomplished verbal agreement with Ya-Sin Mosque (orthodox Muslims) to provide ministerial services for Sunni Muslim inmates in ten institutions.

8. Completed plans for a proposed Unified Chaplaincy Services Program.

(The number of Chaplains in facilities and camps including part-time Hebrew: 49. (Augmented by visiting clergy.) New minority chaplains: 5.)

9. Developed a working interfaith coordinating committee for the selection and recommendation of new personnel.

10. Instituted orientation and training program for chaplains.

11. Established resource relationships representing all religious faiths and persuasions.

12. Instituted throughout the Department in all institutions community relations programs involving local churches and congregations.

CORRECTIONAL FACILITIES

IN THE YEAR 1973, in addition to directing and monitoring the routine operation of the Department's correctional facilities, the Facility Operations Unit has been involved in the following activities:

1. Facility Security

Emergency Control Plans. Emergency Control Plans have been established for each facility which follow guidelines established by this office. Ready Emergency Data Books which contain and supplement Emergency Control Plans have been established in each facility. This office keeps an exact copy of each of the facilities' Red Books. A member of this unit has visited each facility to review the plan with facility administrators.

Facility Emergency Response Teams. Plans have been developed to establish, equip and train special Emergency Response Teams in all major facilities. These teams can be sent to any facility where a disturbance is in progress.

Special Riot Control Training. Selected and sent custodial personnel to the Provost Marshall's Training School in Camp Gordon, Georgia, for training on riot control. These persons are to be instructors for this type training for Departmental employees.

Metal Detectors. Directions were given to the facilities in regard to the installation, placement and use of the walk-thru metal detectors. We continue to monitor their use and deal with matters regarding their effectiveness.

Procedures for screening visitors to facilities were revised.

Transportation of Inmates. Developed new procedures for transporting inmates. These procedures coordinate activity between this Department and the State Police on certain transfers.

Cell Search Standards. Developed standards for the searching of inmate cells and living quarters, as well as other areas of the facility.

Facility Officer of the Day. Developed procedures for facility Officer of the Day coverage.

Strike Plans. Developed plans in conjunction with other State agencies to operate facilities in the event of employee strikes.

2. Staffing

Custodial Staffing. The unit developed new staffing patterns for the Eastern, Ossining, Attica (not yet approved by the Division of the Budget), and Taconic Correctional Facilities.

Staffing patterns were also developed for the following facility units: Reception Center at Green Haven; Classification Unit at Clinton; and, Diagnostic and Treatment Programs at V and VI at the Adirondack Correctional Treatment and Evaluation Center.

Critical Posts. Established critical post staffing at each correctional facility, per contract agreement with employees' union.

3. Assistant Deputy Commissioner for Correctional Facilities

Developed justification, obtained approval and filled the positions of two new Assistant Deputy Commissioners for Correctional Facilities. They will assist in providing better direction and control over facility operations, as well as increase the amount of high level monitoring of facility activities.

4. Special Projects

Family Visiting Program. Provided direction for the Family Visiting Program and have coordinated its activities. The first bus load of visitors went to the Clinton Correctional Facility on December



Architect's model of the \$30 million reception center proposed for Fishkill.

16, 1973. Early feedback indicates that this program will be very successful.

Unusual Incident Report. Developed procedure for reporting unusual incidents occurring at facilities.

Private Hot Line Telephones. Developed procedures and had installed private hot line telephones in each facility Superintendent's office.

Administrators Conference. Chaired two meetings for facility Superintendents and prepared material for these conferences.

Elective Surgery Program. In coordination with Dr. Loudon, established security procedures and provided custodial coverage for elective surgery units at three community hospitals.

Inmate Liaison Committees. Provided direct assistance to facilities having difficulties in establishing Inmate Liaison Committees.

4. Miscellaneous Involvement

Facilities Planning. Continuously assisted the Division of Facilities Planning in reviewing plans for new construction, and alterations at existing facilities.

Examined numerous locations for Community Residential Centers.



Reviewed plans for facility development under the Department's Master Plan.

Adjustment Committees. Established and chaired a training seminar for the Chairman of Facility Adjustment Committees and prepared a program for this seminar.

Contract Negotiations. Supervised and participated in Departmental negotiations with Council 82 and established a Department position on union demands.

The Department of Correctional Services has been awarded a federal grant for the purpose of conducting a pilot bus visiting program for families of inmates incarcerated in State correctional facilities that ameliorates a problem that arises from the remote location of these facilities. Without this program, many of the inmates from New York City are subject to family disruption because of the cost of families traveling to the facilities. The program also will determine more precisely the scope of visiting needs.

Due to the distant and often remote location of departmental facilities, visiting by relatives is difficult and expensive for many and impossible for some. This results in weakening of family ties, height-

ening of inmate tension; complete or near-complete separation from mothers, fathers, wives, children and friends who are too poor to visit on a regular basis or to visit at all. None of this is intended by the department; in fact, it is the opposite of the department policy which is to encourage visiting as an important priority to the inmates, and one that should be carried out without discrimination against the poor. In this regard, it should be pointed out that many, and more probably most, of the inmates' families are poor. The fact is that some inmates don't receive visits at all, others receive visitors very infrequently, and the factor of poverty is one of the reasons. Roughly 65 percent of the department's 14,000 inmates come from the Metropolitan New York area, and many of the department's 22 facilities are distant, and even remote, from New York City.

The program is based in the New York office at 314 West 40th Street. The staff consists of a director and three coordinators, each of which is experienced, able and knowledgeable in dealing effectively with central office and institution personnel at different levels, community representatives in places such as Attica and Dannemora, and black and Hispanic families who will comprise most of the visitors.

Special Housing Survey

Inmate Population on Friday, February 8, 1974 (est.):

14,292

All inmates in Special Housing Situation: 342 or 2.4% of total population

Above includes following special categories:

- 23 Attica indictees
- 51 Involved or under investigation in various facility incidents.
- 6 Certified and awaiting transfer to Matteawan in observation—Clinton and Ossining
- 3 Indictees at Eastern

83

Eliminating those in Special Categories: 342

-83

259 Inmates in Special Housing or 1.8% of total population (includes voluntary protective cases)

Unusual Incidents

A review of our Unusual Incident Reports reveals that we had 12 incidents in our correctional facilities during 1973 which could be described as serious disturbances.

In October of 1973 the Department conducted a survey to determine the number of serious inmate assaults upon other inmates and also the number of employees assaulted by inmates during a 12-month period. Of those incidents reported to Albany, 197 involved inmate against inmate; and 119 incidents involved inmates against officers.

There were no fatalities of correction officers or inmates in these incidents through a one year period ending in October, 1973. In May of 1974, one inmate died as a result of injuries he sustained in an attack by another inmate.

Significantly, there were no other fatalities as a result of inmate vs. inmate or inmate vs. officer attacks at any New York State Correctional Facility in recent years, with the exception of those fatalities stemming from the Attica riot in September, 1971.

This is noteworthy in light of the large numbers of officers and inmates who have been killed in other large prison systems across the country.

RESEARCH, PLANNING AND EVALUATION

Office of Program Planning Evaluation and Research

1) Monitored and Evaluated seventeen federally (L.E.A.A.) financed projects for the Department of Correctional Services for which the total federal contribution was \$8,578,216.

2) Assisted in obtaining federal funds for eight projects for which the total federal contribution was \$1,671,216.

3) Upgraded the inmate statistical reporting system so that it more effectively serves management information purposes.

4) Prepared "Population Projections" for the Department on inmates and parolees through fiscal year 1977-1978.

5) The Department's first Community Correctional Center, which is located at Rochester and which was partially the result of the planning activities of the Planning and Evaluation Unit, became operational on February 9, 1973.

6) A Directory of New York State Police Agencies was published for the first time and copies of it were sent to all Police Chiefs in New York State.

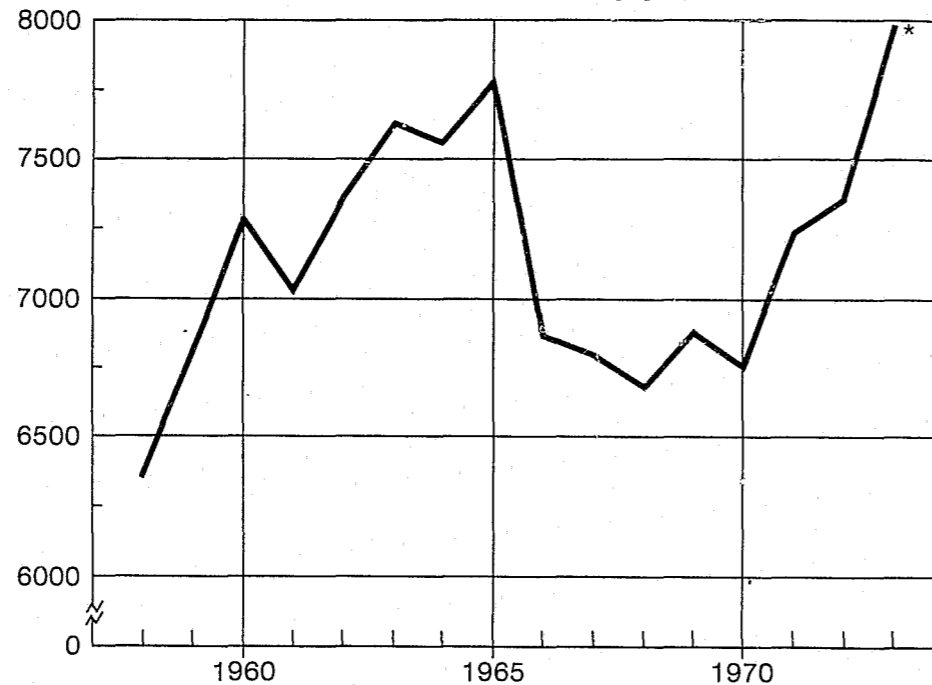
7) Work was started in developing guidelines for long-range planning for a computerized information system and federal funding was obtained for an improved inmate information system (computerization of inmate statistical records).

8) The Program Planning Unit assisted in the development of a Master Plan for the Department as well as in preparation of program manuals for new institutions.

