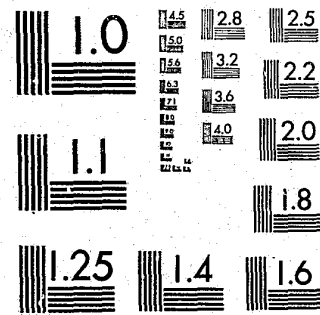


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AT THE RECORDS

18

Commonwealth of Pennsylvania



Bureau of Correction  
1981-1982  
Annual Report

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Dick Thornburgh  
Governor



William W. Scranton III  
Lieutenant Governor

U.S. Department of Justice  
National Institute of Justice

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**"29 Years of Professional Correctional Services for the  
Citizens of Pennsylvania—1953-1982"**



**RONALD J. MARKS**  
Commissioner



**ERSKIND DERAMUS**  
Deputy Commissioner

**PENNSYLVANIA BUREAU OF CORRECTION**  
P.O. BOX 598  
CAMP HILL, PENNSYLVANIA 17011  
(717) 787-7480

To Governor Dick Thornburgh  
and The Citizens of Pennsylvania

It is my privilege to submit the Seventh Annual Report of the Bureau of Correction for your review.

The past year has been a time of challenge for our agency as we concentrated our efforts to meet the demands of overcrowding in our institutions.

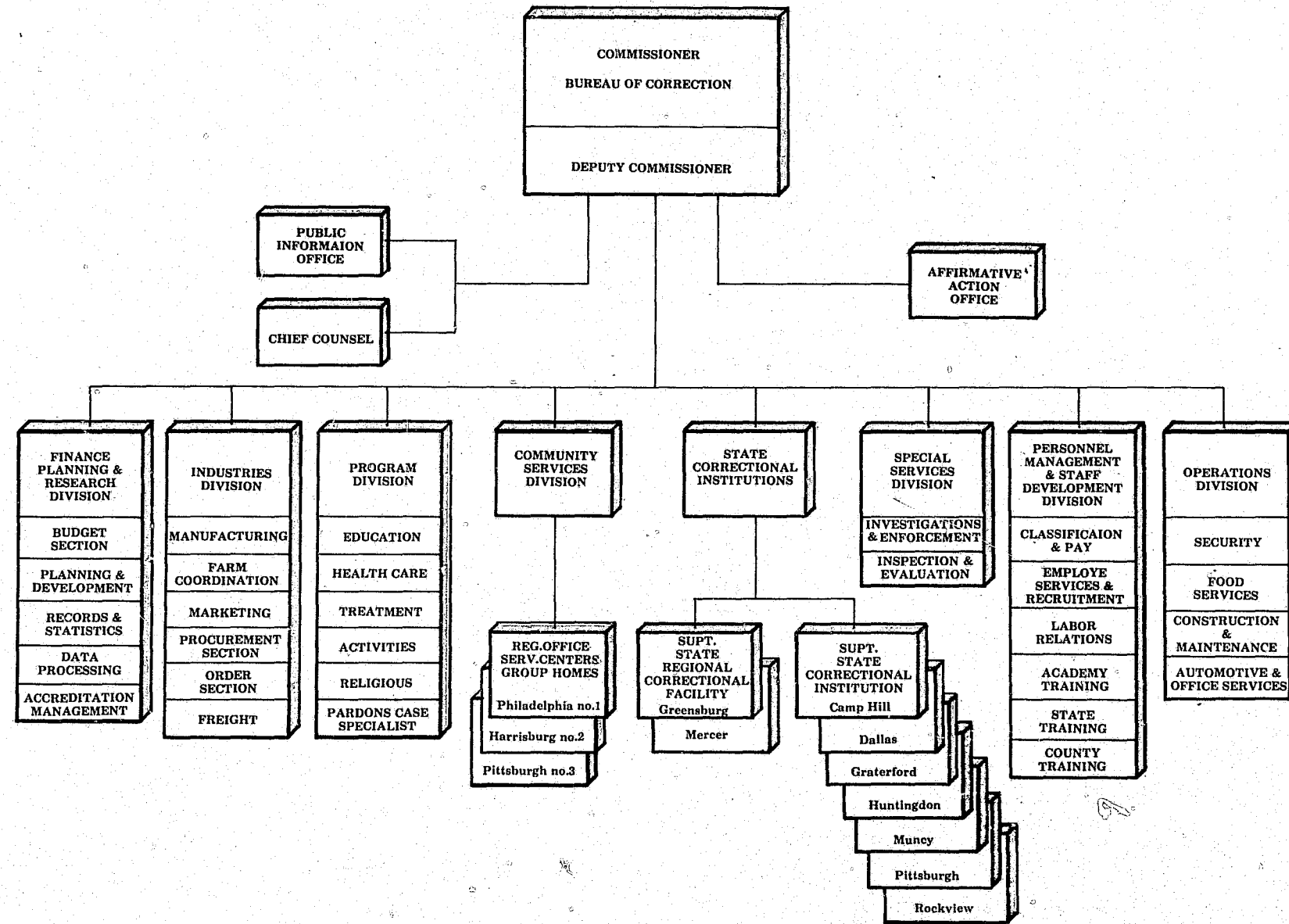
It is a recognized fact that when laws are made tougher and enforced better; when court convictions increase, ultimately the burden is lifted from society's shoulders and placed on corrections. However, it pleases me to say that our agency and its people have been able to rise up and handle well this increased portion of criminal justice responsibility. That, despite the increased burden on our resources, we are continuing to provide important, humane services in an accountable atmosphere.

We have faced crises in the past and may again in the future. We deeply appreciate the support extended during last Fall's crisis at Graterford. With such appreciation and in the spirit of renewed commitment, I present this annual report to you and to the citizens of Pennsylvania.

Respectfully,

**Ronald J. Marks**  
Commissioner

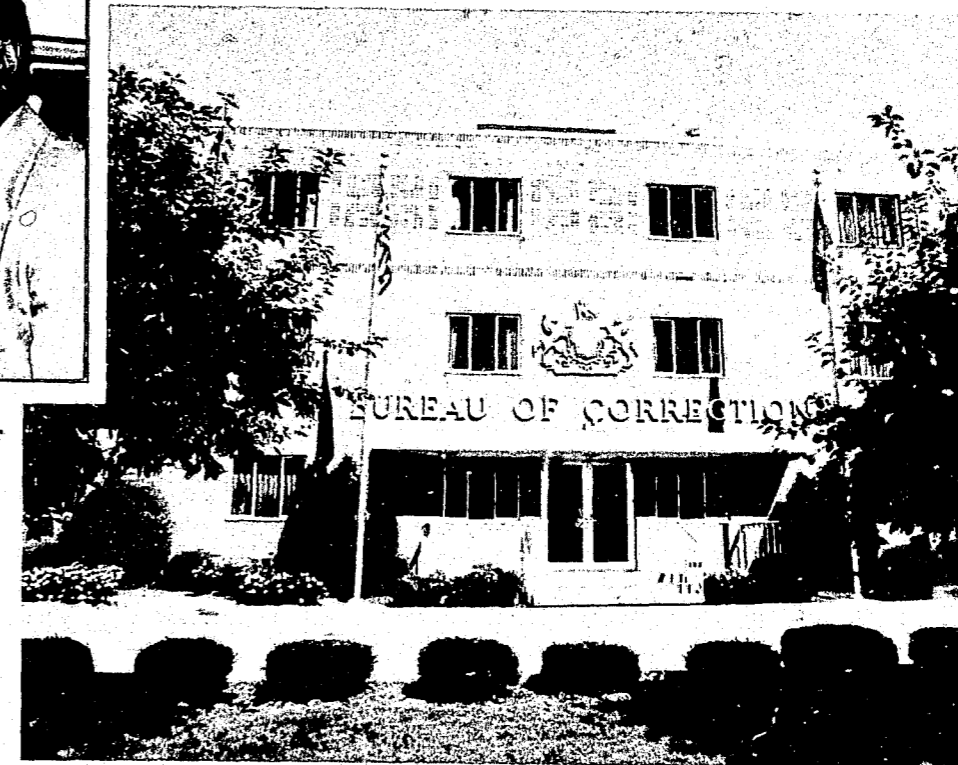








**Erskind DeRamus**  
Deputy Commissioner



### CENTRAL OFFICE EXECUTIVE STAFF

**Frank D. Gillis**  
*Executive Assistant  
to the Commissioner*

**David L. Gearhart**  
*Administrative Assistant  
to the Deputy Commissioner*

**Lee T. Bernard, II**  
*Director, Finance, Planning  
and Research*

**Harry E. Smith**  
*Director, Programs*

**Charles C. Pagana**  
*Director, Community Services*

**Daniel Tepsic**  
*Director, Personnel Management  
and Staff Development*

**Edwin A. Harmon**  
*Director, Industries*

**Harry E. Wilson**  
*Director, Special Services*

**Robert K. Rhodes**  
*Director, Operations*

**Rev. Thomas W. Jackson**  
*Director, Commonwealth  
Chaplaincy Services*

**Sherree L. Sturgis**  
*Chief Counsel*

**Kenneth G. Robinson**  
*Press Secretary*

**John Patterson**  
*Affirmative Action Officer*

September, 1982

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JAN 25 1983

ACQUISITIONS

## AGENCY GOALS

The nine priorities of the Bureau of Correction are:

- Secure and safe housing;
- Good medical and psychiatric care;
- Staff training, recruitment and development;
- Employment and academic/vocational education for inmates;
- Adequate religious and recreational opportunities;
- Community involvement;
- Assistance to local corrections;
- Improvement of research and planning capabilities; and
- Intercooperation with other agencies and private groups.

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## INTRODUCTION

---

The Pennsylvania Bureau of Correction operates six large correctional institutions, two regional facilities, one institution for women offenders, and fifteen pre-release centers known as community service centers.

By the end of the 1981-82 fiscal year, the Bureau's offender population had exceeded 10,000 inmates, more than 1,400 over the system's capacity. As a result of the rapid population growth, the Bureau was double celling some 2,200 inmates in cells designed for one person as of June 30, 1982.

The Bureau employe complement totals 3,205, about half of whom are corrections officers.

The budget for Fiscal Year 1981-82 was \$107 million in state money. Seventy-five percent of this sum was spent on personnel costs.

Our facilities range in size from Graterford, the largest, with over 2,000 inmates to our regional facility at Mercer with a design capacity of 180. In age our institutions range from the

State Correctional Institution at Pittsburgh, which is operating in its 100th year, to Mercer, now in its fourth year of operation.

The past year has seen the continuing effort of correctional administrators in Pennsylvania to upgrade the quality of corrections.

The Bureau continued its pursuit of compliance with national standards of accreditation; commissioned a study of its inmate classification procedure; refined its curriculum for relevant formal and on-the-job training of staff; and, completed important improvements in inmate services in the medical and mental health care areas.

We have increased psychiatric and psychological services, and placed mental health coordinators at five institutions. Mental health units are being designed into plans for major construction and renovation of Bureau facilities.

Finding additional housing space became the agency's first priority during the year as inmate population

growth approached fifteen percent. With the approval in December of \$102 million for the construction of 2,380 new cells, the Bureau will—for the first time in its history—undertake a major expansion of its facilities.

Responsible plans for the application of the additional cell space will be developed during the coming year. When the project is completed, we will have facilities which permit optimum programs to meet the needs of inmates.

We are expending every effort to provide a secure correctional system: that means a safe system for those employed and for those incarcerated. A strong effort has been made to prepare staff in the event of crises. Training programs in hostage negotiations, as well as a number of other specialized subject areas, were conducted and will be continued. The quality of that preparation speaks for itself—when a crisis arose, we were prepared to manage it to a safe conclusion.

The past year was one in which challenges faced were challenges met, as the following pages exemplify.



## SPECIAL REPORT: Health Care, Food Service and Accreditation

### Health Care

As the courts have repeatedly stated, good health care is the right of every incarcerated person. The Bureau views this responsibility not just as a legal one, but as a moral one as well.

In recent months, the Bureau of Correction has undertaken substantial improvements in this area:

- Physical examinations of all inmates within forty-eight hours of commitment and yearly physical examinations for all inmates over age forty.
- Treatment for kidney disease through renal dialysis contracts with the Department of Health.
- Therapeutic diets for medically approved inmates and operation of an effective public health infectious disease control program.
- An annual medical monitoring program to assure compliance with national standards.
- The implementation of suicide crisis intervention teams at all institutions. Free prosthetic devices and medic-alert bracelets are issued to those in need.

In the past year, we have increased our licensed medical staff and now provide emergency medical technician training and cardiopulmonary resuscitation training to all medical and operations staff. Also, we have hired additional nurses to implement our round-the-clock medical coverage.

Most important, in planning for our new and renovated correctional facilities, we will include modern infirmary and forensic mental health units.

### Food Service

Food service is one of the most important aspects of operation in correctional institutions.

The Bureau of Correction employs qualified food service personnel at all facilities. They are supervised by a chief of food service and a certified dietician. Menus are prepared in accord with standard dietary and nutritional requirements, and all areas of food service are monitored throughout the year.

In the past year, a new Sanitation, Hygiene and Housekeeping Manual was implemented, along with a revised Food Production Manual for use by employees and inmates who work in food service.

Food inspections take place on a weekly, monthly and semi-annual basis. The criteria governing them meet all the national standards of accreditation.

Therapeutic meals are provided all inmates with medically diagnosed conditions requiring a modified diet through a system using frozen pre-plated meals. This innovation has proven an asset to both food and medical departments.

Use of government donated surplus food has helped to hold the line on costs, while still providing nutritious meals.

Since 500 modular housing beds will be added by the end of 1982, plans for additional food service space were developed. Insulated food carriers, especially designed for this purpose, will be utilized to transport meals from the main kitchen to satellite service areas.

### Accreditation

In cooperation with the American Correctional Association, the Commission on Accreditation was formed to establish national standards governing all aspects of correctional operation. There are a total of 495 standards for institutions, and each is designated as mandatory, essential or important.

To earn accreditation, standards classified as mandatory must be met in their entirety, and those considered essential or important must be complied with at a predetermined percentage level.

Accreditation coordinators were appointed at every institution. They act under the direction of an overall accreditation manager based in the Bureau's Central Office.

We are proud that the State Regional Correctional Facility at Greensburg completed all requirements for accreditation status, and we hope to have two more institutions accredited within the coming year. Plans are underway for all institutions to apply for accreditation.