9) A research report, Work Release Survey, was completed.

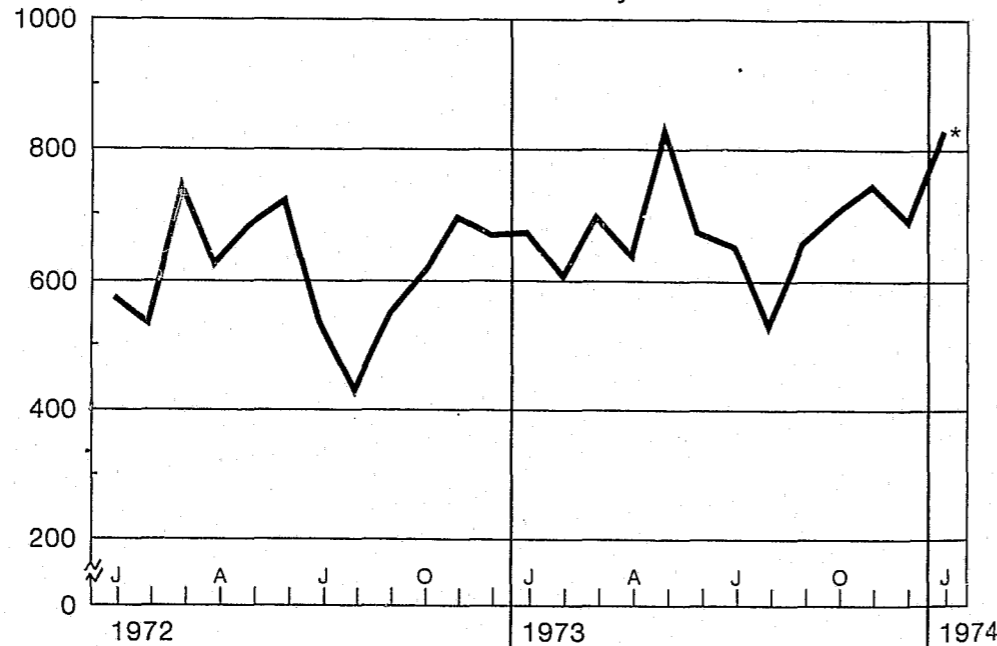
10) Annual Report of the Division of Parole and Community Services of the Department of Correctional Services was completed.

Total admissions by year



(*Preliminary figures)

Total admissions by month



(*Preliminary figures)

11) Initiated new series of reports on inmate statistics entitled "Certain Characteristics of Inmates of New York State Correctional Facilities" as of June 30, 1973".

12) Published study, Five Years Out: The Thirty-Fifth Evaluation of Parole.

13) Published Facts and Figures for the year 1972.

14) Published report, Reported offenses and Arrests—New York State 1971.

15) Published the three following reports:

- a) Characteristics of New Commitments 1972
- b) Characteristics of Inmates Discharged 1972 ~
- c) Characteristics of Inmates under Custody 1972

16) Initiated intensive survey of program capacities of all correctional facilities in the Department. This is being done in order to establish "realistic quotas" for each institution. These quotas will take into account the number of inmates each institution can programatically accommodate rather than just the number of physical spaces available.

PLEASE NOTE: All 1973 data on admissions and releases herein reported are preliminary. Slight variations in figures may appear between tables showing same categories, due to varying preparation dates of the tables.

The Division of Program Planning assists in the development of long-range comprehensive plans for the Department; for example, it substantially contributed to the production of the Department's Master Plan. It develops specific plans for programs and projects derived from longer-range plans; for example, it developed the program for Albion which is now in operation. It establishes standards of program performance and effectiveness; for example, it developed the Program Manual for the Rochester Correctional Center. It assists in the development of specialized programs; for exam-

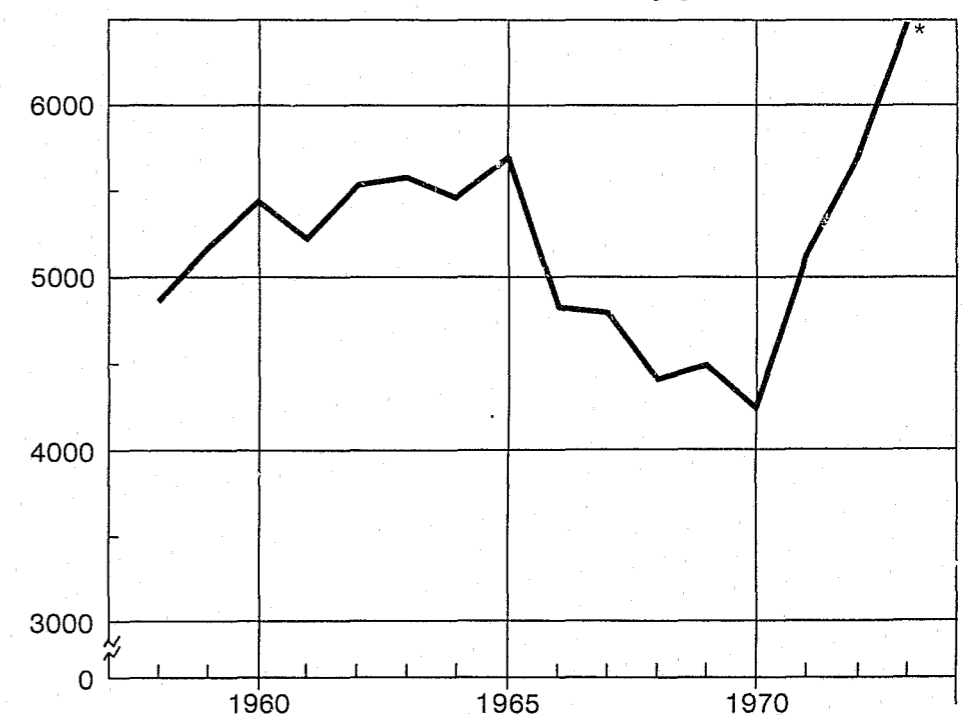
ple, it was a main contributor to the project report: A Reception, Program Placement and Review System for New York State.

The Division of Program Evaluation and Research prepares, with the assistance of other Departmental personnel, all Federal Grant Award proposals. It assists other Departmental personnel in the implementation of federally funded projects. It monitors and evaluates projects made possible through Federal funding as well as on-going State funded programs. It conducts operational surveys and research in accord with Departmental priorities. It cooperates with University and other professional researchers in the conduct of mutually advantageous research in Department activities.

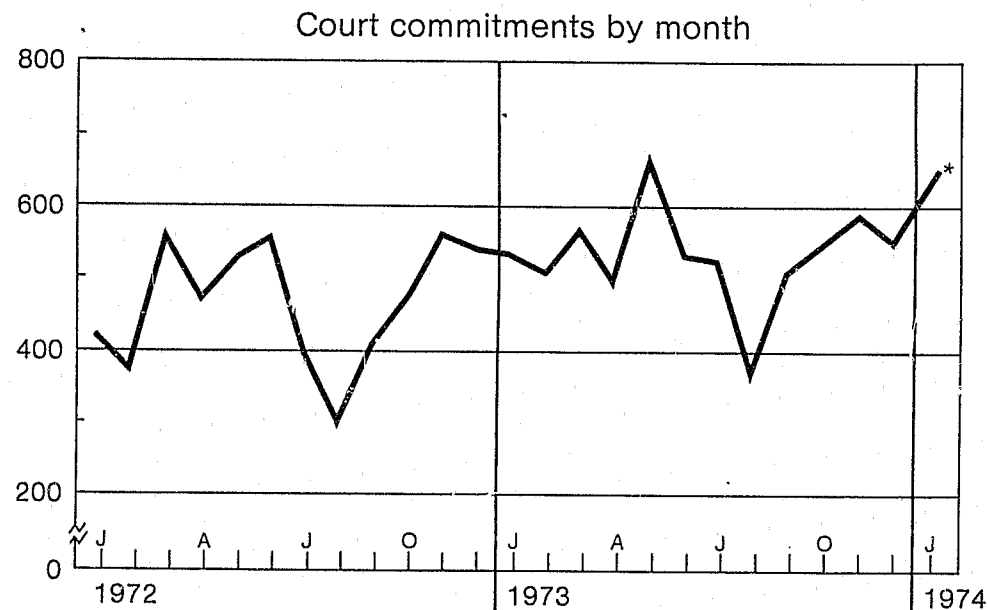
The Division of Records and Statistical Analysis is responsible for collecting, analyzing, and reporting statistical data on inmates and parolees under the jurisdiction of the Department. It develops and maintains data reporting systems to accomplish these objectives. It prepares tabular summaries of these data through the operations performed in its data processing unit. Annual publications and special reports in support of other operating divisions of the Department are prepared from the data collected, tabulated, and maintained in summary and machine-readable form within the Division.

The main function of the Office of Program Planning, Evaluation and Research is to provide the Department of Correc-

Court commitments by year



(*Preliminary figures)



(*Preliminary figures)

tional Services with certain planning, evaluating, research and statistical services which will assist the Department to achieve its objectives of protecting the community by rehabilitating the offenders sentenced by the courts to its custody. The goal of the Office of Program Planning, Evaluation and Research is increased operational effectiveness as reflected by a system which maximizes offender rehabilitation and community protection at least possible costs. The concept of costs used here includes both social and financial considerations.

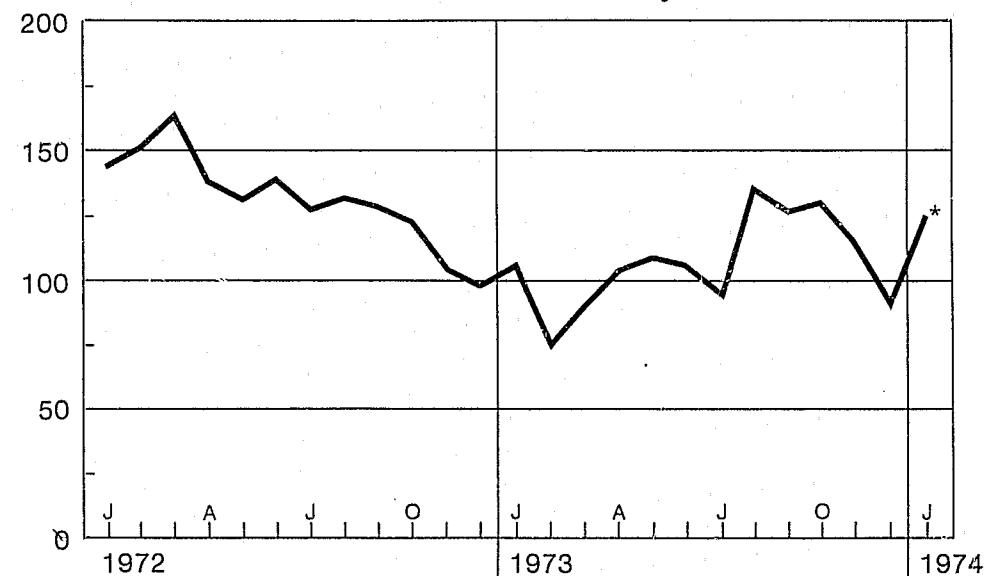
The Office of Program Planning, Evaluation and Research which is under the direction and supervision of the Director, includes the Division of Program Planning, the Division of Program Evaluation and Research, and the Division of Records and Statistical Analysis. Up to March 31, 1974, the Division of Program Planning and the Division of Program Evaluation and Research will be mainly supported by a Federal grant (L.E.A.A.). As of April 1, 1974, however, these two Divisions and the Division of Records and Statistical Analysis will rely exclusively on State funding. The Director of the Office of Program Planning, Evaluation and Research is responsible for executing the overall program of this Office.

Analysis of Male New Commitments January-December 1972 and January-December 1973

A comparison of data describing male new commitments by crime of commitment for the 1973 calendar year with similar date for the 1972 calendar year reveals that total new commitments increased 14.9 percent, representing a numerical rise of 824 over the 1972 figure.

Felony commitments rose 15.5 percent, an increase of 766 over the previous year. An analysis of felony commitments indicates increases in all categories. Murder commitments rose from 115 to 138, a 20.0 percent increase, while commitments for rape rose from 72 to 109, an

Parole violators returned by month



(*Preliminary figures)

increase of 53.4 percent. Except for felony commitments for grand larceny (auto), which rose from 7 to 17 for a 142.9 percent increase, the greatest percentage increase in felony commitments again occurred in the dangerous weapons category; such commitments jumped from 210 in 1972 to 340 for 1973, an increase of 69.2 percent. Other felony commitments which showed increases below that of the felony group as a whole, included robbery, which increased 15.1 percent, felonious assault, which rose 12.4 percent, burglary, which rose 7.4 percent and dangerous drug commitments, which rose 10.5 percent.

The percentage distributions of commitment categories (both felonies and non-felonies) do not differ markedly between the two years. For example, total felony commitments, which accounted for 89.3 percent of all male commitments in 1972, rose only 0.5 percent in 1973. Within felony commitment categories, a

few percentage distribution differences are apparent. Negligent and nonnegligent homicide commitments have dropped from 9.4 percent to 8.2 percent of the total, while dangerous weapons commitments have risen from 3.6 percent to 5.3 percent during the same period.

Comparison of Maximum Sentences Imposed January-December 1972 and January-December 1973

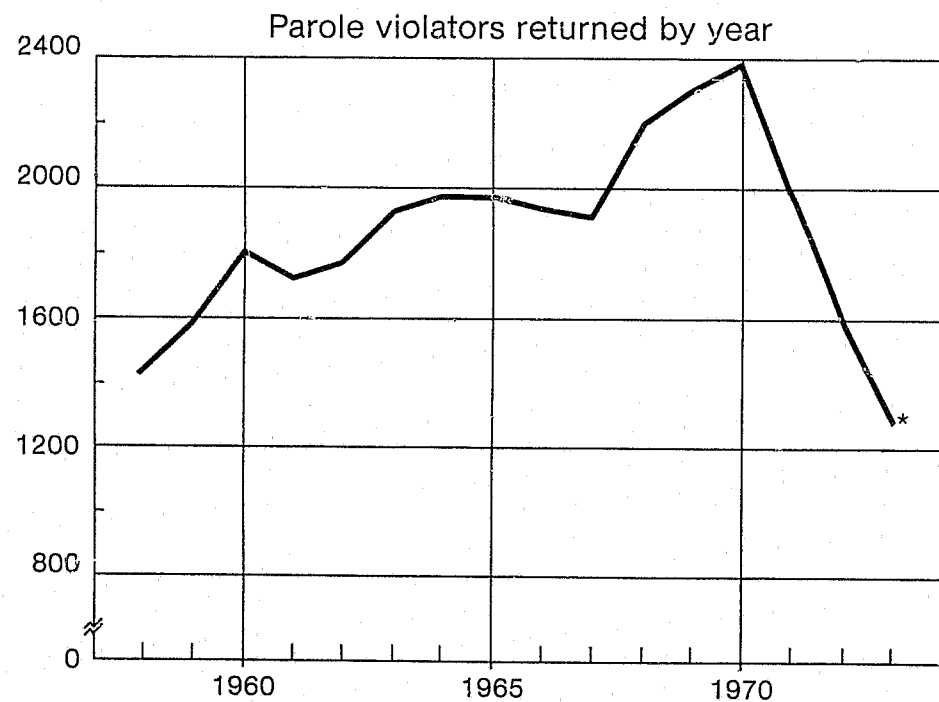
A comparison of maximum sentences for male new commitments for the 1973 calendar year with those of the 1972 calendar year again reveals an increase in the assignment of longer maximum sentences.

In 1972 there were 5,534 new commitments to New York State correctional facilities while during 1973 that number increased to 6,358. Of the 1972 commitments, 100 received life sentences (1.8 percent); of the 1973 commitments, 121 received life sentences (1.9 percent). In

1972, 89 (1.6 percent) received maximum sentences of twenty or more years, while in 1973 the number increased to 150 (2.4 percent). A sharp rise also occurs in the imposition of the five to ten year maximum. In 1972, there were 728 (13.2 percent) who received such sentences, whereas in 1973 a total of 1,208 (19.0 percent) received these terms. Use of the five year maximum sentence increased slightly—from 563 (10.2 percent) to 674 (10.6 percent).

To summarize, use of the five years or more maximum sentence increased from 31.7 percent of the cases in 1972 to 39.6 percent for 1973.

These increases are accompanied by a corresponding decline in the imposition of lesser maximum sentences. Use of the three year maximum, for example, declined from 31.4 percent of 1972's total to 27.4 percent in 1973. The four year maximum also declined, from 33.7 percent in 1972 to 30.1 percent in 1973.



(*Preliminary figures)

ADMINISTRATIVE SERVICES

Budget and Finance

The Department's Division of Budget and Finance consists of five interrelated units: Budget, Payroll, Vouchering, Facilities Fiscal Support, and Non-appropriated Funds. The overall objective of the Division is to advise, direct and control the use of funds for all Correctional Facilities as well as the Central Office.

The Budget Unit has as its primary responsibilities the planning and preparation of the budgets for the Central Office and the Correctional Facilities, acting as a liaison between the facilities and the Division of the Budget to assure needed appropriations and provide flexibility in their usage, and the preparation and analysis of operating reports and statistics.

The Payroll Unit prepares the Central Office payroll and maintains payroll records for all employees of the Department. The Payroll Unit also acts as a liaison among the Division of Personnel, the facility payroll units, the Department of Audit and Control, and Civil Service to advise and assist on any problems that the facilities might have. The Vouchering Unit reviews and transmits to Audit and Control for Central Office purchases and Central Office employee travel expenses. The Unit also maintains accounting records for these vendors and employees for the purpose of auditing and analysis. The Facilities Fiscal Support Unit is primarily responsible for the processing of all Capital Construction contracts for the Correctional Facilities and the special County and New York City reimbursements for the housing of offenders in County and City facilities.

This unit maintains a master file on all approved contracts chargeable to regular operating funds, maintains a record of all payments on Capitol Construction Contracts for auditing purposes, and claims credits for New York

City inmates housed in State facilities under special agreements.

This unit establishes indirect costing procedures and provides all fiscal accounting records for the preparation and administration of activities funded through Federal Grants and any other outside sources.

Of major importance during 1973, a contract was negotiated with a computer consultant firm for the design and pilot implementation of a computer-based Inmate Fund and Commissary Accounting System. The primary goal of this innovation is to establish a system which will provide timely availability of inmate earnings and other funds to the inmate for his personal needs. It will also provide

improved management reports for the correctional administrators in the Department.

Manpower, Employee Relations and Staff Development

LABOR RELATIONS BUREAU

1. Labor Relations Director and the Director of Manpower and Employee Relations participated in Statewide negotiations with both CSEA and Council 82 of AFSCME.

2. 260 Third Step (agency level) grievances were received as contract or non-contract grievances.

3. 72 Notices of Discipline were issued; 90% were appealed through the Disciplinary Procedure; 12 cases went to arbitration.

4. Labor/Management Committee Meetings were conducted at the Depart-

TRAINING PROVIDED AT THE NEW ACADEMY

	Individuals Trained	Man-Weeks of Training
DIVISION OF PROBATION	147	227
COMMISSION OF CORRECTION	239	472
DEPARTMENT OF CORRECTIONAL SERVICES		
New Correction Officers	535	2,957
Supervisory Management Training	117	117
Chaplain Training	10	10
New Parole Officer Training	14	56
Parole Officer In-Service Training	90	90
Volunteer Services Training	17	17
Supervisory Management Instructor Training	24	5
Principle Clerk Training	30	12
TOTAL	1,146	3,963

ment level and at all facilities of the Department throughout the fiscal year.

STAFF DEVELOPMENT BUREAU

1. In September of 1973 the Department established the Correctional Services Training Academy in Albany; prior to that time training was conducted at the New York State Police Academy and SUNY College at Plattsburgh. New York.

2. Supervisory management training was given to an additional 324 of the Department's management and supervisory personnel at a regional or facility location during 1973.

3. All Correction Officers completed a 32 hour in-service training program in the basic skills of their jobs during 1973 at each facility.