There are several reasons that the Bureau of Correction sees accreditation as both necessary and desirable. It is a means to offer improved safeguards for the health and lives of inmates and staff. It also provides a unified and coherent method to effect change. It provides a means of ready responsiveness to legislatively or judicially mandated courses of action, and it elevates professionalism in corrections.

The Bureau of Correction regards accreditation as a helpful management tool; because, in order to meet with and continually comply with the standards, it is necessary to have a systematic approach to the delivery of correctional services. The extent to which this will bring long-term benefits to Pennsylvania's correctional system will be measured by the extent of each institution's commitment to live up to these standards on a daily basis.

## THE COMMISSIONER'S OFFICE



Louis E. Smith retired as Executive Assistant during the year

### THE COMMISSIONER

The commissioner of correction is in charge of all state correctional facilities: their operation, programs and policies. He is responsible for the safety and well-being of more than 10,000 inmates and 3,200 staff members.

In the words of Commissioner Marks, "The course of the agency is dictated by the direction taken by the criminal justice system. Changes in attitudes, changes in the law have a direct effect on corrections, and it is the commissioner's responsibility to interpret and respond accordingly."



David L. Gearhart, left, and Frank D. Gillis

The nine institutional superintendents and seven bureau directors work directly with the commissioner as his management team. In turn, the commissioner is directly accountable to the Office of General Counsel and through it to the Governor of the Commonwealth.

### THE DEPUTY COMMISSIONER

The deputy commissioner not only works with the commissioner in all areas of correction, but bears the legally designated responsibility for the treatment and transfer of inmates.

The overriding responsibility faced today by the Bureau is the provision of adequate housing for the steadily increasing inmate population. Other sections of this report will spell out in detail the steps the Bureau of Correction is taking to resolve this need.

### PUBLIC INFORMATION OFFICE

The Public Information Office is composed of the press secretary, an information specialist and a secretary. They work closely with the Commissioner in keeping the media and the public informed of correctional events and activities. This office produces and dis-

tributes The Annual Report, the bimonthly newsletter, Correctional Newsfront, the annual calendar and press releases.

In 1981-82, the office released thirty news releases as well as individual press releases for members of five basic training classes.

Other major activities of the past year consisted of the development of plans for news media relations during emergencies; the revision of the Bureau of Correction Administrative Directive 009, "News Media Relations"; extensive work with the administrative manual section of Accreditation; and two seminars with key institutional employees on news media relations. In addition, this office is charged with the responsibility for speech research and writing, as well as public representation of the Bureau of Correction before schools, civic groups and other agencies of government and the private sector as the Commissioner directs.

In 1983, the Public Information Office will also coordinate plans for the commemoration of the Bureau of Correction's thirtieth anniversary.



Kenneth G. Robinson  
Press Secretary



Sherree L. Sturgis  
Chief Counsel

#### OFFICE OF THE CHIEF COUNSEL

The Office of the Chief Counsel came into existence on January 20, 1981, when, pursuant to the Commonwealth Attorneys Act, the legal duties for the Commonwealth were divided between the Office of the Attorney General and Office of the General Counsel. The Office of Chief Counsel, a part of the Office of General Counsel, is solely responsible for all legal work of the Bureau of Correction with the exception of representing the agency in court. That responsibility is shared with the Office of the Attorney General, now a department separate and distinct from the Bureau of Correction.

Operated with a three-person staff, the responsibilities of the Office of the Chief Counsel include writing regulations; reviewing contracts, deeds, leases and legislation; assisting administrators in the development of policy, and training staff in their legal rights and responsibilities. Responding to requests for advice from staff members is an important function of this office. It also has the responsibility to track and monitor all litigation involving the

agency. One significant project is the development of a system to track and compile statistics on this aspect of correctional administration.

#### Total New Cases Served Between July 1, 1981 and June 30, 1982: 244\*

##### By Institution

SCIG.....	85
SCIP.....	44
SCIH.....	44
SCID.....	18
SCIR.....	14
SCIC.....	12
SCIM.....	4
SRCFM.....	2
SRCFG.....	2
CSC's.....	1

\*Some cases involve more than one institution. Some name the Bureau of Correction generally but do not concern any specific institution. This figure does not include petitions for writs of habeas corpus which involve only issues related to the inmate's conviction.

##### By Major Subject Matter

Due Process.....	58
Medical.....	48
Access to Courts.....	25
Use of Force.....	18
Publications, Mail, etc.....	17
General Conditions of Confinement.....	16
Property.....	15
Cell Search.....	13
Assault by Inmate.....	10
Pre-Release.....	10

Total Cases Closed: 77 (Includes cases filed in fiscal year 1981-82 and previously.)

#### AFFIRMATIVE ACTION

In pledging his support for improved affirmative action, Commissioner Marks emphasized the need for managers and supervisors to recognize and implement the following objectives:

1. To increase management's involvement and accountability in all areas of affirmative action related to corrections;
2. To upgrade minority and women employes through training and promotion, as warranted by performance and availability of funds.

The commissioner noted that his signing of the Affirmative Action Policy commits not only himself but all directors and supervisors under his authority to these goals. In turn, directors and supervisors were directed to inform staff that the establishment of goals and objectives does not end their responsibility to affirmative action, but is only the beginning.

The Bureau of Correction employs 293 or 9.6 percent, minority staff members; and 353, or 11.6 percent women. (Minority women are counted here as minority members only.)

The commissioner also indicated that his signing of the Affirmative Action Policy Statement not only reflects his commitment to the Affirmative Action Program and Policy, but also commits all directors, superintendents, supervisors and managers within the commissioner's authority to the same.

## COMMUNITY SERVICES DIVISION



Charles C. Pagana  
Director

The Community Services Division was established in 1968 under the authority of Act 173, the "Pre-Release Act". The enabling legislation requires the provision of a wide range of social services in the correctional system leading to the reintegration of the offender with society.

The division supervises residential treatment services to offenders housed in fifteen community service centers throughout the Commonwealth. With few exceptions, the residents were previously incarcerated within the state correctional institutions operated by the Bureau. All participants in the program must meet stringent criteria established in the pre-release legislation. All are required to seek employment and pay a part of their earnings to the center as rent, thus defraying part of the cost of the program.

The division also maintains agreements with private and public community service agencies for utilization of special programs such as drug and alcohol abuse control, and mental and health care services for selected offenders.

During the past year, the division devoted considerable time and effort to division expansion and to accreditation for adult residential treatment centers.



Through a grant awarded by the Pennsylvania Commission on Crime and Delinquency, federal and state funds were made available for new centers. The division conducted a feasibility study to determine the most appropriate location to establish two new centers. They will be located in the eastern region primarily serving communities in the counties of Montgomery, Bucks, Philadelphia, Delaware and Chester.

At this writing, Community Services has successfully located one new center in Philadelphia. The other proposed center is currently involved in negotiations for occupancy.

The division saw its first specialized training seminar held at Central Office for pre-release center monitors in October 1981 when the Personnel Management and Staff Development Division hosted a two-day seminar.

The division benefited equally from the in-service refresher course provided by the Personnel Management and

Staff Development Division on the use of restraining equipment and transportation of prisoners.

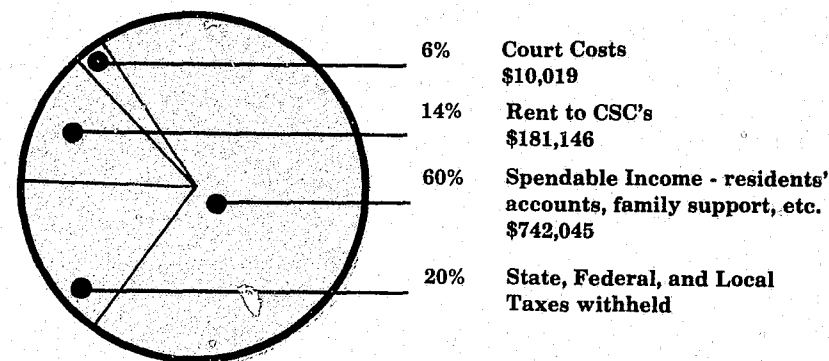
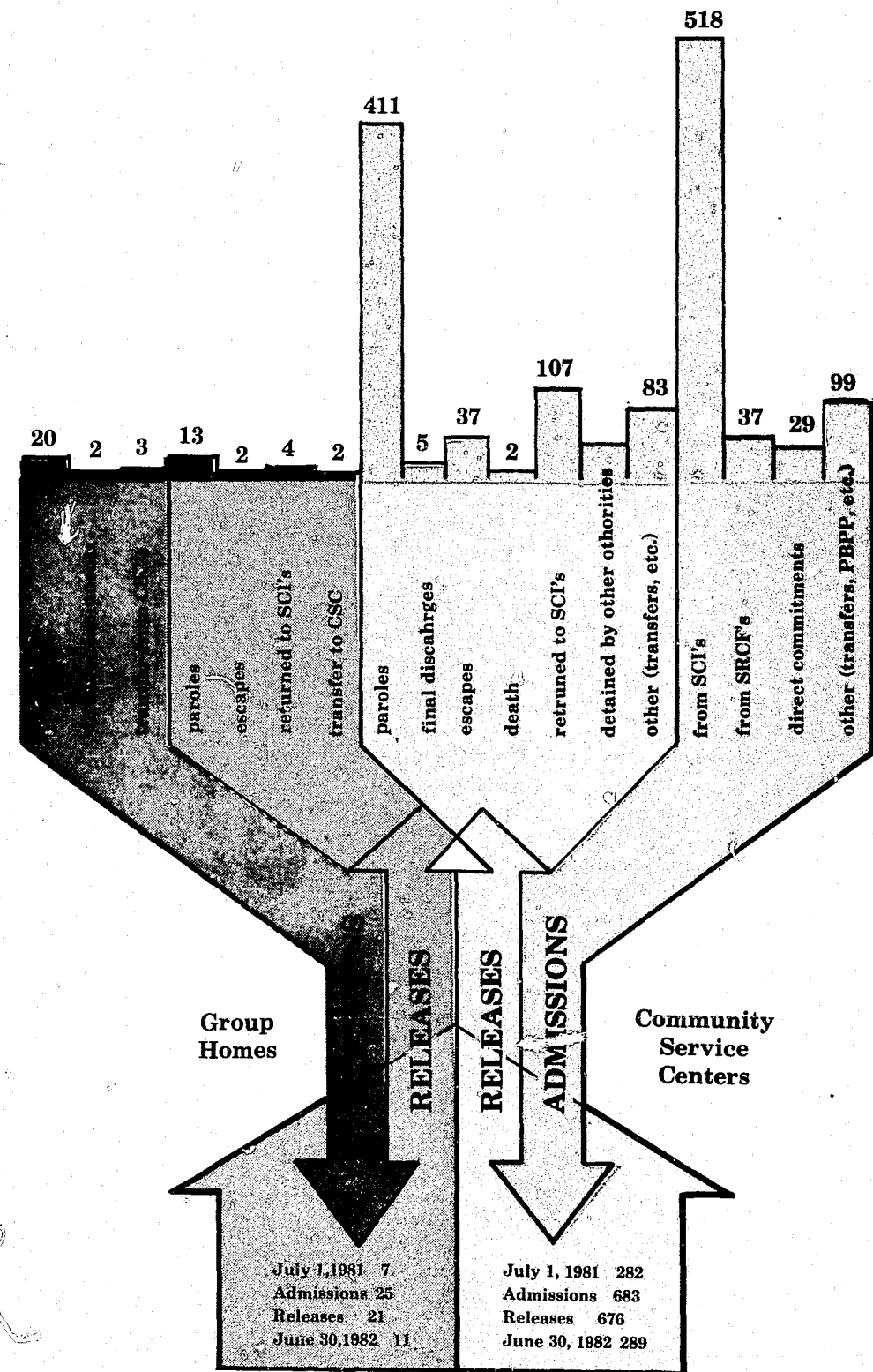
Community Services congratulates one of its own: Wesley Taylor, corrections counselor II, at Community Service Center No. 1 in Philadelphia, was one of six Bureau employes selected to receive the 1981 Outstanding Performance Award.

A concerted effort has been made toward accreditation of our community service centers by implementation of national standards for adult community residential services.

Despite the current economic trends in the country and the job market being restricted, Community Services continues to be quite successful in maintaining a high level of employment for its residents and in maximizing the use of available educational, vocational and specialized training programs in the community.



The Sharon Community Service Center



**CSC Residents' Gross Earnings From Jobs in the Community:**  
**\$1,194,536**

**Net Earnings**  
**\$933,210**

**Taxes \$261,526**

**COMMUNITY SERVICES DIVISION STATISTICS**  
 July 1, 1981 - June 30, 1982

**REFERRALS**

7-1-81	43 referrals pending +764 referrals received	
Total	807	100%
	623 referrals accepted	77%
	100 referrals rejected	12%
	26 referrals withdrawn	3%
	43 referrals pending	8%

**VOLUNTEER SERVICES**

1591 hours of volunteer services were obtained for use by Community Service Centers.  
 10,585 hours of outside agency services were utilized by Community Services.

**EDUCATIONAL INVOLVEMENT**

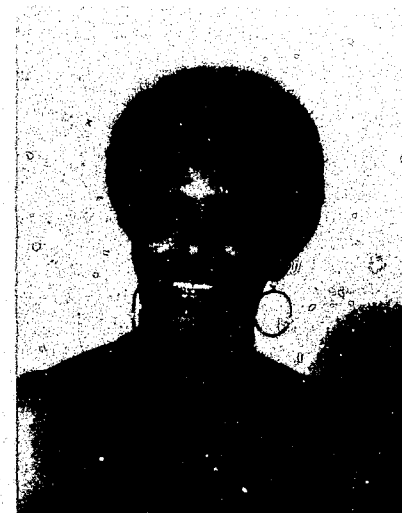
(combined CSC's and Group Homes)

High School	82
Vocational/Technical	179
College	111
<b>TOTAL</b>	<b>372</b>

**MISCONDUCTS**

(combined CSC's and Group Homes)

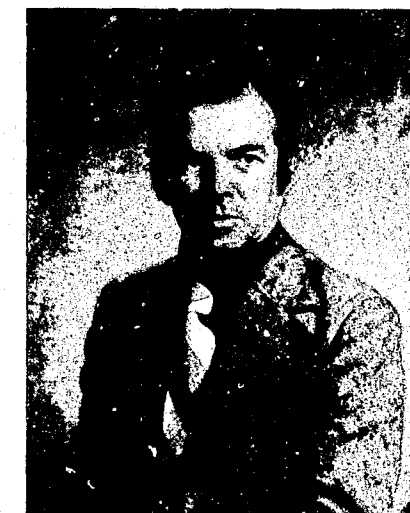
255	Class I Misconducts
175	Class II Misconducts



Mamie J. Fains  
 Director CSC Region I



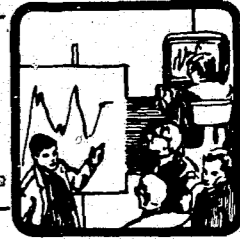
Thomas A. Rogosky  
 Director CSC Region II



James P. Murphy  
 Director CSC Region III



## FINANCE, PLANNING AND RESEARCH DIVISION



Lee T. Bernard II  
Director

Fiscal Year 1981-82 was the first full year of operation for the Finance, Planning and Research Division. This division's five sections carry out activities in the areas of fiscal management, planning and development, data processing,

records and statistics, and accreditation. A newly formed clerical support unit provides secretarial services to the division and coordinates word processing activities throughout the Bureau.