4. During 1973, four thousand other non-uniform employees were provided

training in virtually all categories and levels throughout the Department's facilities and field offices.

PERSONNEL BUREAU

1. During the calendar year 1973 the Bureau of Personnel processed over 4000 personnel transactions covering the more than 9000 positions in the Department.

2. Other Activities include:

- Classification or reclassification for more than 550 positions;
- Audit of time records at several facilities and offices, which covered approximately 2000 employees;
- Initiation of a Department-wide project to update all employee files;
- Development of a new series of Personnel procedures;
- Staffing of several new facilities and programs in the Department;
- Full implementation of a new Probationary Evaluation Program cov-

ering all new employees of the Department.

Capital Construction Program

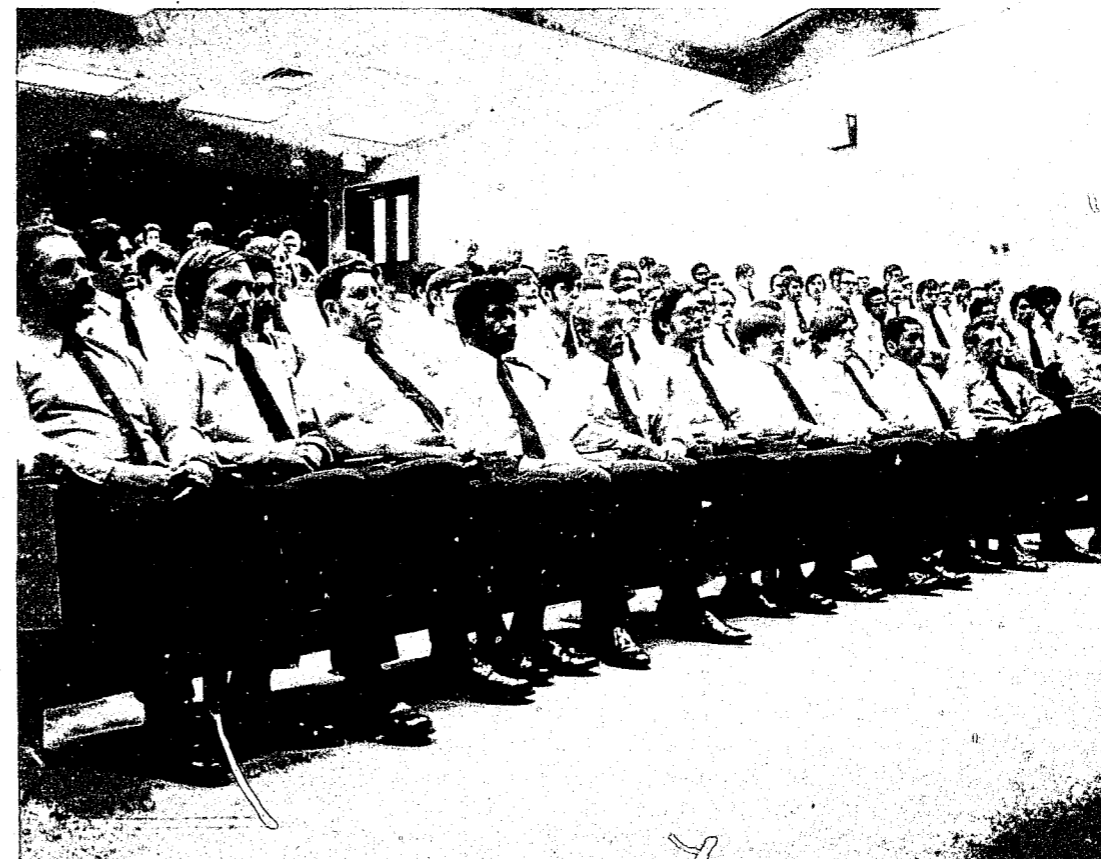
The Department has embarked on a multi-year capital construction program to accomplish the following objectives:

1. **Provide adequate reception** and classification capabilities for the metropolitan area.

2. **Movement of inmates** towards areas from which they originate. This will be accomplished through establishment of Residential Treatment Facilities and general confinement facilities for medium and minimum security inmates closer to the urban areas.

3. **Modernization of existing facilities** to reduce critical mass, increase program space and cell size, and provide more appropriate programming.

In order to accomplish the first objective, an \$8.5 million appropriation was



obtained authorizing the Department to prepare plans, design and commence construction of a new Reception and Classification Center. This facility is currently under design with construction due to commence during fiscal 1974-75.

To accomplish the second objective, Residential Treatment Facilities are being planned. A total of \$11.7 million has been appropriated to establish seven Residential Treatment Facilities. These facilities are intended to be located in the following urban areas: Buffalo, Syracuse and four facilities in the New York City area.

The first such facility was opened in Rochester with a capacity of 35 inmates during February, 1973.

The Department initiated plans for the establishment of three community-based treatment facilities in New York City, from which 65 percent of all state correctional inmates come.

Bayview, Edgcombe and Parkside Correctional Facilities are the first New York City facilities to be opened by the Department of Correctional Services.

Efforts to obtain a facility in Buffalo and Syracuse are also continuing and a replacement for the existing Rochester site is being sought.

To accomplish the third objective the Department is proceeding with various design and construction projects that will enhance the living environment and program area of inmates.

The first of these projects is an inmate shower program. This program will provide showering capability on the individual cell block areas, greatly facilitating the opportunity for daily showers. Plans were developed for Auburn, Eastern and Green Haven Correctional Facilities during 1973. Start of construction is scheduled for 1974.

In conjunction with the shower program, plans are proceeding with the renovation of cell blocks at various facilities. Designs are currently being developed for Attica, Auburn, Clinton, Eastern and Green Haven. This program will increase cell size, provide day room space and counseling areas on the individual

cell blocks. These renovations, together with the shower program, will substantially improve the living areas of inmates and programs for them.

Another program being developed is the updating of the educational, vocational and industrial areas at various facilities. This program will construct needed additional space and renovate existing areas to provide the proper atmosphere and up to date facilities to properly operate these programs.

Plans for alterations and additions to existing visiting areas at all facilities are currently under way. This program will provide the additional space required to handle the increased number of visitors and provide the type of atmosphere conducive to meaningful visits.

Support Operations

ENERGY CONSERVATION

An active program of Energy Conservation for all facilities and Parole Offices was initiated November 1, 1973. An ongoing follow-up program on this essential activity is being maintained.

The following are total department summary statistics for the months of November and December 1973 compared to the same 1972 base period:

	NOVEMBER	DECEMBER
Electricity (kilowatt hrs.)	-11.1%	-1.6%
Coal (Tons)	-45.5%	-35.7%
Fuel Oil #2 (Gallons)	-16.1%	-18.8%
Fuel Oil #6 (Gallons)	-6.7%	+1.9% ²
Gas (Cubic Feet)	-6.8%	-13.7%
Gasoline (Gallons)	+17.8% ¹	+21.0% ¹

(1) These increases reflect the requirements of new programs.

(2) These increases reflect a facilities total change-over from coal to oil during the comparable period.

The above statistics reflect only the actual consumption and are not correlated with the degree days involved. They are also not correlated in total, with the increased facilities and programs initiated during the same period.

SURPLUS EQUIPMENT

A systematic program for the acquisition and utilization of Federal and State surplus equipment and supplies has been initiated within the Department. This equipment and supplies will run the gamut from white cook's clothing to various types of vehicles and maintenance equipment.

This program has enabled the Department to better improve the facilities' operations within the existing budgetary limitations.

SURPLUS FEDERAL FOOD COMMODITIES

For the first time, the Department has been able to take advantage of the donated foods program of the Federal government.

Basic food commodities, at an estimated market value of \$768,000, have been obtained, delivered and utilized by our Correctional Facilities for a net cost of approximately \$54,000. This net cost reflects the acquisition, storage and delivery costs for these products via other State agencies.

The Food and Nutritional Services of the United States Department of Agriculture has alerted all recipients, informally, that the continuation of this program and/or the degree of continuation will be subject to specific Acts of Congress. This, plus the current market shortages, makes it very difficult to predict the benefits for the continuation of this program.

FOOD SERVICE

The Department has long recognized the need for improved food service and we have continued our efforts in this. The identification of food service has several components in addition to the traditional preparation and personnel training, etc. Although we have continued in our efforts to improve preparation, personnel training, etc., we have made major strides in the service and presentation aspects of food for the inmates.



1. Stainless steel compartment trays have been replaced by individual place settings at Attica, Walkill, ACTEC and Bedford Hills Correctional Facilities. This provides better eye appeal for those receiving the food.

2. All facilities have received the benefits of an approximate \$430,000 investment in "minor" food service equipment. This equipment varies from improved food handling equipment, storage equipment, standardized equipment, refrigerated milk dispenser, specialized handling equipment for other than dining room feeding. Although initially this may seem minor in nature, it actually improves the service of the food.

3. New and modern kitchen and dining rooms have been opened at Bedford Hills.

4. Traditionally, the facilities have had stainless steel or wood top dining tables. These have contributed to the "Insitution Sterility" within the dining areas. They have been replaced with colorful 4-seater dining room tables and colored dining room chairs at Walkill, Bedford Hills and ACTEC and the north dining room at Elmira.

5. New colorful cafeteria counters have been installed at Attica and Ossining. The colors, improved beverage service, and counter style grill have improved the presentation of the food.

6. We have been able to accommodate

certain special religious occasions and ethnic holidays in the food service areas.

The department has initiated, also, outdoor picnics for inmates, relatives and friends and segments of nearby communities.

Information Systems

DEPARTMENTAL AUTOMATED PERSONNEL SYSTEM

1. System Design completed.

2. Programming in process, scheduled for completion by December 1974.

3. Data collection forms designed, distributed and being collected.

4. Data entry operation (keypunch, verify and error corrections) underway. Scheduled for completion during December, 1974.

5. Departmental system should be operational by January 1975.

6. Department of Civil Service Automated Personnel and Position System can be accessed at any time.

AUTOMATED INMATE SYSTEM

This project started in May 1974 with the hiring of the Project Director. The proposed time table for development of this project is as follows:

Data Collection and Analysis	Aug. 31, 1974
Systems Design	Sept. 25, 1974
Programming	Dec. 27, 1974
Implementation and Debug	Jan. 31, 1975
Operational	Feb. 14, 1975

Policy and Procedures Manual Project

Procedural items are tentatively scheduled for development and issuance in accord with the following schedule:

October 31, 1974	Introduction to Manual
January 31, 1975	Budget and Finance
March 31, 1975	Personnel
August 31, 1975	Employee Relations
January 31, 1975	Training

Parallel development and issuance of items relating to Facility Operations and Program Services

March 31, 1975
Field Parole, Facility Parole and balance of administrative procedures

August 31, 1975
Follow-up review of issued procedures in preparation of revised and/or expanded items where required

NOTE: Special Department-wide procedures such as "Maintenance and Transfer of Inmate Records" will be developed on an "as needed/requested basis" (currently in process).

Correctional Industries Training

PURPOSE

The purpose of Correctional Industries is to provide on-the-job training and the development of good work habits, skills, occupations, and trades employable within the state of New York, in surroundings and under conditions comparable to those found in independent industries. The department aids the inmate for gainful employment upon his return to society.

PROGRAM AND PRODUCTS

(by Facility)

ALBION

Programs Established Prior to 1973:

Automotive Repair
Business Machine Repair
Electronic Manufacturing
Fiber glass Molding
Business Machine Repair

New Programs in Operation During 1973:

None

Component Assembly Plant:

Silk Screen Sign Shop
Precision Machining
Small Engine Repair

Products:

Silk Screen Signs
(Wood, metal, plastic)
Complete Automotive Service
Skidoos, Boat engines, Lawn mowers, et cetera
Typewriters, Calculators, et cetera
Bulletin Boards
Metal and Wood Products

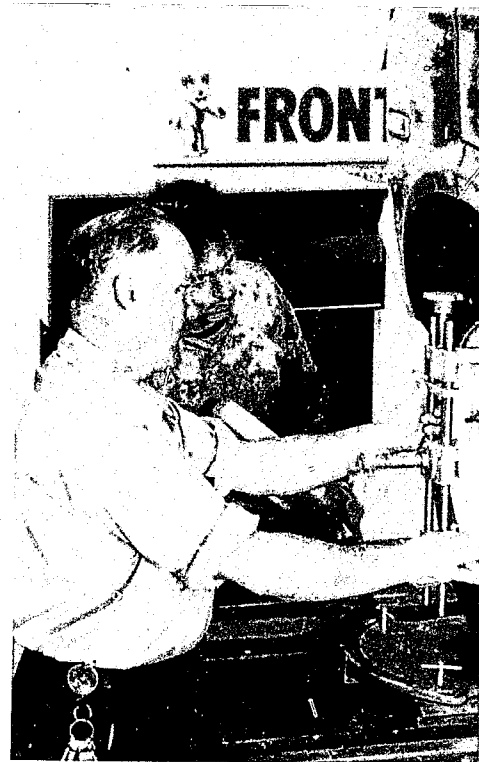
ATTICA

Programs Established Prior to 1973:

Metal Fabrication

New Programs in Operation During 1973:

Corrugated Carton Manufacturing
Warehousing
Evening Program (Metal Fabrication)



Metal Products:

Cabinets—6 types
Clothing Racks
Lockers—12 types
Shelving—11 types
Sign Posts—4 types
Transfer Cases
Wastebaskets

Corrugated Products:

Corrugated Cartons (various sizes)

AUBURN

Programs Established Prior to 1973:

High-density Laminate Furniture
Metal Fabrication
Metal Stamping and Embossing
Tobacco Processing

New Program in Operation During 1973:

Automotive Repair Center
Evening Program (high-density Plastic Laminate Furniture)
Expansion of High-density Laminate Furniture
Expansion of Metal Fabrication
Silk Screen Sign Plant

High-density Laminate Furniture Products:

Chairs—4 types
Desks—7 types
Tables—3 types

Metal Fabrication Products:

Baskets
Beds—4 types
License Plates—4 types

Automotive Repair Center:

Complete Collision Service

Silk Screen Signs:

Conservation Signs
Forest Preserve
Posted Lands
Trail Markers

BEDFORD HILLS

Programs Established Prior to 1973:

Garment Trades

New Programs in Operation During 1973:

None

Products:

Blouses
Dresses
Pajamas
Shorts
Skirts

CLINTON

Programs Established Prior to 1973:

Garment Trades
Leather Gloves
Slippers

New Programs in Operation During 1973:

Evening Programs
Flag Manufacturing
Garment Manufacturing

Garment Products:

Coats

Coveralls
Dungarees
Flags
Gloves
Jackets
Mackinaws
Pajamas
Shirts
Slacks
Slippers
Trousers

EASTERN

Programs Established Prior to 1973:

Metal Fabrication
Wood Turning and Fabrication

New Programs in Operation During 1973:

Established Silk Screen Sign Plant
Mattress Plant
Expanded Wood and Metal Fabrication Plants

Wood Products:

Bunks
Custom Furniture
Cutting Boards
Folding Tables
Night Sticks
Park Benches
Picnic Tables
Snow Fence
Stools
Surveyor Stakes
Tennis Tables
Tool Handles

ELMIRA

Programs Established Prior to 1973:

Print Shop
Sign Shop

New Programs in Operation During 1973:

Foundry

Products:

Catch Basins
Flag Pole Bases
Grills
Manhole Covers
Plaques
Printed Forms
Signs
Table Bases

GREAT MEADOW

Programs Established Prior to 1973:

Chemical Plant
Tubular Metal Fabrication Plant

New Programs in Operation During 1973:

Evening Program—
Tubular Metal Fabrication
Products:
Metal Classroom Furniture—
Arm Chairs, Settees
Soaps—
Detergents, Floor Finishes

GREEN HAVEN

Programs Established Prior to 1973:

Brush & Floor Broom
Garment Trades

High-density Plastic Laminate Furniture
Knitting Trades

New Programs in Operation During 1973:

Evening Program—
Knitting Garment, High-density Plastic Laminate Furniture

Products:

Bathrobes
Floor Brooms
Night Gowns
Library Equipment
Office Furniture
Paint Brushes
Pillow Cases
Sheets
Tee Shirts
Trays
Wastebaskets

OSSINING

Closed Out September 1, 1974; Moved
Operation to Eastern Correctional.

WALKKILL

Programs Established Prior to 1973:

Industries provided live work and new equipment for Optical Lab by marketing eye glasses, allowing program expansion.

New Programs in Operation During 1973:

None

Products:

All types of eye glasses

SERVICES PROVIDED to State Agencies and Political Subdivisions

During 1973 the Division of Correctional Industries Training assisted the Department of Correctional Services in converting the Ossining Industrial Building to inmate living quarters by designing and installing the equipment required for such conversion. This project was completed on schedule by the inmates confined at Ossining under the supervision of an Industrial Specialist. The Ossining program provided live work in various occupations and proved to be a worthwhile program for inmate training as the inmates involved were highly-motivated through the program concept.

Live work in the construction field is essential in order to provide actual on-the-job experience for vocationally-trained inmates. The experience gained through the completion of the conversion of the Ossining Industrial Buildings to living quarters paved the way for the Division of Correctional Industries Training to enter into a new industrial manufacturing and training unit. Upon very short notice the department established a shop

POPULATION BY PRIOR ADULT CRIMINAL RECORD*		
	Total	
	Number	Percent
TOTAL Inmates Under Custody	12,845	100.0
No Prior Adult Record	1,702	13.3
No Institutional Commitment	3,984	31.0
Local Commitment Only	3,143	24.5
Prior Adult State or Federal Institutional Commitment	4,003	31.1
Not Slated	13	0.1

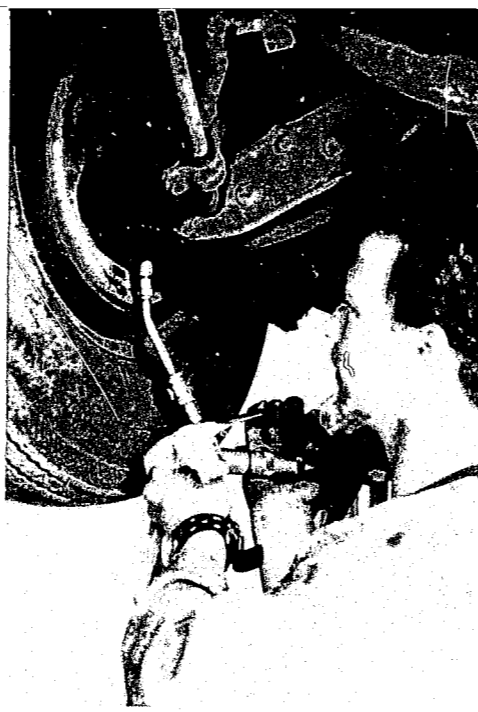
*As of June 30, 1973

at Eastern Correctional Facility to manufacture special furniture required for court rooms.

The Division manufactured Judge's benches, jury boxes, defendant boxes, and spectator pews for the new court rooms throughout the state, brought about by the establishment of the state's dangerous drug program. The equipment was installed in the court rooms by inmates confined in the correctional facilities nearest the court room locations. The inmates in this program were exposed to a realistic trade training program in surroundings and under conditions prevalent in a free society.