### Fiscal Activities

The Budget Section oversees all financial activities within the Bureau of Correction. Major responsibilities include preparing the annual budget, monitoring expenditure levels and coordinating purchases. This section also functions as liaison with the Governor's Office of Budget and Administration and legislative appropriation committees on fiscal matters, as well as conducting ongoing reviews to improve cost efficiency of the Bureau's operations.

The Bureau of Correction is funded from two budgets. The General Fund Budget, which utilizes tax dollars, funds all activities except Correctional Industries, which is supported by the Manufacturing Fund. The Manufacturing Fund is a self-sustaining entity which generates revenues from the sale of Industries' products. For the 1981-82 Fiscal Year, the General Fund Budget was \$108.4 million while Manufacturing Fund expenditures were \$13.9 million. Correctional Industries showed an operating profit of \$358,000.

The Bureau of Correction operated under fiscal constraints during 1981-82 as a result of rising population and continued inflation. Although our budget grew by 14.8 percent from the prior

### COST BY INSTITUTION

	(Dollar Amounts in Thousands)						
	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
<b>Camp Hill</b>							
State.....	\$ 9,073	\$ 9,798	\$10,748	\$11,257	\$12,179	\$13,187	\$ 15,207
Federal.....	326	256	119	19	0	0	6
Other.....	138	135	139	147	94	114	159
<b>TOTAL.....</b>	<b>\$ 9,537</b>	<b>\$10,189</b>	<b>\$11,006</b>	<b>\$11,423</b>	<b>\$12,273</b>	<b>\$13,301</b>	<b>\$ 15,372</b>
<b>Dallas</b>							
State.....	\$ 7,970	\$ 8,623	\$ 8,772	\$ 9,112	\$10,065	\$10,522	\$ 12,849
Federal.....	41	84	58	16	0	0	0
Other.....	48	51	55	26	46	59	61
<b>TOTAL.....</b>	<b>\$ 8,059</b>	<b>\$ 8,758</b>	<b>\$ 8,885</b>	<b>\$ 9,154</b>	<b>\$10,111</b>	<b>\$10,581</b>	<b>\$ 12,910</b>
<b>Graterford</b>							
State.....	\$13,115	\$13,700	\$14,134	\$15,292	\$16,857	\$19,210	\$ 22,628
Federal.....	149	40	0	0	0	0	0
Other.....	67	59	71	67	8	21	30
<b>TOTAL.....</b>	<b>\$13,331</b>	<b>\$13,799</b>	<b>\$14,205</b>	<b>\$15,359</b>	<b>\$16,865</b>	<b>\$19,231</b>	<b>\$ 22,658</b>
<b>Greensburg</b>							
State.....	\$ 1,981	\$ 2,255	\$ 2,331	\$ 2,631	\$ 2,765	\$ 2,900	\$ 3,388
Federal.....	0	0	0	0	0	0	0
Other.....	62	7	12	16	40	42	10
<b>TOTAL.....</b>	<b>\$ 2,043</b>	<b>\$ 2,262</b>	<b>\$ 2,343</b>	<b>\$ 2,647</b>	<b>\$ 2,805</b>	<b>\$ 2,942</b>	<b>\$ 3,398</b>

**Cost by Institution (continued)**

	(Dollar Amounts in Thousands)						
	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
<b>Huntingdon</b>							
State.....	\$ 7,137	\$ 8,018	\$ 8,387	\$ 8,862	\$ 9,846	\$10,305	\$ 11,478
Federal.....	40	72	51	4	0	0	4
Other.....	27	27	27	34	43	58	58
<b>TOTAL.....</b>	<b>\$ 7,204</b>	<b>\$ 8,117</b>	<b>\$ 8,465</b>	<b>\$ 8,900</b>	<b>\$ 9,889</b>	<b>\$10,363</b>	<b>\$ 11,540</b>
<b>Mercer</b>							
State.....			\$ 86	\$ 2,125	\$ 2,448	\$ 2,793	\$ 3,157
Federal.....			0	0	0	0	0
Other.....			0	2	6	7	19
<b>TOTAL.....</b>			<b>\$ 86</b>	<b>\$ 2,127</b>	<b>\$ 2,454</b>	<b>\$ 2,800</b>	<b>\$ 3,176</b>
<b>Muncy</b>							
State.....	\$ 3,162	\$ 3,578	\$ 3,671	\$ 3,983	\$ 4,340	\$ 4,819	\$ 5,587
Federal.....	50	130	77	16	0	0	16
Other.....	58	54	119	98	75	83	87
<b>TOTAL.....</b>	<b>\$ 3,270</b>	<b>\$ 3,762</b>	<b>\$ 3,867</b>	<b>\$ 4,097</b>	<b>\$ 4,415</b>	<b>\$ 4,902</b>	<b>\$ 5,690</b>
<b>Pittsburgh</b>							
State.....	\$ 9,162	\$ 9,983	\$10,534	\$11,277	\$12,162	\$13,051	\$ 14,323
Federal.....	31	10	0	0	25	8	26
Other.....	42	44	0	1	28	37	44
<b>TOTAL.....</b>	<b>\$ 9,235</b>	<b>\$10,037</b>	<b>\$10,534</b>	<b>\$11,278</b>	<b>\$12,215</b>	<b>\$13,096</b>	<b>\$ 14,393</b>
<b>Retreat</b>							
State.....							\$ 124
Federal.....							0
Other.....							0
<b>TOTAL.....</b>							<b>\$ 124</b>
<b>Rockview</b>							
State.....	\$ 7,779	\$ 8,342	\$ 8,474	\$ 9,312	\$ 9,863	\$10,625	\$ 11,972
Federal.....	20	13	0	0	0	0	0
Other.....	41	44	46	26	61	86	62
<b>TOTAL.....</b>	<b>\$ 7,840</b>	<b>\$ 8,399</b>	<b>\$ 8,520</b>	<b>\$ 9,338</b>	<b>\$ 9,924</b>	<b>\$10,711</b>	<b>\$ 12,034</b>
<b>Central Office</b>							
State.....	\$ 2,786	\$ 2,638	\$ 3,862	\$ 4,550	\$ 3,799	\$ 3,108	\$ 3,496
Federal.....	704	1,406	359	135	356	264	213
Other.....	51	19	3	24	0	0	0
<b>TOTAL.....</b>	<b>\$ 3,541</b>	<b>\$ 4,063</b>	<b>\$ 4,224</b>	<b>\$ 4,689</b>	<b>\$ 4,115</b>	<b>\$ 3,372</b>	<b>\$ 3,709</b>
<b>Community Service Centers</b>							
State.....	\$ 1,314	\$ 950	\$ 2,100	\$ 2,195	\$ 2,444	\$ 2,876	\$ 3,189
Federal.....	488	1,069	90	27	59	13	73
Other.....	35	120	165	202	201	170	187
<b>TOTAL.....</b>	<b>\$ 1,837</b>	<b>\$ 2,139</b>	<b>\$ 2,355</b>	<b>\$ 2,424</b>	<b>\$ 2,704</b>	<b>\$ 3,059</b>	<b>\$ 3,449</b>
<b>Grand Total</b>							
State.....	\$63,479	\$67,885	\$73,009	\$80,596	\$86,768	\$93,396	\$107,398
Federal.....	1,849	3,080	754	197	440	285	338
Other.....	569	560	637	643	602	677	717
<b>TOTAL.....</b>	<b>\$65,897</b>	<b>\$71,525</b>	<b>\$74,490</b>	<b>\$81,436</b>	<b>\$87,810</b>	<b>\$94,358</b>	<b>\$108,453</b>

year, these factors more than offset this increase.

Efforts to expand the use of technologically advanced office equipment continued. Major advances were made in the areas of data processing and word processing. Additionally, progress was made in reducing staff through the use of modern typing and photocopy equipment. The availability at Central Office of a computer terminal with direct access to the Commonwealth's central accounting records has provided vital information to our budget section in a more timely fashion. These terminals, which supply a summary of all transactions processed through the previous day, will shortly be available in the Bureau's six large institutions.

The budget section is presently reviewing telephone systems throughout the Bureau, in an effort to increase efficiency and lower expense. Once this is completed, we will seek proposals from qualified vendors for improved services.

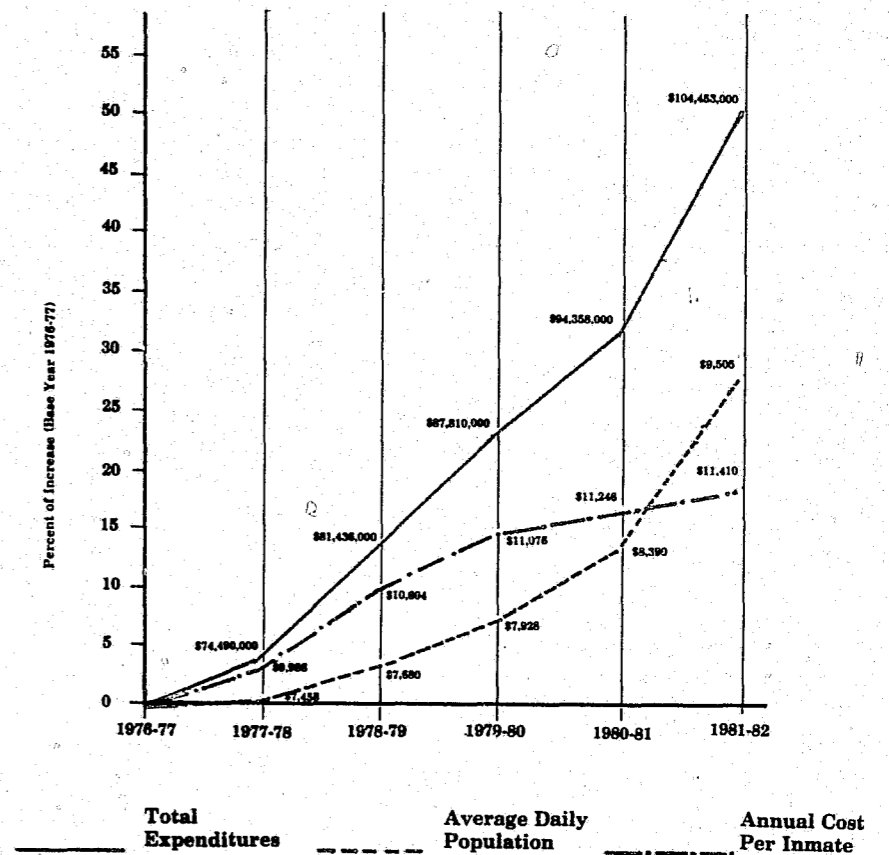
Health Care costs have increased at an alarming rate. During a recent six-month period, expenditures for outside medical services increased by 64 percent over the prior year. The Budget Section has surveyed other states and is engaged in an extensive analysis to seek means of containing costs in this area.

**Planning and Development**

During 1981-82, the Bureau's population grew by 1,302 (14.7%). As of June 30, 1982, 2,196 inmates were sharing cells designed for one person. In addition to taxing scarce resources, studies have shown that overcrowding has such side effects as an increase in communicable disease, disciplinary problems, psychiatric problems, and inmate violence. A major effort of the Bureau is to relieve overcrowding wherever possible. The Planning Section coordinated an effort to provide modular housing units. In 1982-83, modular units to house approximately 500 inmates will be placed throughout the system.

The responsibilities of this section have changed considerably since the last fiscal year. Now responsible for leg-

**Five Year Growth Comparison  
Expenditures and Average Daily Population**



A comparison of the rate of increase in Bureau expenditures and average daily inmate population shows a dramatic increase in both the agency's total expenditures and population last year. However, the cost to maintain each inmate for a year remained relatively stable.

islative liaison this section monitors all bills affecting corrections, provides an analysis of those bills, and provides information to the General Assembly on Bureau positions. This requires attending committee hearings and preparing testimony.

Another function of this section is preparation and coordination of special projects such as the modular housing project and distribution of the Bureau's "Emergency Plan."

**Data Processing**

The Data Processing Section replaced its ancient Univac 9300 computer with a state-of-the-art Univac System 80.

The new computer possesses a main memory of more than one million characters, almost thirty-three times the capacity of the old system, and can be upgraded to more than four million characters. The new system possesses on-line capability for multiple terminals at up to 48 locations. On-line capability permits direct entry and retrieval of data. Funding for this new equipment was received through a federal grant.

During the year, emphasis was placed upon conversion of existing programs to the new equipment, enhancement of the inmate records system and development of an automated inmate account system. As a test, a terminal and printer was placed in Camp Hill. Data on sentences and inmate movements is now



The Bureau's new computer system increased memory capacity by more than thirty times.

transmitted directly from Camp Hill to the central computer. Similar installations will be operating at Huntingdon and Graterford in early 1982-83. During the next two years, we plan to place terminals in all institutions to further automate the reporting function.

The new automated inmate account system will eliminate manual processing and provide a continuous, up-to-date report of all inmate accounts. By Fall of 1983, this system will operate at Muncy and Rockview, with other institutions to follow.

#### Word Processing

The most notable advance in office technology has been the development of sophisticated word processing systems. Word processors provide for storage of documents on magnetic discs and permit revisions to be made in a fraction of the time required with conventional typewriters.