The inmate installation crews under the supervision of the division's Installation Supervisor were very active during 1973. In addition to the installation of the court rooms, the Division of Industries completed installations for the following:

1. Department of Agriculture & Markets
2. Central School Systems
3. State University of New York
4. Nursing Homes
5. Department of Transportation



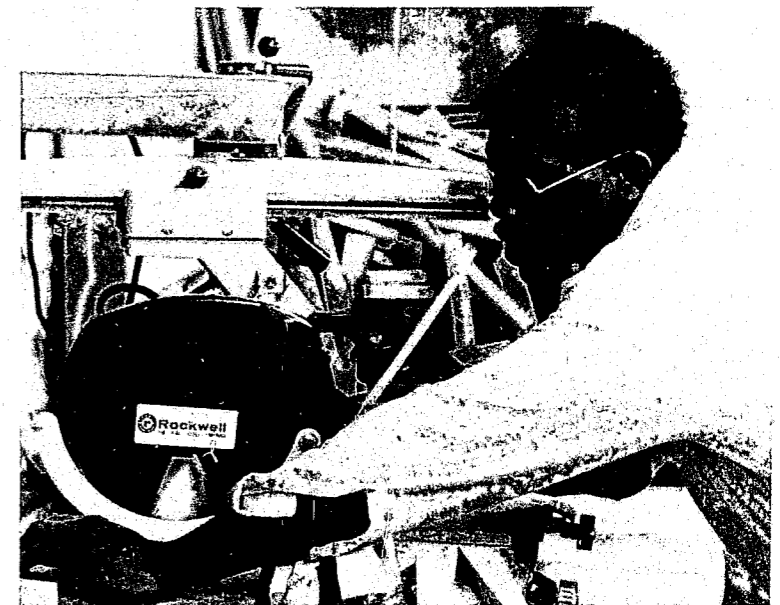
INMATES IN INDUSTRIAL PROGRAMS 12/31/73, by program		
Type of Industrial Program	Number	Percent Distribution
TOTAL	1,990	100.0
Accounting Office	49	2.5
Auto Shop	25	1.3
Bed Shop	15	0.8
Brush Shop	42	2.1
Business Machine Rpr.	16	0.8
Cabinet Shop	107	5.4
Electric Shop	5	0.2
Engine Repair	10	0.5
Foundry	20	1.0
Furniture Shop	70	3.5
Garment	321	16.1
General Assembly	20	1.0
Machine Shop	16	0.8
Maintenance	10	0.5
Mattress	18	0.9
Metal Can	10	0.5
Metal Shop	300	15.1
Mop	15	0.7
Optical	30	1.5
Plate	290	14.6
Paint	40	2.0
Sheet Metal	30	1.5
Shipping & Receiving	61	3.1
Sign	20	1.0
Snow Fence	25	1.2
Soap	65	3.3
Tailor	251	12.6
Tobacco	20	1.0
Wood	89	4.5



CALL HOME PROGRAM	
	Average number of calls per week
Adirondack Correctional Treatment & Evaluation Center	350
Attica Correctional Facility	270
Auburn Correctional Facility	394
Bedford Hills Correctional Facility	70
Clinton Correctional Facility	840
Community Correctional Center #1, Rochester	No records kept
Community Preparation Correctional Center at Albion	325
Correctional Center for Medical Services	500
Coxsackie Correctional Facility	150
Eastern N.Y. Correctional Facility	300
Elmira Correctional Facility	245
Great Meadow Correctional Facility	375
Green Haven Correctional Facility	370
Ossining Correctional Facility	1400
Walkkill Correctional Facility	465
Camp Adirondack	182
Camp Georgetown	45
Camp Monterey	28
Camp Pharsalia	30
Camp Summit	42
TOTAL	6,381

INMATES IN INDUSTRIAL PROGRAMS, by Facility, 12/31/73

Correctional Facility	Committed Inmates Under Custody as of 12/13/73*	Inmates In Industrial Programs as of 12/31/73	Percent of Inmates In Industrial Programs
Attica	1,427	250	17.5
Albion	262	71	27.1
Auburn	1,505	480	31.9
Bedford Hills	344	61	17.7
Clinton	1,802	320	17.8
Coxsackie	498	—	—
Eastern	627	157	25.0
Elmira	1,376	85	6.2
Great Meadow	1,087	115	10.6
Green Haven	1,831	421	23.0
Matteawan	616	—	—
Fishkill	557	—	—
Ossining	384	—	—
Walkkill	476	30	6.3
Adirondack	87	—	—
Georgetown	90	—	—
Monterey	74	—	—
Pharsalia	78	—	—
Summit	87	—	—
ACTEC	172	—	—
Rochester	33	—	—



APPENDIX:

REPORT OF THE SELECT COMMITTEE ON CORRECTIONAL INSTITUTIONS AND PROGRAMS

Dec. 31, 1973

RECOMMENDATION NO. 1:

Immediate and intensive efforts must be made to establish new residential treatment facility capability in or near the major urban areas where so many of the inmates come from and to which they eventually will return.

Departmental Action #1

The following facilities have been opened since May:

Tappan Correctional Facility on the West side of the railroad tracks at the Ossining Correctional Facility. This is a medium security, general confinement, work-release and residential treatment facility primarily for males twenty-one years of age or older.

Taconic Correctional Facility on the grounds of the old Bedford Hills Male Facility. This is a minimum security, general confinement, work-release and residential treatment facility for males eighteen years of age or older.

Fishkill Correctional Facility on the grounds of Matteawan State Hospital is a medium security, general confinement and work-release facility for males sixteen years of age or older.

In addition, we are working to open the following facilities: three fifty bed facilities and one 150 bed facility in New York City, a 125 bed facility in Buffalo, a 50 bed facility in Buffalo, a 50 bed facility in Syracuse and replacing a 50 bed facility in Rochester.

The early Parole Release Program, now known as the Parole Resource Center Program, has continued to expand. Since April 1, 1973, we have opened a new local center in the Bronx. A total of 388 inmates have participated from April 1, 1973 to January 1974. 92% of these parolees completed the program successfully. 29 warrants were is-

sued, 13 for new arrests and 16 for violations of parole rules and regulations.

Space for 800 New York City detainees was provided at Ossining as of September 1. Albion, the pre-release center in the western area of the State, was at almost 90% capacity by the end of September. It is now almost 100% full.

Appendix to Recommendation #1:

The following Parole Resource Centers have handled a total of 388 parolees since April 1, 1973:

Long Island University
Vanderbilt YMCA
Harlem YMCA
White Plains YMCA
Queens YMCA
Buffalo Salvation Army
SUNY at Buffalo
Rochester Salvation Army
Hannum House

RECOMMENDATION NO. 2

Immediate and intensive efforts must be made to establish medium and minimum security custodial capability (including residential treatment facility capability) within existing institutions. This should be done through the creation of separate wings of existing State institutions by relatively inexpensive renovation in several of our major existing facilities and through implementing existing legal authority to utilize county jails and penitentiaries as residential treatment facilities for persons who come from and will return to the surrounding rural and suburban areas. This would eliminate the necessity for new construction or expenditure of funds for purchase of new facilities in those areas and at the same time make for more efficient use of the county facilities. This recommendation is made

with an awareness that for certain inmates maximum security or separate facilities, or both, must be maintained.

Departmental Action #2

The following facilities had Honor Blocks (or an equivalent) as of Dec. 31, 1973:

ACTEC
Attica
Auburn
Bedford Hills
Clinton-3
Albion
Eastern
Elmira
Great Meadow plans one
Green Haven

Visiting *outside* of the walls at all institutions is planned for 1974.

RECOMMENDATION #3:

Work release, furloughs, and compassionate leave without the necessity for being accompanied by armed guards, where inmates are not dangerous, should be expanded, mainly through use of the residential treatment facility concepts outlined in the two preceding recommendations.

Departmental Action #3

Work release and furlough and leave of absence programs continued to expand. From May through December, there have been 6,650 furloughs and leaves of absence granted to inmates, excluding Rochester Community Correctional Center. Rochester had 1463. Grand Total 6650.

Since the beginning of the Furlough and Leave of Absence Release Program in 1972, 9501 inmates have participated in furlough or leave of absence programs with an absconder rate of approximately 1%.

In addition, as of December 31, 1973, 331 different inmates were participating in work release programs.

RECOMMENDATION NO. 4

A major effort should be made to create a classification capability for determining the types of programs and security needs appropriate for the individuals under custody.

Departmental Action #4

Inmates from the downstate and New York City area are received at Green Haven Correctional Facility for a one-week reception process, devoted primarily to medical examination and clerical processing. They are then transferred to either Ossining or Clinton for an intensive, two-week classification procedure, in which the inmate's program needs are identified and assigned.

Inmates from the Western area of New York State are received and classified at the Attica Correctional Facility.

The Elmira Correctional Facility continues to receive all inmates under the age of 21. It too has an intensive reception and classification program.

RECOMMENDATION NO. 5

There should be adequate standards and a formal and continuous program for training, security, and advancement (including appropriate recognition and reward), and discipline of correctional personnel. This should include appropriate procedures to assure implementation of the standards and to protect the interests of correctional personnel.

Special emphasis must be placed upon disturbance control plans and procedures for each of the correctional facilities. Additional attention must be paid to assuring that correctional and service personnel are sufficiently indoctrinated and trained in the procedures prescribed. For security reasons certain aspects of riot control strategy and tactics must re-

Facility	Number of Different Individuals in Work Release Program				Total Number of Absconders	Number in Work Release as of 12/31/73	
	1970	1971	1972	1973			
1. AUBURN (Jan. 1970)	33	39	54	91	217	7	31
ATTICA (Limited - April, 1971)		10	4		14		
2. BEDFORD HILLS (Nov., 1971)		17	47	47	111	2	13
3. ELMIRA (June, 1972)			80	152	232	1	50
GREEN HAVEN (Aug., 1972)			47	61	108	3	
CLINTON (Limited-Sept. 1972) (Regular-May, 1973)			3		3		
4. ACTEC (Limited-Sept. 1972) (Regular-May 1973)			3	31	34		11
5. ALBION C.P.C. (Feb., 1973)				191	191	4	92
6. ROCHESTER CCC (Feb., 1973)				113	113	1	30
GREAT MEADOW (Limited-March, 1973)				21	21		
OSSINING (Limited-Apr., 1973)				6	6		
7. TAPPAN (Sept., 1973)				92	92	4	37
8. FISHKILL (Aug., 1973)				76	76	2	45
9. EASTERN (Aug., 1973)				38	38		22
TOTALS	33	66	238	919	1,256	24	331

main secret, but practical operational considerations suggest that such aspects should be held to a minimum. No plan is better than the capability of the participants to use it.

Departmental Action #5

The new Correctional Services Training Academy was opened in September for Correctional Services, Probation and Correction Commission. Our staff has worked intensively with representatives of these agencies to develop this new concept in training, which involves parole officers, probation officers, correction officers and local jail personnel.

The 32-hour in-service training program for correction officers is continuing at the facilities. In addition, the State has provided funds for six hours of in-service weapons training.

The 40-hour training program for administrators and professionals is also being conducted at the Academy. All Captains, Lieutenants and Sergeants, Education Supervisors, Deputy Superintendents for Programs and Supervising Parole Officers are receiving this training. The 16-hour training program for clerical personnel is also continuing through the Department of Civil Service.

The Department is continuing to work

with the Department of Civil Service and the Division of the Budget on the Career Ladder Program.

Correctional Emergency Response Teams (CERTS) are now being trained for each major facility and emergency response equipment is being substantially upgraded through funds received from the State Crime Control Planning Board.

RECOMMENDATION NO. 6

There should be open and direct communication among central administration, correction personnel and service personnel at each institution. Where in the past practice appears often to have demanded that the inquirer at any level prove his right to the information sought, before it would be given to him, the policy now should favor free exchange of information unless security or administrative consideration dictate otherwise. The success of any human enterprise depends to a very large extent on broadly shared understandings of goals and objectives as well as of procedures and practices. At a time when correctional perspectives must change, stout leadership must be exercised in an atmosphere of understanding and confidence. Failure to assure this is in effect a form of inhumaneness to subordinate personnel.

Departmental Action #6

As Commissioner, I have made every effort to visit as many facilities as possible. In my first nine months I visited 12 separate institutions, and some more than once. Our Director of Ministerial Services has visited institutions 37 times since June. Our Assistant Commissioner for Health Services has visited institutions 28 times in that same period.

We have held two two-day Administrators' Conferences for all Superintendents, Area Parole Supervisors and Group Heads. Superintendents and Deputy Superintendents visit Central Office on a continuing basis. No week goes by that top Central Office staff are not visiting institutions or meeting in Albany

with representatives of the institutions.

This of course is in addition to the constant visits by representatives of the Inspector General's Office and by our Facilities Operations Specialists.

With respect to Inmate Publications, the following facilities currently have such publications:

Eastern
Wallkill
Green Haven
Great Meadow
Elmira
Matteawan
Bedford Hills
Attica
Auburn
ACTEC
Albion

We have also begun publishing a departmental Newsletter.

RECOMMENDATION NO. 7

The Correction Law should be amended, by reenactment of principles set forth in former Section twenty-four, to provide that no civil action for damages can be brought in a State court against correctional personnel in an individual capacity for any conduct within the scope of official duties. All such actions would then have to be against the State and brought in the Court of Claims.

Added to such amendment should be a provision for furnishing indemnification by the State to any employees of the Department of Correctional Services who is held liable for civil damages under the Federal Civil Rights Act, if the conduct of the employee was (a) in the course of his employment, and (b) not in violation of a statute or of governing case law at the time of the conduct.

Departmental Action #7

Recently a Federal District Court decided that a superintendent who "acted fairly, in good faith and without malice in mistaken application" of the Depart-

ment's rules was nonetheless personally liable for personal damages under the Federal Civil Rights Act. We believe this decision imposed an unfair burden on public servants and we sought to amend the Correction Law to provide for indemnification of any such State employee who is thus found personally liable even though his actions were taken in good faith. The Legislature passed the measure and it was signed by the governor.

RECOMMENDATION NO. 8

Consideration should be given to classification of superintendents and deputy superintendents in the non-competitive class of civil service with effective safeguards, in case of removal, to protect any permanent competitive positions of such appointees.

Departmental Action #8

The Department received approximately 100 applications for the oral examination for superintendent. A nationwide open competitive examination was given during July, 1973, during which 28 candidates were interviewed and 17 were selected. One candidate, Mr. Chinlund, was hired (at Taconic Correctional Facility) during 1973.

Written examinations for deputy superintendent were given in April and 211 candidates took these examinations. Of this number, 110 were given the oral examination in September and 69 passed. 25 deputy superintendents were appointed on January 17: 1 Security deputy; 11 Program deputies and 13 Administrative deputies.

RECOMMENDATION NO. 9

Current efforts to recruit correction officers and other personnel from minority groups should be intensified. Additionally, special attention must be given to the need to develop staff with Spanish speaking capability.

Departmental Action #9

As of January 21, 1974, the Depart-

ment employed approximately 8500 total employees. Of this number, eight hundred and sixteen (816) were Black, two hundred (200) were Hispanics and twenty-two (22) persons were of other minority group backgrounds. Thus, the total Minority group employees, 1038, represented 12% of all Department employees.

RECOMMENDATIONS No. 10 & 11

Rules and regulations pertaining to the conduct of inmates and the expectations of the administration should be adequately circulated and thoroughly explained. Such rules and regulations should include a clear statement of the inmate rights and responsibilities.

There must be a careful review and evaluation of present Departmental and institutional regulations and practices, for the purpose of eliminating provisions for which there is no longer sufficient justification, and for the purpose of fostering uniform and impartial identification of violations, even though disciplinary action may vary according to individual circumstances.

Departmental Action #10 & #11

We are currently reviewing the rules and regulations of each facility in the Department. We recognize that inconsistencies exist among institutions but we believe that some of these inconsistencies might best be remedied through the use of Administrative Bulletins rather than an Inmate Rule Book.

RECOMMENDATION NO. 12

Written notice of inmate infractions should be promptly provided to inmates, and proceedings promptly held.

Departmental Action #12

Our major difficulty in this area has been in receiving timely and complete data on the status of inmate complaints, misbehavior reports and superintendent's proceedings.

We have issued an Administrative Bulletin, #113, setting forth new reporting requirements and new forms. This information will henceforth be available much more readily.

In addition, we have created a new position, Director of Special Housing, specifically to monitor compliance with our rules and regulations.

RECOMMENDATION NO. 13

Several of the Committee's foregoing recommendations suggest methods of reducing cell time through diversified security arrangements. However, even where close maximum security is necessary, intensive efforts must be made to reduce the fifteen to sixteen hour ("cell time") lock-in practice. These efforts, of course, must be accompanied by development of adequate programs for the inmates.

Departmental Action #13

The following institutions had evening education programs as of Dec. 31, 1973:

Clinton	173
Attica	158
Auburn	495
Bedford Hills	113
Coxsackie	107
Eastern	289
Elmira	55
Green Haven	673
Wallkill	176
Great Meadow	163
	2332

In addition, all institutions have evening recreation programs for varying numbers of inmates.

As a result of the expansion of these evening programs, lock-in times have been extended from 5:30 to as late as 11:30. In all but one of our major institutions, inmates in the evening program do not lock-in until at least 8:30.

RECOMMENDATION NO. 14

The whole of the vocational and academic education program of the Depart-

ment requires strengthening, but an especially crying need is a crash program to deal with illiteracy. Higher education opportunity through cooperation with community colleges and other State University units should also be expanded.

Departmental Action #14

We have applied for a grant through the State Crime Control Planning Board for a Literacy Volunteer Program. This program will involve inmates tutoring functionally illiterate inmates. There are currently more than 20 inmates participating on a one-to-one basis with the volunteers who are serving without pay.

We are currently working with the federal government for an additional grant of \$900,000 to upgrade reading, writing and bilingual education programs for inmates under 18.

As of February 7, of the total 393 education positions, only 36 were vacant as opposed to 71 vacancies of 395 total positions on April 11, 1973, quoted in the last report of the Select Committee.

The Department participates on a Inter-departmental Committee that includes the State Department of Education, the State Department of Labor, and the State Department of Correctional Services in an effort to upgrade delivery of vocational education.

RECOMMENDATION NO. 15

The entire internal economic structure of prison life should be closely reviewed to determine such matters as whether the concept of correctional industries being operated as a separate "economic enterprise" is sound; whether the system of having inmates purchase supplies with dollar credits from institution commissaries is sound — especially in view of the fact that inmates do not "earn" as much "money" when they are assigned to educational and vocational training programs; and whether the industrial program is related to vocational training needs.

To the extent of usable skills available, inmate labor should be used in on-facility capital construction and maintenance, and the cooperation of labor and industry should be enlisted to that end.

Departmental Action #15

As of December 31, 1720 inmates were working in correctional industries training programs during the day and 250 were involved during the evening industries program.

The contract with a private corporation covering a survey of the western part of the State, mentioned in the last Select Committee Report, has resulted in a second contract to establish four training programs. Two such programs are now in operation training inmates in the field of electronic devices and fibreglass products.

With respect to the change in number of hours per shift mentioned in the last Select Committee Report, ten day programs are running six hours each day, one day program at Elmira is working eight full hours a day and five evening programs are running eight hours per day.

The hourly wage system for industrial training was approved by the Division of the Budget in October 1973.

Incentive rates of up to 40% above the hourly rate are being paid.

Inmates from Wallkill Correctional Facility have been involved in capital construction for a Fire Hall and Community Center, an Animal Shelter and a hose-drying tower.

We are currently working to revise our system of wages for educational, vocational, and industrial training. The thrust of this effort is to establish graded incentive allowance schedules for inmates within a particular program. These schedules will be based on levels of performance and achievement. We believe this change is necessary to ensure that inmates will participate in programs designed to meet their individual needs and develop their individual skills rather than only to make money. The Legislature has approved an incentive program

for inmates in vocational, educational and industrial training programs.

RECOMMENDATION NO. 16

The existing maximum security institutions should establish and implement additional arrangements for visiting privileges. Where an inmate's conduct has been satisfactory and he has demonstrated a willingness to assume responsibility, he should be permitted to visit outside the walls of the facility. This could be arranged by the creation of small, attractive areas on the vast lands adjacent to many of our facilities.

Permission to visit inmates should be limited only by security considerations, and the scheduling of visits should be restricted only by necessary administrative considerations.

Departmental Action #16

The following institutions permitted visiting in the outside areas within the institutions as of Dec. 31, 1973:

ACTEC
Attica
Albion
Eastern
Elmira
Green Haven

The following institution permitted visiting outside the walls for certain inmates:

Albion

The following institutions are planning to permit visiting outside the walls for certain inmates:

ACTEC
Clinton
Elmira

All major institutions have metal detectors and none fingerprint visitors.