In 1982, the Bureau's first word processing installation, consisting of four work stations, was established to service the Finance, Planning and Research Division, the Personnel Division, the Chief Counsel's Office, and the Public Information Office. As a result of improved productivity, the Bureau is expected to save \$38,000 annually. With the increasing workload being placed on correctional facilities, word processing

provides a means to handle greater workloads without the massive staff increases which would otherwise be required.

#### Records and Statistics Section

The primary function of this section is to maintain a central file on inmates who are confined in the Bureau. A by-product of the inmate masterfile system is the generation of routine inmate rosters and statistics.



To improve productivity, the Bureau added word processor equipment at Central Office.

This section additionally serves as the liaison between the institutional record offices and the Central Office and operates as the central contact for other governmental agencies seeking inmate record information.

County prison statistics are collected by this section. In addition to population counts and population movements, these reports contain detailed data on defendants sentenced to local correctional facilities. This program involves approximately 75,000 individuals received and released annually, of whom 75 to 80 percent are pretrial detentions.

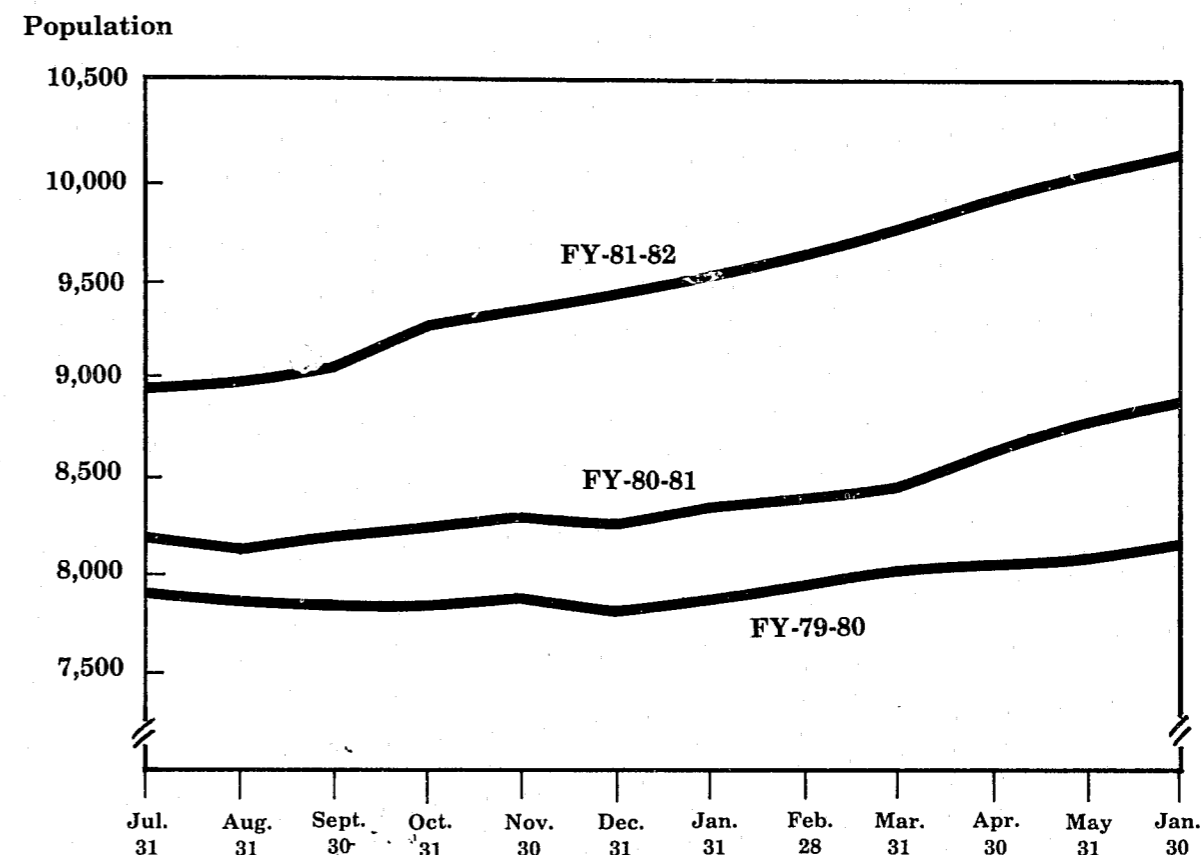
Statistics for both state and county correctional facilities are compiled and released annually.

#### Accreditation

During 1981-82, the Bureau made a concerted effort to have its first institution, Greensburg, accredited.

The Bureau's Accreditation Manager, a part of this division, will continue to assist other institutions in their work on accreditation. It is anticipated that four additional institutions will seek accreditation in 1982-83.

## MONTH-END POPULATIONS IN BUREAU OF CORRECTION

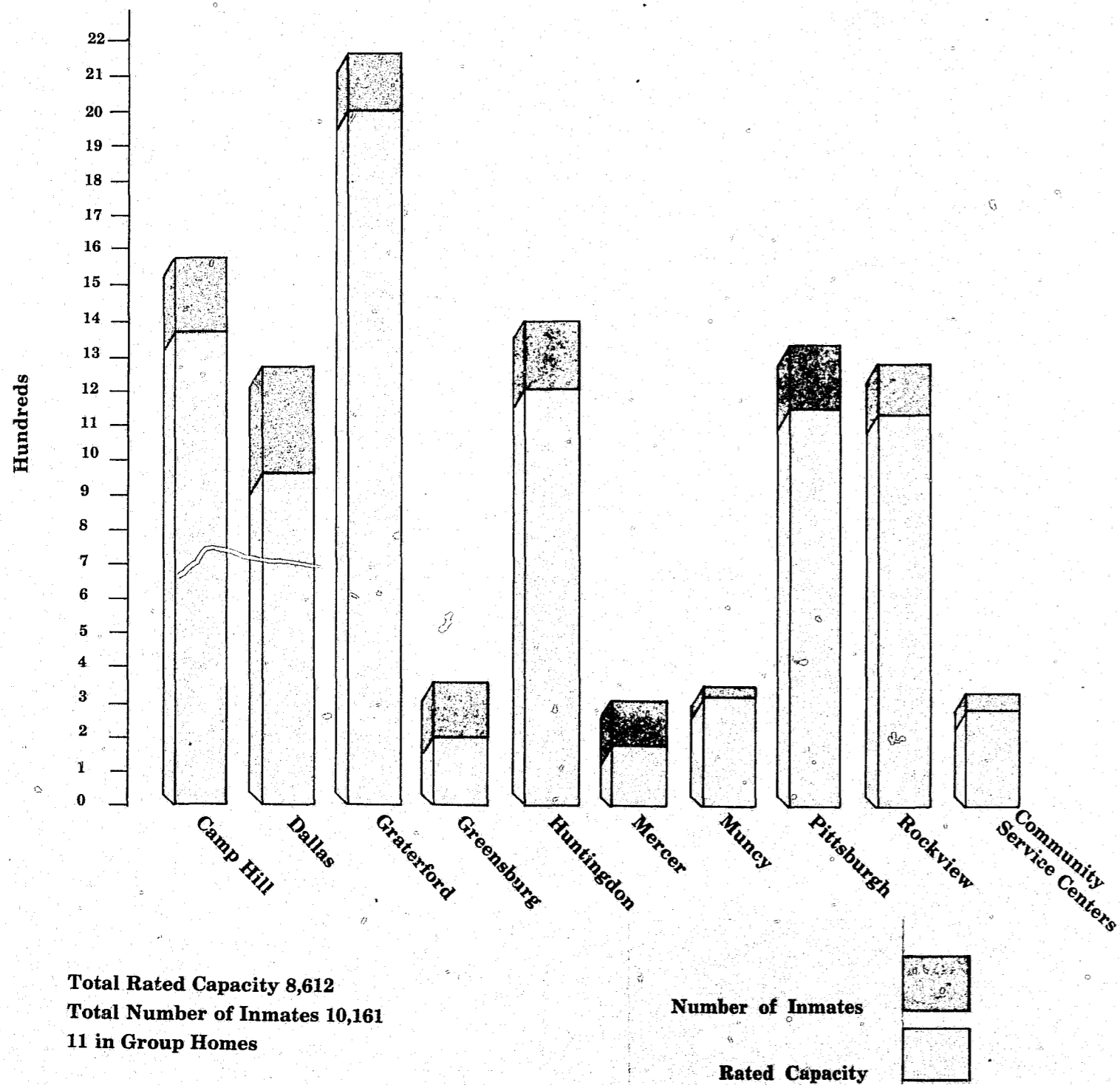


#### TOTAL POPULATION

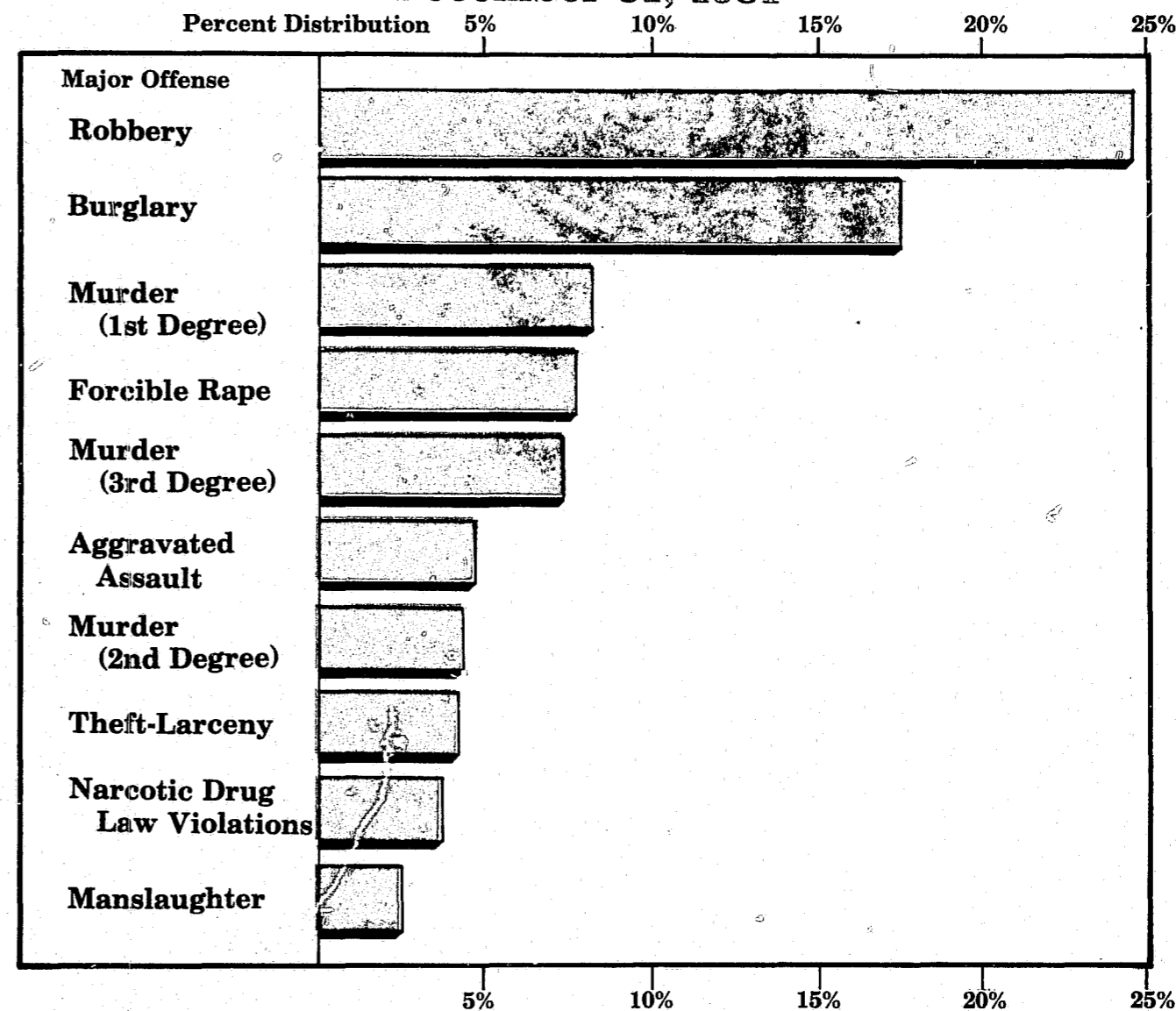
1981		1982	
July 31	— 8,959	January 31	— 9,508
August 31	— 8,986	February 28	— 9,642
September 30	— 9,074	March 31	— 9,776
October 31	— 9,246	April 30	— 9,922
November 30	— 9,343	May 31	— 10,011
December	— 9,420	June 30	— 10,161



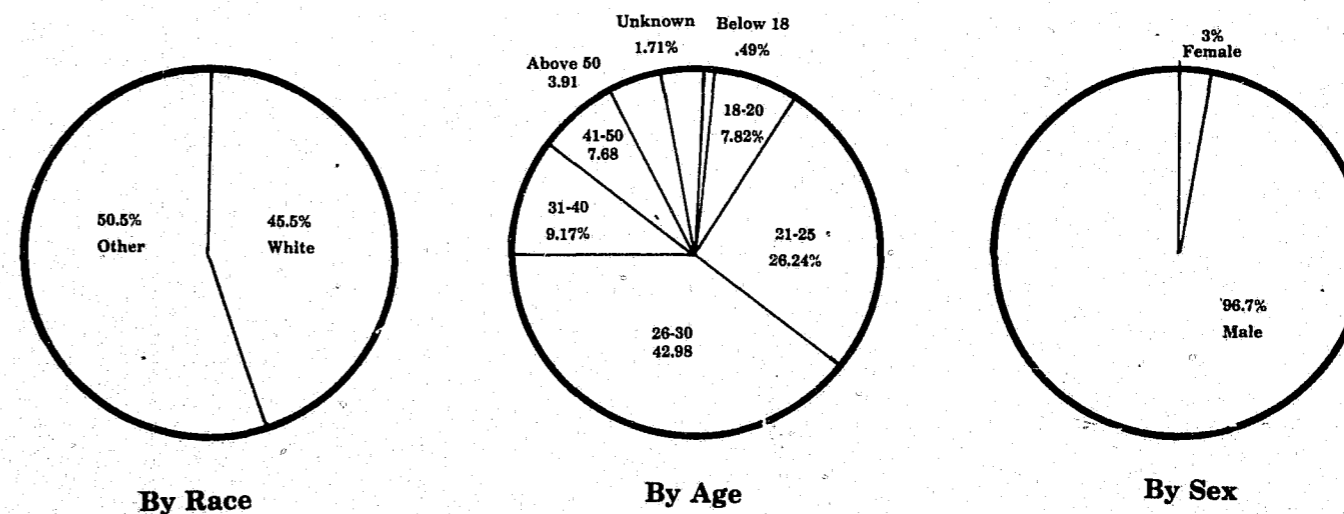
### Inmate Population Versus Rated Capacity as of June 30, 1982



### Distribution of Inmates by Major Offense December 31, 1981



### Inmate Population Breakdown



**LIFE COMMITMENTS AS OF JUNE 30, 1982**

INSTITUTION	FEMALE		MALE		TOTAL		GRAND TOTAL
	WHITE/OTHER	OTHER	WHITE/OTHER	OTHER	WHITE/OTHER	OTHER	
Camp Hill	—	—	41	96	41	96	137
Dallas	—	—	84	90	84	90	174
Garterford	—	—	49	234	49	234	283
Huntingdon	—	—	103	89	103	89	192
Muncy	18	16	3	1	21	17	38
Pittsburgh	—	—	70	100	70	100	170
Rockview	—	—	15	7	15	7	22
<b>TOTAL:</b>	<b>18</b>	<b>16</b>	<b>365</b>	<b>617</b>	<b>383</b>	<b>633</b>	<b>1,016</b>

**EXECUTION COMMITMENTS AS OF JUNE 30, 1982**

INSTITUTION	FEMALE		MALE		GRAND TOTAL
	WHITE/OTHER	OTHER	WHITE/OTHER	OTHER	
Graterford	—	—	1	2	3
Huntingdon	—	—	2	1	3
Pittsburgh	—	—	3	2	5
<b>TOTAL:</b>	<b>—</b>	<b>—</b>	<b>6</b>	<b>5</b>	<b>11</b>

**INMATE DEATHS  
JULY 1, 1981 to June 30, 1982**

**INSTITUTIONAL DEATHS**

**OUTSIDE DEATHS**

<u>Natural Causes</u>	<u>By Assault</u>	<u>Suicide</u>	<u>Outside Hospital</u>	<u>Other</u>
9	0	3	12	3*

*\*Includes a natural death on furlough, a suicide by an escapee and an accidental death of a state inmate temporarily at a county jail for court.*

**Average Time Served by Inmates Released from the  
Bureau of Correction During 1976 to 1981, By Sex**

Year	Males		Females		Total	
	Number Released	Average Months Served	Number Released	Average Months Served	Number Released	Average Months Served
1976	2,598	24.3	174	13.6	2,772	23.7
1977	3,158	24.9	162	14.2	3,320	24.3
1978	2,927	25.4	172	15.8	3,099	24.9
1979	3,086	27.1	146	16.6	3,232	26.6
1980	2,987	27.0	161	16.9	3,148	26.5
1981	2,756	27.5	179	16.2	2,935	26.8

Note: Does not include inmates reparaoled by the Pennsylvania Board of Probation and Parole.

## ESCAPES

	1981					1982					Total		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		May	June
SCI-Camp Hill													
B	0	0	0	0	0	0	0	0	3	0	0	0	3
F	2	0	0	0	0	0	0	0	1	0	0	2	4
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
SCI-Dallas													
B	0	0	0	0	0	0	0	0	1	0	0	0	1
F	0	0	0	1	0	0	0	0	0	0	1	0	3
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
SCI-Graterford													
B	0	0	0	0	0	0	0	0	0	0	0	0	0
F	1	0	0	0	0	0	0	0	0	0	1	0	2
WD	0	0	0	0	0	1	0	0	0	0	0	0	1
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
SCI-Huntingdon													
B	0	0	0	0	0	0	0	0	0	0	0	2	2
F	0	0	0	0	0	0	0	1	0	0	0	0	1
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	2	0	0	0	0	0	0	0	0	0	2
SCI-Muncy													
B	2	3	5	1	3	0	0	0	0	0	2	1	17
F	1	0	0	0	0	0	0	0	0	0	0	0	1
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
SCI-Pittsburgh													
B	0	0	0	0	0	0	0	0	0	0	0	0	0
F	0	0	0	0	1	0	0	0	0	0	0	0	1
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
SCI-Rockview													
B	0	0	1	0	1	0	1	2	0	1	0	0	6
F	1	0	0	0	0	0	0	0	0	0	0	2	1
WD	0	0	0	1	0	1	0	0	0	0	0	2	4
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
SRCF-Greensburg													
B	0	0	0	0	0	0	0	0	0	0	0	0	0
F	1	1	0	0	0	2	0	0	0	0	0	0	4
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
SRCF-Mercer													
B	0	0	0	0	0	0	0	0	0	0	0	0	0
F	0	0	0	0	0	0	0	0	0	0	0	0	0
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
CSC - Region I													
B	0	0	0	1	1	0	1	4	3	3	0	0	13
F	0	0	0	0	0	0	0	0	0	0	0	0	0
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	0	0	0	0
CSC - Region II													
B	0	0	0	1	0	0	2	0	0	1	1	0	5
F	2	0	0	0	0	0	0	0	0	0	0	1	3
WD	0	0	0	0	0	0	0	0	0	1	0	0	1
W/ER	0	0	0	1	2	0	0	0	1	1	2	0	7
CSC - Region III													
B	1	1	1	1	2	0	1	1	1	1	1	1	12
F	0	0	0	0	0	0	0	0	0	0	0	0	0
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	0	0	0	0	0	0	0	1	2	0	3
Group Homes													
B	0	0	0	0	1	0	0	1	0	0	0	0	2
F	0	0	0	0	0	0	0	0	0	0	0	0	0
WD	0	0	0	0	0	0	0	0	0	0	0	0	0
W/ER	0	0	1	0	0	0	0	0	0	0	0	0	1
MONTHLY TOTALS	11	5	10	7	11	3	6	10	10	9	9	10	101

At Large, June 30, 1982-139.

Key:

B - Breach  
F - Furlough  
WD - Work Detail  
W/ER - Work/Education Release

ESCAPES			
Year	Escapes		
1972	525	1977	140
1973	227	1978	114
1974	223	1979	88
1975	190	1980	90
1976	180	1981	78

## INDUSTRIES DIVISION



Edwin A. Harmon  
Director

Correctional Industries in Pennsylvania antedates the Bureau of Correction. After the Commonwealth discarded the solitary labor process in the early twentieth century and regulated contract labor by allowing prison industries to sell only to tax-supported entities, full scale manufacture of items necessary to the state was begun.

Today Pennsylvania employs 144 civilian employees and approximately 1,600 inmates who will produce goods valued at approximately \$15 million to \$16 million this fiscal year. Pennsylvania has one of the most diversified Correctional Industries programs in the United States. Inmates' pay ranges from 13¢ per hour to 34¢ per hour; in addition, bonuses as high as \$1 per hour are based on incentive. Correctional Industries is operated on a self-sustaining basis with no receipt of public tax monies. This in itself mandates that an important element of administration and management be directed towards generating sales to support the self-sustaining aspects of the program.

Throughout the country, there are many differing philosophies concerning the role of Correctional Industries, and also the fiscal and legal procedures implementing them. Almost every study of prisons and prison systems reveals a dramatic need for activity as a vehicle to get the inmate back into society. Prison work is considered by penologists as a principal part of the overall treatment scheme and is the primary activity

utilized by institutional administrators to distract from the idleness and boredom inflicted by incarceration.

Through prison work assignments, inmates learn the reality of the employment scene on the outside. They learn to work consistently and accomplish the task, even if it is boring. In Pennsylvania Correctional Industries, we stress the work ethic and help prepare the inmate both physically and mentally, to step back into the burly world of industry.

Work programs have abundant treatment resources in themselves. They contribute to self-esteem, personal adequacy and personal accomplishment. The purpose which the industry program supplies plays a critical role in creating the kind of institutional climate in which change can occur.

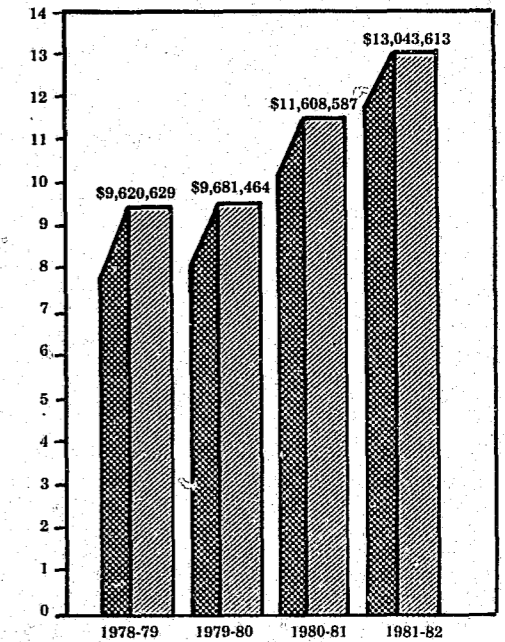
Some of the strengths of Correctional Industries are as follows:

1. It is financially self-supporting. While some of our programs are marginal or operated at a loss, Correctional Industries has not received one dime of tax-supported funding.
2. The operation of the C.I. program is compatible with the overall mission of the Bureau.
3. C.I. has the ability to perform custom-type, "special" products and services.
4. C.I. and its resources are a tangible asset to the Commonwealth and its programs in times of emergency.

### SALES

A high quality catalog listing all of the C.I. products and services available was developed in-house at a substantial savings. The income from sales contributed by all industries to the Manufacturing Fund was the largest in the past fifteen years or more.

### Correctional Industries Sales



Overall sales increased by approximately 20 percent for the year. The sale of basic manufacturing products and finished goods continues to out-of-state correctional agencies. Customer service continued on a very high level, and the marketing representatives are responding very well to customers' needs.

Accounts receivable have been running at the rate of a minimum of \$1.5 million per month. Correctional Industries is supplying more services and products on a contingency basis. This will increase the accounts receivable significantly and reduce the amount of earnings derived from investment of Manufacturing Fund money.

### MANUFACTURING ACTIVITIES

#### SCI-Camp Hill

Yearly production increased by approximately 10 percent over the previous year. A new upholstered furniture line is now in production. The quality of the workmanship is superior, and it is



anticipated that our sales in the next year should increase our overall furniture sales by a minimum of 25 percent. This new line permitted an increase in the number of inmates employed; reduced the manufacturing costs, and increased service to the customers through supply of custom-designed furniture. Additionally, Camp



This wooden furniture, packaged for shipment, represents one area of the many products and services provided to eligible customers by the Correctional Industries Division.

during the fiscal year. The price declined approximately 35 percent during the first six months, but is now returning to normals experienced previously.

**E. Abattoir:** The abattoir at SCI-Camp Hill commenced use of a new \$200,000 freezer on May 1, 1982. With this freezing capacity coming on line, the abattoir is able to forego contracting for private freezing facilities and will expand

its meat cutting to serve all nine institutions. The second phase of the abattoir improvement will provide additional room for the establishment of individual processing lines for pork and beef. A third phase is expected to provide slaughterhouse facilities for the abattoir, which will result in a completely integrated and independent operation. These two phases will be completed in approximately two years.



Improvements to the abattoir at SCI-Camp Hill will permit expansion of the meat cutting service to all nine institutions. Additional services will be added in the next two years.

Hill's industries report as follows:

- A. Furniture Refinishing:** This service provided a substantial amount of revenue and work for C.I. in the past year. Prices and quality of workmanship are very attractive to the open market.
- B. Prices:** Because of increased supervisory attention to raw material costs and other ancillary costs, C.I. was able to hold its selling prices for a period of twelve months. During the recent inflationary period, this was an exceptional accomplishment.
- C. Major Fire:** A fire completely destroyed the finishing department and prevented the completion of any jobs during a four-month period. Production was restored in January, and the operation has been showing monthly profit ever since.
- D. Coffee and Tea:** The sale of coffee and tea remained relatively static

#### SCI-Dallas

Despite the cessation of the farm operation, overall sales generated by this institution increased significantly for the fiscal year.

- A. Mattress and Upholstery Shop:** This activity provides over one-half of the total C.I. sales at SCI-Dallas. The upholstery division of the shop added a new line of furniture and increased work stations by 40 percent for reupholstering of furniture. Additionally, work has begun on wood furniture refinishing in conjunction with the auto body paint shop.
- B. Garment Plant:** During the year, a new line was added for the manufacture of pajamas for men and women, smocks and gowns for hospitals, and a new garment smock for the custodial people of the Department of General Services.

- C. Box Plant:** Sales for this center are up by approximately 50 percent. Several new types of corrugated boxes were added to the product line. A new glue machine was ordered which will permit the manufacture of at least ten different new styles of corrugated boxes.
- D. Auto Body Shop:** Sales declined at least 50 percent from the preceding year, and losses are now becoming quite significant (estimated at \$40,000). Efforts continue to obtain more body repair work from the Department of General Services and the PA State Police.
- E. Farm:** The farm at SCI-Dallas was closed. All equipment and supplies were shipped to other C.I. farms. Elimination of this financially unsound farm operation should improve the overall C.I. program.

#### SCI-Pittsburgh

Sales of vehicle licenses and signs increased by approximately 50 percent, while at the same time, sales of other metal products declined by approximately 30 percent.

- A.** Approval was received from the PA Department of Transportation to manufacture traffic control signs. Significant sales of these products are anticipated within the next year.
- B.** At the request of the Bureau of Motor Vehicles and Licensing, Department of Transportation, we are producing, on an experimental basis, 110,000 license plates from electrolyte coated steel. No difficulties were experienced, and it is expected that steel plates will become a standard for certain types of vehicles. Several new plates were designed and produced for special interest groups. It is expected that many more special types of vanity plates will be produced by the Bureau of Motor Vehicles and Licensing in the future.

- C.** In the metal plant, a highly secure cell light was designed and produced, and is presently utilized in several maximum security locations throughout the Bureau. It is expected that additional orders for this light will be received from other correctional institutions, as well as county jails.
- D.** A new drug security cabinet was designed and produced for the Department of Public Welfare hospitals. This cabinet provides increased protection and added security for drugs stored and dispensed on the wards.
- E.** After several years, several tons of organic waste were disposed of at an out-of-state disposal area. While this material was not toxic, it was mandated that the material be disposed of at a hazardous waste site. The cost of this disposition was approximately \$14,000.