All visitors are required to pass through a metal detector and to permit examination of any bags they are carrying. No institution fingerprints visitors. Inmates are searched before and after each visit.

RECOMMENDATION NO. 17

There should be no restrictions on volume of outgoing mail from inmates, routine inspection of outgoing mail should be discontinued, and incoming mail should be inspected only for contraband.

Departmental Action #17

The Department's Administrative Bulletin #20, as supplemented by memorandum dated December 20, 1972, sets forth the Department's policy on inmate correspondence.

All incoming and outgoing mail is opened and checked for contraband. Special correspondence to certain public officials is not read, and the envelope is sealed in the presence of the inmate to insure this.

The Department has set up an Approved Correspondence list which operates as follows: the inmate fills out a form stating the name of the person he wishes to correspond with and the reason therefore. The Service Unit at each institution reviews this form. If it seems in order, the Service Unit sends out a second form to the proposed correspondent. If this form is returned and seems in order, the inmate and correspondent are automatically placed on the Approved Correspondence List. Future mail between the inmate and the correspondent will normally be opened only for contraband.

However, there are two exceptions to this rule: the first is spot check reading which may involve mail between approved correspondents; the second exception involves another list of inmates all of whose correspondence will be read.

An inmate is placed on this latter list only if the institution believes, for example, that he is contemplating suicide or an escape, or is experiencing serious family problems, or if information on the forms for approved correspondence program is questionable. This list must be amended bi-monthly to insure that it will not be used for punitive or other unjustified purposes.

RECOMMENDATION NO. 18

The Department should intensify efforts to assure that a wider range of reading material be available to inmates and that restrictions be based solely on considerations related to maintaining order or security within the institutions.

Departmental Action #18

The Department has set up media review committees at each institution which initially review all questionable literature. If the local committee rejects any literature, the decision is forwarded to the Central Office for review by a departmental board.

RECOMMENDATION NO. 19

Food preparation techniques could be vastly improved and food service practices should be upgraded with particular regard to cleanliness of mess halls and equipment, as well as to the appearance of inmates who prepare and serve the food.

Departmental Action #19

The Department has conducted a number of training programs in which institutional personnel were trained at the Hudson River State Hospital. The management training program for 17 food service managers, involving 320 class hours and 480 hours of on-the-job training over eight two-week sessions, has been completed. Another program has also been completed for 41 head cooks, cooks and assistant food coordinators of the same duration but of a more operational nature. These 58 personnel constitute roughly 60% of the civilian food service work force. A third program for 15 additional head cooks, cooks and assistant food coordinators has begun. Assistant food coordinators are now working at all institutions.

The following institutions have individual dishes, utensils and tables:

Bedford Hills
Wallkill
Albion
Rochester

Fishkill

Matteawan State Hospital
Beacon State Institution

ACTEC has individual tables, Attica has individual dishes and Elmira has ordered individual tables.

During calendar 1973, the Department received commodities under the Federal Food Service Donation Program which are estimated to cost approximately \$768,000 at a cost to the Department of \$53,000.

Ossining is currently on a 28 day food cycle. Other institutions are on varying, non-repeating schedules.

The Department has spent approximately \$430,000 for food handling equipment, that is, equipment which keeps hot food hot and cold food cold, etc.

Inmates involved in food preparation wear white clothes and hats.

RECOMMENDATION NO. 20

Medical and dental care are badly in need of upgrading.

Additionally, the Department should move immediately to establish administrative machinery for appropriate utilization of outside hospitals for inmate elective surgery.

Departmental Action #20

Every institution in the Department is serviced by at least one licensed qualified physician.

The Department has retained a nationally recognized health expert as full time Director of Health Services.

A State-wide Advisory Committee has been appointed consisting of prominent figures in the health care delivery field throughout the State. In addition, the Joint Committee on the Accreditation of Hospitals has surveyed all our facilities and made recommendations with respect to upgrading the quality of health care. This survey will be repeated in 18 months to determine the extent of improvements.

The backlog of elective surgery cases has been almost totally eliminated by the performance of 316 operations.

The Department has received cooperation from a number of community general hospitals for these operations including, among others, Champlain Valley Physicians' Hospital Medical Center, E.J. Meyer Memorial Hospital and Arnot Ogden Hospital.

RECOMMENDATION NO. 21

Grievance machinery must be provided to assure minimum standards of fairness.

Departmental Action #21

All major institutions, as of Dec. 31, 1973, had Inmate Liaison Committees except: Auburn, Albion and Clinton. Reports of success vary but are generally favorable.

RECOMMENDATION NO. 22

Atmosphere within the institutions could be improved at little cost by the use of brighter interior painting. This is particularly applicable to the mess halls. To carry this out there should be major reliance on inmate labor.

Departmental Action #22

The department has filled positions in Central Office to supervise the status of housekeeping efforts throughout institutions. A two-day management conference was held in June for representatives from all facilities focusing on upgrading housekeeping procedures. We are starting an on-the-job training program for correction officers at Green Haven in March of 1974.

Institutions are continually repainting areas within the walls. Specifically, the following actions have occurred:

Attica—murals done by inmates under supervision of volunteers, are being completed for installation in the Mess Hall. Multi-colored service counters have also been installed.
Bedford Hills—has a new cafeteria.
Fishkill—Main Building Mess Hall has been improved with murals on all walls done by inmates.
Elmira—has painted their Mess Hall brighter colors.

Auburn—has painted their Mess Hall and Visiting Room brighter colors, including murals in their visiting room.

Albion—has wood-paneled its Visiting Room.

RECOMMENDATION NO. 23:

A board of religious leaders, representative of the variety of religious beliefs espoused by inmates in State institutions, should be established to determine which clergymen and similar religious personnel should be admitted into State facilities.

The Department also should assure that any clergyman is able to confer in a private, confidential setting with a member of his religious group.

Departmental Action #23

A new Director of Ministerial Services was hired in June of 1973. Due to his intensive efforts to increase the number of minority chaplains, by the end of October there were two full-time Black Protestant Ministers and one Black part-time Protestant Minister, a Spanish Pentecostal and an Egyptian Orthodox Muslim.* In addition, the Honorable Elijah Muhammad permitted one of his Black Muslim Ministers to serve on the staff of the Department.

We have also recently obtained the services of the first female chaplain in our history.

Finally, we have been working to establish a contractual arrangement with the Ya-Sin Mosque to provide services for Sunni Muslims within the Department.

*Serving as Consultant

RECOMMENDATION NO. 24

An assessment should be made of the need of inmates for legal assistance in civil and criminal matters, and of ways and means for furnishing same.

Departmental Action #24

Under the 1972 Grant, law libraries

were established at Attica, Auburn, Bedford Hills, Clinton, Elmira, Great Meadow and Green Haven.

Under the 1973 Grant libraries are being established at Eastern, Albion, ACTEC, Ossining, Wallkill, Coxsackie and the Beacon complex.

Legal assistance is provided to prisoners at the following facilities:

Attica—Prisoners' Legal Assistance Program from Buffalo; Law students at the University of Buffalo.

Elmira—Neighborhood Legal Services in Elmira

Auburn—Cornell Legal Assistance Project

Green Haven—Inmate Defense League sponsors visiting lawyers and judges.

Bedford Hills—New York University Law Students.

RECOMMENDATION NO. 25

To the extent practicable the substantial disparity between "old Penal Law" sentences (i.e., prior to September, 1967) and "new Penal Law" sentences (thereafter) should be eliminated.

Departmental Action #25

Chapters 343 and 344 of the Laws of 1972 reduce the minimum term of "old Penal Law" inmates thereby granting them earlier parole eligibility. All long term sentences (minimum terms over eight and one-third years) are affected; indeed, minimum terms for old law prisoners convicted of murder or kidnapping are reduced below the minimum permissible under the "new Penal Law". These acts in the opinion of the Committee effectively eliminate all gross disparities between the old and new penal law.

RECOMMENDATION NO. 26

Inmates committed to Dannemora State Hospital should be given improved consideration for parole and conditional release, including greater use of Department of Mental Hygiene institutions

(when appropriate). Where there is use of Department of Mental Hygiene institutions, there should be effective procedures for coordination between the two Departments.

Departmental Action #26

All patients formerly at Dannemora have been transferred to Fishkill Correctional Facility at Beacon. All inmates eligible for conditional release are now being processed to civil hospitals under the operation of the Department of Mental Hygiene.

RECOMMENDATION NO. 27

To the extent they are now available, psychological and psychiatric services should be employed in training programs for correctional personnel and group programs for inmates.

Departmental Action #27

The Department of Mental Hygiene is continuing to cooperate with our Department to upgrade psychiatric and psychological services in the institutions. At Attica, a team of two psychiatrists and one psychiatric nurse are scheduled to begin a full time program of treatment, education of staff and research.

Since May, nine psychiatrists, three psychologists and one psychiatric nurse have been added at various institutions.

In total, the Department of Mental Hygiene provides at least one Psychologist and Psychiatrist to each major facility in the Department of Correctional Services. The total personnel are broken down as follows:

	Part Time	Full Time	Total
Psychiatrists	33*	3	36
Psychologists	9**	14	23

*Of these 33, 27 average one day a week; 5 average two days a week and are private Psychiatrists working as consultants to Mental Hygiene in Correctional Facilities; and one is half time (2½ days a week).

**These 9 average on day a week.

RECOMMENDATION No. 28

The Department should establish and promulgate appropriate procedures within its administrative framework to monitor and audit its central office, area office and correctional facility performance.

Departmental Action #28

The office of Inspector General has continued to investigate complaints as set forth in detail in Report No. 5 of the Select Committee.

RECOMMENDATION NO. 29

Civil disabilities which severely limit employment opportunities for ex-offenders should be completely reviewed and where possible modified or eliminated to assure maximum employability after return to the community.

Departmental Action #29

We believe that the recent legislation has substantially reduced the civil disabilities which had formerly attached to ex-offenders.

RECOMMENDATION NO. 30

All participants in the correctional system, executive, legislative, judicial, should be required to be knowledgeable as to the nature and characteristics of correctional facilities.

Departmental Action #30

We are currently working with approximately 8,000 individual volunteers on a regular basis.

END