#### SCI-Huntingdon:

**A. Garment Plant:** Sales increased for the year by approximately 20 percent. Several new product lines were added, one of which was foul weather gear. Correctional Industries was successful in obtaining the contract for supplying these items to the Commonwealth agencies over the last year. This alone was a significant boost to production and employment of inmates.



One of Correctional Industries' newest products, the American Flag, was raised over the Bureau's Central Office during the year.

- B. Soap and Detergent Plant:** This industry is the weakest line in our Huntingdon program. A new products list should be developed. Sufficient open capacity and facilities are available for this. Exploratory research has been done but no final plan has been developed.
- D. Printing Plant:** Sales have increased by approximately 25 percent and operations have been very stable. Several new products have been researched, and training has been completed by several supervisors which will permit development of a more sophisticated silk-screening operation.

#### SCI-Rockview:

**Cannery:** The cannery enterprise is one of the most productive in terms of

value produced and manpower efficiency. A total of 47,000 cases of No. 10 canned foodstuffs was packed this past year. Sales increased approximately 15 percent for the year.

- B. Nursery:** The nursery continues to be a major contributor to the Rockview industries program.
- C. Sawmill:** Interest in these products is relatively stable. The training offered is well received by the inmate population.

#### SCI-Graterford:

Sales of manufactured products have increased by approximately 20 percent.

- A. Weave Shop:** Four new items were produced in the weave plant. These should reduce our overall manufacturing costs in the garment divisions located at several institutions. After several years, C.I. has been successful in securing supply contracts for yarns with basic mill producers. It is anticipated that costs for woven goods will decrease because of this.
- B. Hosiery Plant:** Extreme difficulty was experienced in operation of the hosiery plant, due to the difficulty in retaining inmate workers. This resulted in frequent breakdowns, a lack of experienced mechanics to repair the machines, and a lack of qualified operators. Production has suffered severely to the point that cancellations have been received from many customers.
- C. Dental Laboratory:** Sales increased by approximately 80 percent over the preceding year. This is due solely to the Bureau's change in policy mandating that all institutions procure their dental prostheses from the C.I. dental laboratory. This policy has provided a continuity of work and has permitted an increase in employment of inmates in this skill area.

**SCI-Muncy:**

Overall sales increased by approximately 90 percent. This was due principally to a 300 percent increase in sales of feed grains and potatoes, which had suffered severely the preceding harvest year because of weather and insect infestations.

**Freight Division**

Freight activities were relatively static for the year, yet income increased by approximately 5 percent. All credit must go to the management personnel of the Freight Division who have continued to make the most efficient use of

equipment characterized as "marginal". It has been C.I. management policy to operate the marginal equipment and utilize available monies for capital equipment needed elsewhere.

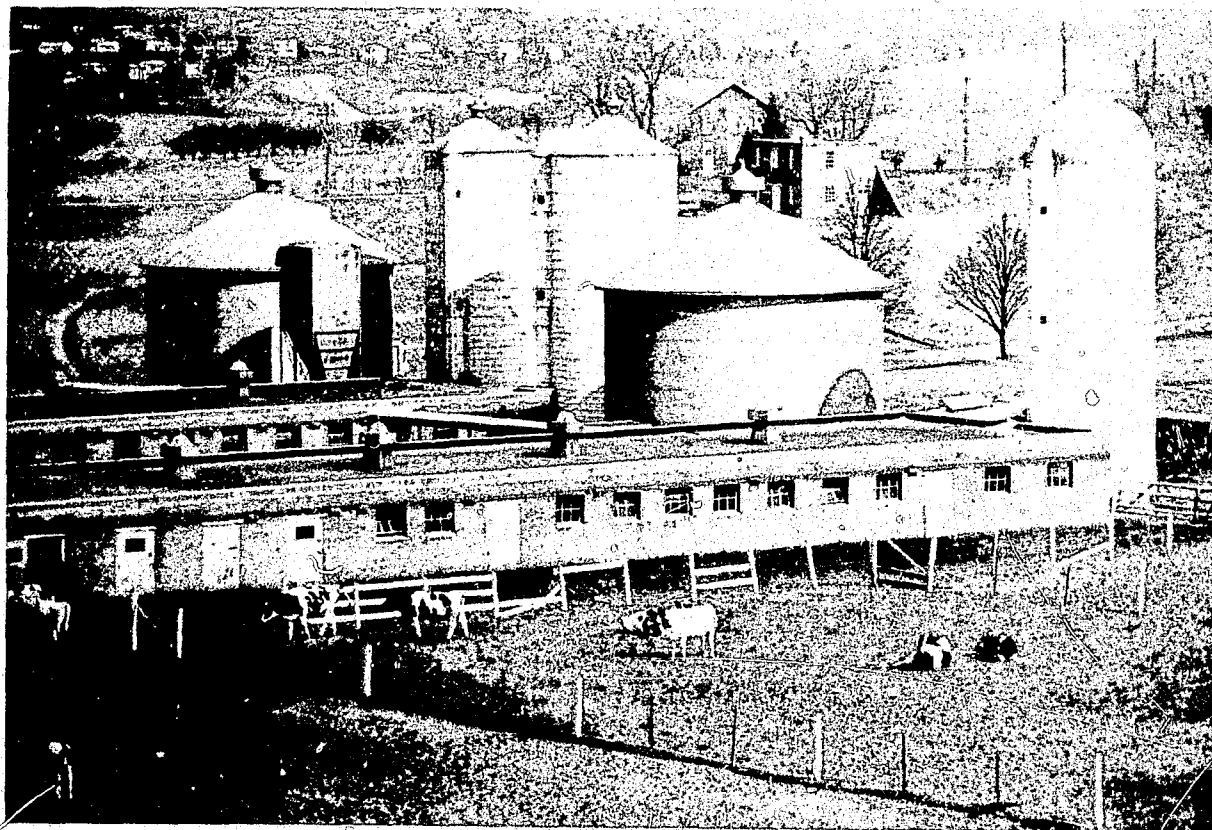
Some 12,000 tons of commodities were hauled a total of 305,000 miles. Freight rates are currently set at 80 percent of common carrier tariffs, thus effecting a significant savings for Commonwealth agencies utilizing these services.

**Farms**

Farm sales for the fiscal year totaled \$2,722,000, a decrease of approximately 2 percent from the preceding year. This

can be attributed to the closing of the SCI-Dallas farm operation and also a reduction in the beef feeder program at SCI-Rockview. Farm losses for the fiscal year totaled approximately \$250,000. Farms operated at SCI-Camp Hill, SCI-Huntingdon and SCI-Muncy were in the black or marginal for the fiscal year. However, operational losses at SCI-Graterford and SCI-Rockview were \$200,000 and \$100,000 respectively.

During this fiscal year, because of good weather, yields were above average. This in turn minimized the size of our losses.



Although the overall farm program operated in the red, farm sales totaled \$2.7 million.

**MANUFACTURING FUND  
Financial Position**

The Balance Sheet for June 24, 1982 reflects the following:

<b>ASSETS</b>			
<b>Current Assets</b>			
Cash With Treasurer .....	\$ 50,875		
Investments .....	742,941		
Cash in Transit .....	21,301		
Petty Cash Advance .....	200,000		
Accounts Receivable .....	2,114,433		
Miscellaneous Receivable .....	38,265	\$ 3,167,815	
<b>INVENTORIES (SCHEDULE A)</b>			
Raw Materials .....	3,248,773		
Component Parts .....	380,569		
Work in Process .....	1,372,366		
Finished Goods .....	1,007,380	6,009,088	
<b>TOTAL CURRENT ASSETS</b> .....			<b>\$ 9,176,903</b>
Total Property, Plant and Equipment .....			2,129,413
<b>Deferred Charges</b>			
Prepaid Expense .....		23,781	
Total Deferred Charges .....			23,781
<b>TOTAL ASSETS</b> .....			<b>\$11,330,097</b>
<b>LIABILITIES AND NET WORTH</b>			
<b>Current Liabilities</b>			
Voucher Payable .....		192,102	
Payable Not Vouchered .....		623,756	
Advance Collections .....		5,400	
Accrued Payroll Liabilities .....		137,316	
<b>TOTAL CURRENT LIABILITIES</b> .....			958,574
<b>Net Worth</b>			
Net Worth Beginning Balance .....	9,750,654		
Prior Year Adjustment .....	50,640	9,801,294	
Net Operating Profit or (Loss) .....	357,741		
Other Earnings and Expense (Net) .....	196,095		
Current Year Adjustment .....	16,393		
Net Profit or (Loss) .....		570,229	
Net Worth as of June 24, 1982 .....			\$10,371,523
<b>TOTAL LIABILITIES AND NET WORTH</b> .....			<b>\$11,330,097</b>

## ANALYSIS OF INDUSTRIES OPERATIONS

Division	Products and Services	Shops	Avg. No. Inmates Employed	No. Of Civilians Employed	Sales 1981-82	1980-81
Data Processing*	Computer programing and data encoding services	—	—	25		\$ 93,217
Transportation	Delivering and hauling for state owned institutions	4	25	16	\$ 316,395	351,175
Coffee and Tea	All coffee and tea products	1	14	1	614,894	706,081
Furniture	Benches, bookcases, desks, bureaus, cabinets, chairs, tables	1	118	11	584,232	499,974
Meat Processing	Beef and pork products	1	20	1	1,279,801	1,200,500
Mattresses	Mattresses, pillows, laundry bags, and reconditioning mattresses	1	45	2	626,127	577,821
Cardboard Products	Cardboard containers	1	18	1	144,401	99,353
Auto Body Repair Shop	Auto body repair, painting and wheel alignment	1	8	1	5,289	18,519
Garments	Uniforms, coats, raincoats, aprons, flags, jackets trousers, vests, nightgowns, shirts, slips, and dresses	3	303	12	2,273,026	1,891,962
Underwear	Under garments for men and women	1	46	2	374,806	423,328
Shoes	Shoes for men and women. Dress shoes, work shoes and hush puppies	1	56	3	413,502	373,158
Textiles	Sheeting, ticking and all types of towels	1	53	3	483,449	309,275
Hosiery	Hosiery for men and women	1	26	1	143,730	95,523
Soap and Detergents	Laundry soap, scouring powder, toiletries and liquid detergents	1	25	3	600,513	574,580
Printing	Forms, envelopes, news-letters, validation stickers and other printed materials	1	44	4	699,516	609,803
Tags	Dog tags and license plates	1	80	4	1,662,829	1,147,361
Metal Products	Shelving, metal furniture, metal beds and traffic control signs	1	81	5	493,140	665,289
Cannery	Canned vegetables and fruits	1	51	2	563,308	520,692
Wood Products	Lumber, picnic tables, survey stakes	1	27	2	76,061	91,652
Nursery	Trees and shrubbery	1	20	1	75,687	96,403
Dental Laboratory	Dental products	1	20	1	87,100	44,043
Shipping and Receiving	Receiving raw materials and shipping finished products	4	35	6	—	—
Farming	Milk, fruits, vegetables, hay and field crops	6	413	29	1,520,782	1,290,878
Administration	Budget, purchasing, sales, management and order processing	7	47	29	—	—
<b>TOTAL</b>	<b>Shops, Inmates, Civilians and Sales.</b>	<b>42</b>	<b>1,580</b>	<b>140</b>	<b>\$13,043,613</b>	<b>\$11,680,587</b>

\*Data Processing function was transferred to Bureau of Correction 1981-82.

## OPERATIONS DIVISION



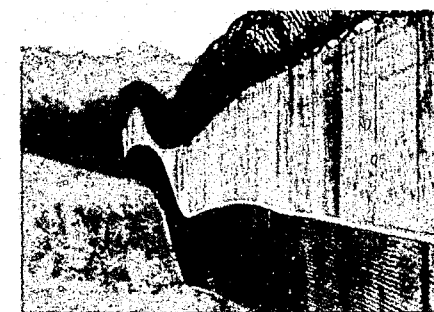
Robert K. Rhodes  
Director

A great demand was placed on the Operations Division as a result of the increased inmate population. Every phase of the institutional Operations Section was called upon to produce more; they rose to the occasion and handled their responsibility.

### SECURITY:

The job of maintaining security, with the increased population, increases greatly the degree of difficulty.

More incidents involving assaults were experienced; however, the number of escapes was reduced.



### MAINTENANCE And CONSTRUCTION SECTION

The increased population places a great burden on the maintenance area through the heavy use of all utilities. Nevertheless, all of the maintenance requirements necessary to keep the institutions healthy were met.

Through the use of inmate labor and constructive supervision, many projects were completed at a considerable savings of money.



Continued efforts were made at every institution to conserve energy. The State Correctional Institution at Pittsburgh received an Energy Savings Award from the Governor's Energy Council.

Plans for the construction of 2,300 - 2,800 new cells should get underway in the very near future with completion expected in a few years.

In the interim, every conceivable space is being converted to house inmates in a most humane manner and to provide other necessary program space.

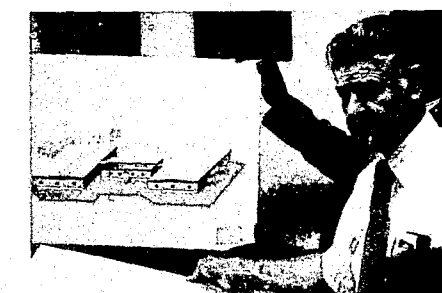
Although we have been forced to put inmates into double celling situations, it has been done in the most accountable manner.

The following projects, funded in the 1980 Capital Budget, are presently in the design stage:

- SCI-Huntingdon**  
Renovate Refrigeration and Butcher Shop  
Pre-final Design..... \$ 227,000
- SCI-Rockview**  
Boiler Plant Improvements  
Pre-final Design..... \$ 175,000
- SCI-Dallas**  
Update Sewage Treatment Plant  
Pre-final Design..... \$ 832,000
- SCI-Rockview**  
Replace Perimeter Fence  
Design Completed - to be bid. \$ 560,000
- SCI-Graterford**  
Construct Boiler Plant  
Preliminary Design..... \$5,488,000
- SCI-Graterford**  
Water Systems Rehabilitation  
Sketch Design..... \$4,344,000

In addition to these ongoing projects, we have been working with the institutions to develop proposals to increase the resident capacity. At present, SCI-

Camp Hill has renovated and installed eight old forestry camp trailers to house a total of sixty inmates. Five trailers were renovated to house twelve inmates each, with showers and toilets in each, a day room in another trailer and two office trailers. SCI-Dallas has added forty-eight cells with toilets and showers in the basement of one of their cellblocks. SCI-Huntingdon is in the process of constructing a dormitory area in the basement of one of their blocks. The maintenance crew at SCI-Muncy is totally renovating one of the old cottages, adding toilets and washbowls in each room to meet today's standards and to increase their capacity.



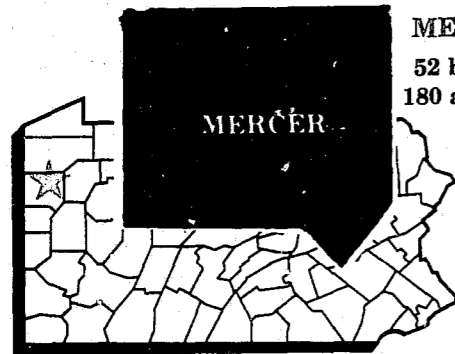
Approximately 500 temporary beds will be added to the state correctional system under a lease agreement authorized in the 1982-83 budget. Proposed plans were reviewed by Bureau officials in July at a monthly superintendents' meeting in Pittsburgh.

### CAPITAL ASSETS

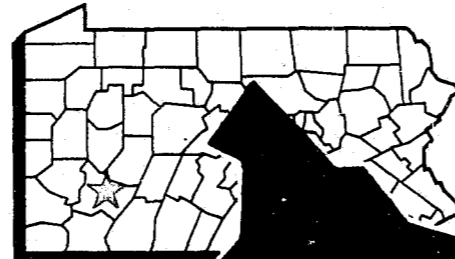
Many things happened during this past year to increase the capital assets of the Bureau of Correction. The 1981 budget included \$126,215,000 for capital projects at the various institutions. Most of these items (see accompanying chart) are designed to increase our cell capacity and help to alleviate overcrowded conditions. In addition, a field house and athletic field are included for SCI-Graterford to increase the activities available to the inmates at this institution. As an aid to security, a perimeter fence will be constructed at SCI-Muncy, and Phase 1 of the renovations of SCI-Pittsburgh is also a part of this capital bill. The state hospitals at



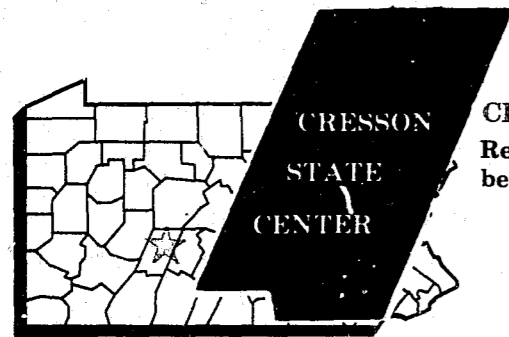
# Major Physical Plant Improvements



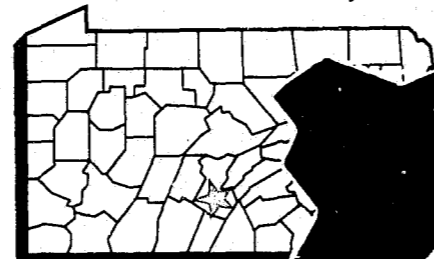
**MERCER**  
 52 bed temp. mod. unit (by Dec. 1982)  
 180 additional permanent cells (3-5 years)



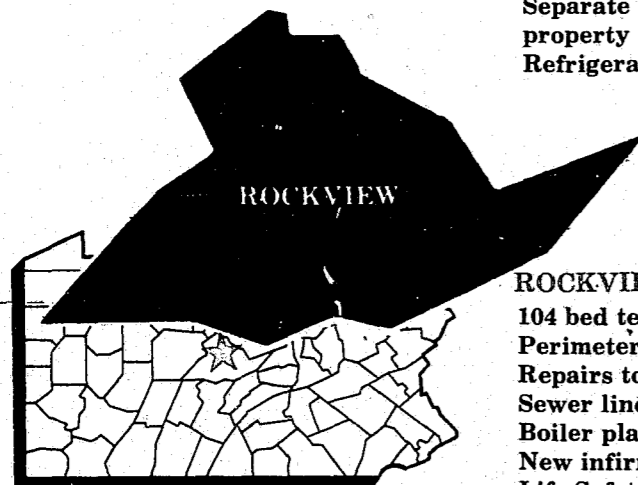
**GREENSBURG**  
 52 bed temp. mod. unit (by Dec. '82)  
 150 additional permanent cells (3-5 years)  
 Boiler plant renovation (1983)



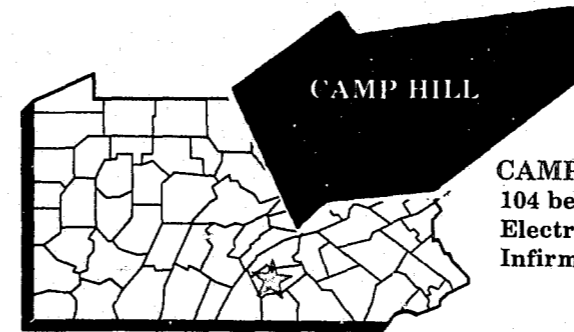
**CRESSON STATE CENTER**  
 Renovation and new construction to create 500 bed prison (3-5 years)



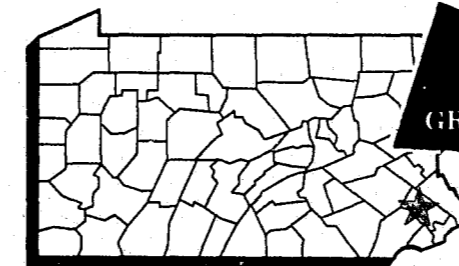
**HUNTINGDON**  
 60 bed temp. mod. unit (by Dec. 1982)  
 Separate 500 bed institution on surrounding property (3-5 years)  
 Refrigeration



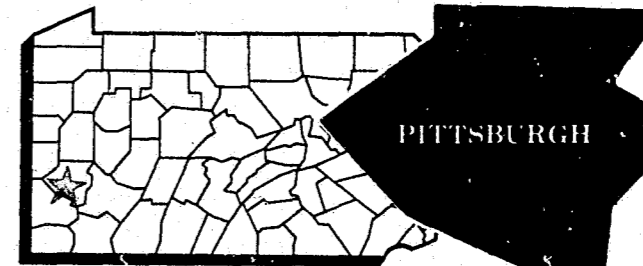
**ROCKVIEW**  
 104 bed temp. mod unit (by Dec. '82)  
 Perimeter security fence (1982)  
 Repairs to exterior main cells block (1983)  
 Sewer line repairs (1985)  
 Boiler plant improvements (1983)  
 New infirmary/treatment building (5 years)  
 Life Safety Code corrections (1985)



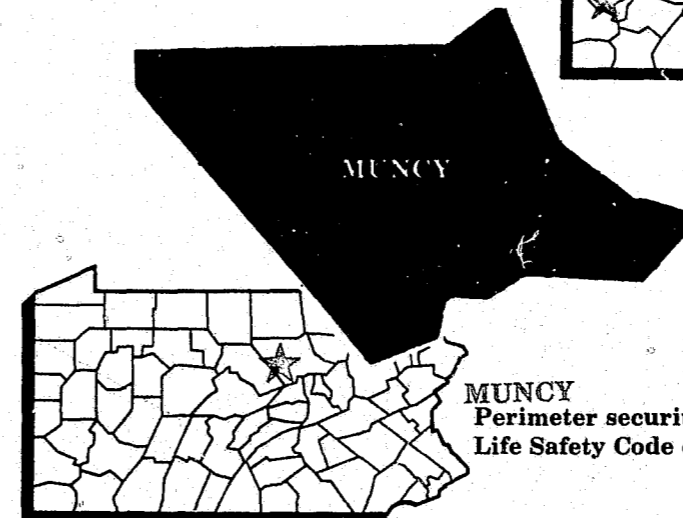
**CAMP HILL**  
 104 bed temp. mod. unit (by Dec. '82)  
 Electrical switchgear replacement (1984)  
 Infirmary renovations (1985)



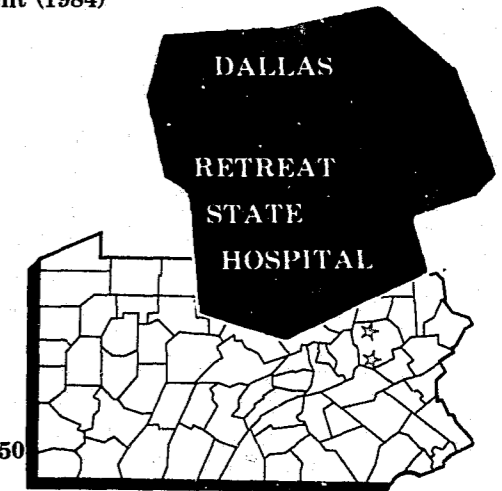
**GRATERFORD**  
 500 additional permanent cells (3-5 years)  
 Field house and athletic field (3-5 years)  
 Renovations to water system (1984)  
 New boiler plant (1984)  
 Yard lighting improvements (1985)  
 Upgrading of electrical system (1985)



**PITTSBURGH**  
 Phase I  
 Complete renovation of institution (3-5years)



**MUNCY**  
 Perimeter security fence (1984)  
 Life Safety Code corrections (1985)



**DALLAS**  
 104 bed tem. mod. unit (by Dec. 1982)  
 200 additional permanent cells (3-5 years)  
 Sewage treatment plant renovations (1984)  
 Water treatment plant improvements (1985)

**RETREAT STATE HOSPITAL**  
 Renovation and new construction to creat 350 bed prison (3-5 years)



Retreat and Cresson, which were a part of the Department of Public Welfare, will become new prisons funded by this legislation. The transfer of Retreat State Hospital to the Bureau occurred this year, and Cresson Center should follow in the near future.

Due to the need to design facilities and changes, and in some cases demolish and then construct, we will not see bricks and mortar being set for some years. In the interim, we plan to lease and install, at a number of our institutions, temporary modular housing. These dormitory-type units, designed for minimum security situations, will be constructed in 12' x 60' sections, transported to the institutions (see chart) and bolted together into 52- or 60- or 104-man units. All interiors will be finished with lights, heat, air conditioning, toilets and showers. Only beds will be added and the building utility lines "hooked up".

#### COMMUNICATIONS

During the past year, some very positive events occurred in the communications area. We received permission from the Pennsylvania State Police to use their regular radio channels in an emergency when transporting inmates in our vans. This gives us additional security which was not possible with the previous radio system. Three new radios with this capability have been ordered. Within our budget restrictions, we plan to add new radios to the total van fleet next year. SCI-Huntingdon will soon have a new radio antenna which will increase its range located at the local State Police substation tower. A study has been made at SCI-Muncy to correct a number of radio/security problems related to the cottage officers. We have been working closely with the radio division, Bureau of Telecommunications, to identify problem areas and plan for a greatly improved radio system in the future.

#### AUTOMOTIVE EQUIPMENT

The overall picture is somewhat improved with the receipt of three commercial-type vehicles, three station wagons and eleven sedans this year. Over the years, however, the fleet has deteriorated to a point where a great amount of new equipment will be required to keep the fleet in normal operation.

#### FOOD SERVICES

Our food services operation continues to improve through the use of our master menu and innovative ideas in the food preparation and serving areas.

Due to the increase in our population, innovative feeding schedules had to be adopted and additional space utilized for dining areas.

Continued improvement is noted in our overall culinary program and a continuing effort is being made affecting cost savings.

An emphasis is being placed on portion control and reducing waste.

Meals are planned and implemented by the use of a bureauwide master menu to insure continuity within each institution and facility. The spring/summer and fall/winter menus are developed from a six-week cycle menu plan. The menu committee is chaired by the

Bureau chief for food services and consists of institutional food service managers. Revisions are made to accommodate cost effectiveness, quality control efficiency, aesthetic appeal and nutritional adequacy. The master menu is reviewed and certified for nutritional adequacy by a registered dietician. Additional issues of concern include therapeutic diet prescriptions, religious dietary doctrines, traditional food patterns and changing dietary habits.

#### Food Expenses Fiscal Year 1981-82

SCI Camp Hill	\$1,283,954.66
SCI Dallas	885,312.51
SCI Graterford	2,467,475.57
SCI Huntingdon	1,123,257.03
SCI Muncy	248,893.02
SCI Pittsburgh	990,464.95
SCI Rockview	1,039,348.00
RCF Greensburg	217,846.25
RCF Mercer	195,986.06
<b>TOTAL</b>	<b>\$8,452,538.05</b>

Average daily raw food cost — \$2.16  
Total meals served — 11,111,886



More than eleven million meals were served in Bureau facilities during the year at an average cost of \$2.16 per meal.

#### COMPUTERIZED INVENTORY COST CONTROL And NUTRITIONAL AUDIT PROGRAM

This computerized control system consists of a combined nutrient audit, a food inventory and usage report and summaries of both, on a monthly basis. This program also identifies costs related to nutrient values, inventory control for purchases and disbursements, and the standard recommended daily allowances in our menu. This system, used as an accurate device for measuring and analyzing standards of food service operations, is being revised to be a more effective aid in maintaining the highest standards of operation in the quality of food service and fiscal management. This program will be integrated into the present computer system. Additional education in the use of this management tool has been scheduled for all food service managers.

#### TRAINING

All new employees in food services were enrolled in the Bureau of Correction basic training course for a period of four weeks. Courses in Supervision and Group Performance, Leadership and Supervision, and Grievance and Discipline Handling have been offered to food service managers and supervisors. In addition, all employees were instructed in issues relating to therapeutic diets. Educational seminars are conducted throughout the year to deal with current topics.

All inmates employed in food services are to be instructed in basic sanitation and personal hygiene. For this purpose, an instruction booklet, lecture material and handout information have been made available to all institutions.

## PERSONNEL MANAGEMENT AND STAFF DEVELOPMENT DIVISION



Daniel R. Tepsic  
Director

The division is responsible for human resource management in the Bureau of Correction. Within the past year, a major reorganization has occurred: the Training and Staff Development function has been incorporated with the Personnel Management Division both at Bureau headquarters and in the field. This reorganization was effected to provide better delivery of services by combining the entire spectrum for human resource functions within one division. In addition to the training functions, the division is responsible for payroll input preparation, position classification, affirmative action, labor relations, recruitment and placement, and employee benefits. The division is also responsible for administering the Civil Service and Human Relations Act for correctional system employees.

The total employee complement for the Bureau of Correction is 3,212; of this 2,193, or 68.4 percent of the work force has civil service coverage and 87.5 percent of the employees are covered by collective bargaining agreements. Nearly 1,600 are in the corrections officer class. There are over 200 various job classifications in the Bureau of Correction.

Personnel costs constitute 75 percent of the Bureau's expenditures and 35 percent of this personnel cost is paid in the form of employee benefits.

Annually, the vacancy rate of all posi-

tions is 2 percent. At present, approximately 10 percent of the total workforce is minority; statewide, minorities comprise 11 percent of the total state population.

The Bureau of Correction training staff provides basic training for all state and county corrections officers; preservice and in-service training for all institutions and regional facilities; on-site training upon request by the sixty-seven county jails; various advanced training for experienced correctional personnel; management and supervisory training; and, various occupational specialty types of training.

#### PERSONNEL SERVICES AND BENEFITS SECTION

#### CLASSIFICATION AND PAY

In coordination with the Health Care Section, a table of organization and job descriptions was developed to provide professional nursing services in all institutions and facilities. Also, a preliminary proposed list of positions, by class, needed to staff the new institutions is being planned by the Bureau.

This section prepared for the Office of Budget and Administration (OBA) a list of twenty-three duties that employees perform in classes other than corrections officer (which come under the definition of care, custody and control) for use in determining eligibility for age fifty retirement.

It also coordinated data collection for a Hay Guide-Chart Profile Method evaluation for use by OBA in reviewing superintendent's and the deputy commissioner's pay ranges. Assistance was provided in the training of ten correctional personnel in the use of the Hay Evaluation System.

#### EMPLOYEE BENEFITS

Other activities included publishing a *Supervisory Manual for Monitoring Sick Leave Usage* and conducting training on

the program for all personnel officers and training coordinators.

Three personnel management reviews (PMR) with OBA at SCI-Dalls, SCI-Graterford and SCI-Muncy were held. Recommendations for SCI-Dallas and from the PMR's of the previous fiscal year were implemented; these reviews, conducted by OBA personnel, are complete management audits of the personnel and training function.

Briefings and training for personnel officers, training coordinators and management personnel on the new Management Performance Evaluation System scheduled for implementation on July 1, 1982, were conducted. This training was also provided to all institutions on-site.

The State Employee's Assistance Program for Bureau of Correction employees was developed and distributed.

#### TRANSACTIONS

The July 1, 1981, pay increases for 3,104 contractual and management employees were processed, as were longevity pay increases for service bonuses to approximately 300 corrections officers.

In Fiscal Year 1981-82, uniscopes were installed in six of the major institutions resulting in decentralization of many of the direct input personnel actions. Training was conducted with institutional staff members on the scope capabilities concerning transactions, histories, civil service lists and the Automated Leave Accounting in Management Program (ALAMP). An auditing system was established in the unit to insure personnel actions are processed properly from the field offices.

#### RECRUITMENT AND PLACEMENT

In conjunction with the State Civil Service Commission, a new promotion examination program was developed for Corrections Officers 2, 3 and 4. The test was announced April 30, 1982.



Corrections officers make up approximately one-half of all Bureau employees.



**In Pennsylvania Correctional System, we have**

**10,161 Inmates**  
**3,212 Positions**  
**as of June 30, 1982**

There are six inmates for every Corrections Officer.  
 There are 78 sentenced prisoners per 100,000 of the population and this ranks 41st in the nation.

The average Correctional employee is:  
 40.4 years old, has  
 9.3 years of state service, receives  
 \$20,244 in annual salary, and  
 \$ 7,996 in benefits

Our employes include:

2,398 (78.8%) males  
 352 (11.6%) females  
 232 (7.6%) minority males  
 61 minority females

Other facts about our workers:

68% are covered by the Civil Service System  
 87% are covered by collective bargaining agreements  
 38.5% are at the last step of their pay range.

New guidelines were developed for filling vacancies in the Bureau to accommodate changes in hiring activities due to placement provision under collective bargaining agreements.

**LABOR RELATIONS**

**ARBITRATION DECISIONS**

During the year, several arbitration awards were issued which upheld (1) management's right to vary from the overtime equalization provisions when extenuating circumstances warrant such deviations; (2) management's right to change procedural memoranda where the memoranda were not

"bilateral agreements"; (3) management's right to deny, for cause, Human Service employees' leave on a holiday and, thereafter, take disciplinary action for the unauthorized absence; (4) management's right to place an employe on leave of absence without benefits for the remainder of the three-year period after the one-year period of work related disability leave expires.

**MEET AND DISCUSS**

Several statewide meet and discuss sessions were conducted with the corrections officer unit. These sessions are held in different locations to provide an opportunity for management and union representatives to tour the various

institutions. The majority of the institutions have been visited.

Meet and discuss sessions were also conducted with maintenance and trades, and PA Social Services Union (PSSU) personnel throughout the year.

**NEGOTIATIONS**

The agreements and memoranda involving the Bureau all expired effective June 30, 1981. Therefore, negotiations played an important part in the labor relations area during the year. Some of the unions with whom negotiations were undertaken were: AFSCME, PSSU, PFT, PSEA, physicians and the corrections officers.



**TRAINING And STAFF DEVELOPMENT**

**TRAINING**

The accompany tables indicate the amounts and kinds of training offered within each institution as well as the specialized training provided at Bureau headquarters.

**COUNTY TRAINING**

During this reporting period 1,218 county correctional employes received training through the division academy

program or the on-site training programs conducted at the request of the county prison administrators.

There were 227 county corrections officers in attendance for basic training classes of four weeks duration held at the State Correctional Institution at Camp Hill. Fifty-eight county administrators attended training programs in the area of management specialized training and hostage response techniques. A specialized forty-hour county treatment seminar dealing with various treatment topics unique to the county

jail setting was conducted for twenty-five treatment staff representing twenty separate county prisons.

The division conducted on-site training for over 908 county prison employes in the following areas: control of inmates; defense tactics; security skills and methods; drug detection; communication skills; hostage training and various treatment programs.

**BASIC TRAINING**

During the past year, the academy

staff conducted nine four-week basic training classes. The state institutions sent a total of 271 students and the counties enrolled 224 for a total of 495

**ADDITIONAL COURSES**

*Non-Contact:* A one-week course for non-contact personnel was developed. This course was taught twice during the year to a total of approximately forty state employes.

*RHU:* A specially designed one-week course for officers who are assigned to the restricted housing unit was taught in December and February. Two officers



Corrections infirmary supervisors participated in special training programs aimed at achieving emergency medical technician (EMT) certification.

from each state correctional institution attended each class.

*Specialized Weapons Training Clinic:* For employes of the Office of Attorney General; Conrail; Board of Probation and Parole, and several other state agencies. The academy also conducted security training for Bureau Community Service Center employes at the request of the regional directors.

**EASTERN TRAINING ACADEMY**

During the past year, the Eastern Academy conducted specialized management training for the division which

**TRAINING CONDUCTED**

**AT CENTRAL ACADEMY - 1981**

	State Trainees Completing Basic Training (160 hours) State Trainees Completing Advanced Training (40 hours) Specialized Training in Management & Supervision (40 hours) Specialized Training for Health Service Personnel (40 hours) Specialized Training for Psychological Services (80 hours) Specialized Training for RHU Corrections Officers (40 hours) Trainees Certified in ARC Standard First Aid (8 hours) Basic Training for Non-Contact Personnel (40 hours) Specialized Training for Counselors (40 hours) Staff Appointments During 1981												Training Man-Hours
Central Office	0	0	3	1	0	0	19	1	1	2	0	9	752
SCI Camp Hill	36	16	9	3	4	8	14	36	36	4	4	37	8,616
SCI Dallas	19	10	8	3	2	8	13	18	18	0	3	25	5,072
SCI Graterford	88	10	3	2	6	8	15	85	85	3	5	87	17,216
SCI Huntingdon	8	11	6	1	1	8	7	8	8	0	4	13	2,832
SCI Muncy	22	4	4	1	1	3	6	20	20	3	4	23	4,800
SCI Pittsburgh	42	9	5	2	5	8	10	39	39	1	3	43	8,864
SCI Rockview	44	8	8	2	2	8	8	40	40	10	5	49	9,624
SCI Greensburg	1	8	2	2	0	5	4	0	0	2	2	7	1,176
SCI Mercer	4	4	2	1	1	3	6	3	3	1	5	9	1,528
Community Service	1	0	4	0	0	0	12	1	1	0	9	20	984
<b>GRAND TOTAL</b>	<b>265</b>	<b>80</b>	<b>54</b>	<b>18</b>	<b>22</b>	<b>59</b>	<b>114</b>	<b>251</b>	<b>251</b>	<b>26</b>	<b>44</b>	<b>329</b>	<b>61,464</b>

**TRAINING CONDUCTED ON SITE - 1981**

	Pre-Service Training: Institution/Job Orientation Weapons Familiarization Training/Tower Policy Training Videotape Presentation: Corrections Officer, Liabilities In Corrections/Admin Dir. 801 Training Performance Evaluation, Rating System Stress Training Seminars Air Pack and Fire Extinguisher Training Accreditation Process Orientations Training for Handling Special Inmates/Suicide Prev. Female Training: Self Defense/Search/Disaster Plan Training										
SCI Camp Hill	39	138	50	150	21	20	*	31	80	13	30
SCI Dallas	32	374	50	37	34	57	19	34	*	6	92
SCI Graterford	88	169	11	40	12	0	46	*	9	0	10
SCI Huntingdon	20	115	105	84	17	0	*	64	20	28	72
SCI Muncy	30	0	46	23	11	27	*	*	22	16	15
SCI Pittsburgh	49	21	24	25	16	52	68	*	*	0	*
SCI Rockview	49	225	61	36	14	0	12	40	50	16	85
SCI Greensburg	7	15	72	31	10	0	*	51	*	0	10
SCI Mercer	9	0	*	10	0	*	*	*	0	50	
<b>TOTAL FOR 1981</b>	<b>323</b>	<b>1057</b>	<b>419</b>	<b>426</b>	<b>145</b>	<b>156</b>	<b>145</b>	<b>220</b>	<b>181</b>	<b>79</b>	<b>364</b>

(\* omdecates data not available for report)



included supervisory and group performance for twenty-five management staff; basic management methods and skills for twenty-three managers; and, introduction to supervision for new cor-

rectional managers.

In addition to management training, the Eastern academy conducted specialized training in the areas of

Train-the-Trainers seminars for Farview State Hospital; Riot Control and Riot Prevention training for several county prison trainers.

### STATE TRAINING SECTION: PROCESSES BY HOURS OF TRAINING

	Estimated Hours of Training
<b>Introduction &amp; Physical Plant Orientation</b>	
Physical Plant Familiarization.....	16
<b>Basic Training</b>	
Academy Course Orientation.....	11
Philosophy of Corrections.....	2
Criminal Justice System.....	6
Communicating With Inmate.....	10
Legal Rights/Testifying in Court.....	5
Effective Supervision.....	4
Physical Restraints.....	4
Unarmed Defense.....	8
Escort Duty.....	4
Observation & Sensing the Prison Environment.....	5
Riot Prevention/Control of Riots & Disturbances.....	5
Weapons Training.....	16
Situational Crisis Intervention.....	8
Recognition & Search for Contraband.....	6
Narcotics.....	4
Report Writing.....	2
Philosophy & Development of Treatment Programs.....	4
Community Treatment Programs.....	8
Role of Treatment Personnel.....	8
Community Services.....	1
Career Development.....	2
The Professional in Corrections.....	2
<b>Institution Orientation:</b>	
To Familiarize the Trainee With the Functions of the Total Staff in Relation to Each Other and to Inmates.....	144
<b>On-The-Job Training With Intensive Supervision:</b>	
Job Orientation With Special Emphasis on the Trainees Own Area of Responsibilities.....	120
<b>On-The-Job Supervised Training:</b>	
Determined by Trainee Needs, Abilities and Complexities of Task Assignments.....	1680
<b>Advanced Training and Training Seminars</b> .....	80
<b>Total Hours Per Course</b> .....	2160

#### GOALS FOR 1982-83

- Completion of a study in conjunction with OBA on the classes in the Bureau which have care, custody and control of inmate's responsibilities for review under the age fifty retirement group.
- Training institutional personnel officers on their role in the job classification process. Instruction will include technical guidelines on conducting studies and arriving at a proper classification decision.
- To train other institutions with scope capability on the preparation of retirement estimates.
- To conduct the pre-retirement counseling sessions at each of the remaining seven institutions.
- Establish a "light duty" policy for returning employees to work following a work-related injury.
- Conduct PMR studies at SCI-Rockview, SCI-Camp Hill and SRCF-Greensburg.
- Opening of two classrooms at the Manor House and relocation of training staff.
- Implementing a management training needs survey, validating the results and establishing training priorities and courses based upon the survey.
- Develop an assessment of the personnel programs at each institution.
- Development and implementation of the Commonwealth Management Training Program.
- Assessment of training program presently in existence.

## PROGRAM DIVISION



Harry E. Smith  
Director

The Program Division is responsible for Bureau of Correction functions in the areas of health care, academic and vocational education, recreation and leisure time activities, and treatment services. These include mental health, psychology, counseling and pardons case services, as well as religious programming.

1981-82 was a year of challenge. With a limited budget and a dramatically increasing inmate population, much effort was spent on increasing effectiveness of programs by streamlining efficiency without raising costs, except in

the health care area which was victim of the high inflation rate in the free community.

Major emphasis was given to policy development. With the administration's commitment to achieve accreditation many policies were reviewed, revised and compiled in a fashion consistent with the guidelines for an administrative manual. The task was completed, with built-in annual reviews and updating as necessary.

Several division members served on various interdivisional committees charged with tasks in the areas of policy development, technical reports, and studies of occurrences within the system. There was also considerable training activity including basic training, advanced training, special seminars and on-site programs at various state and county facilities.

The Program Division underwent some reorganization resulting in a decrease in personnel and a reassignment of responsibilities.

#### HEALTH CARE

During fiscal year 1981-82, the major emphasis of the health care section was to strengthen procedures and operations throughout the system. Job description guidelines were developed for health care providers, and minimum desired complements for all health care units



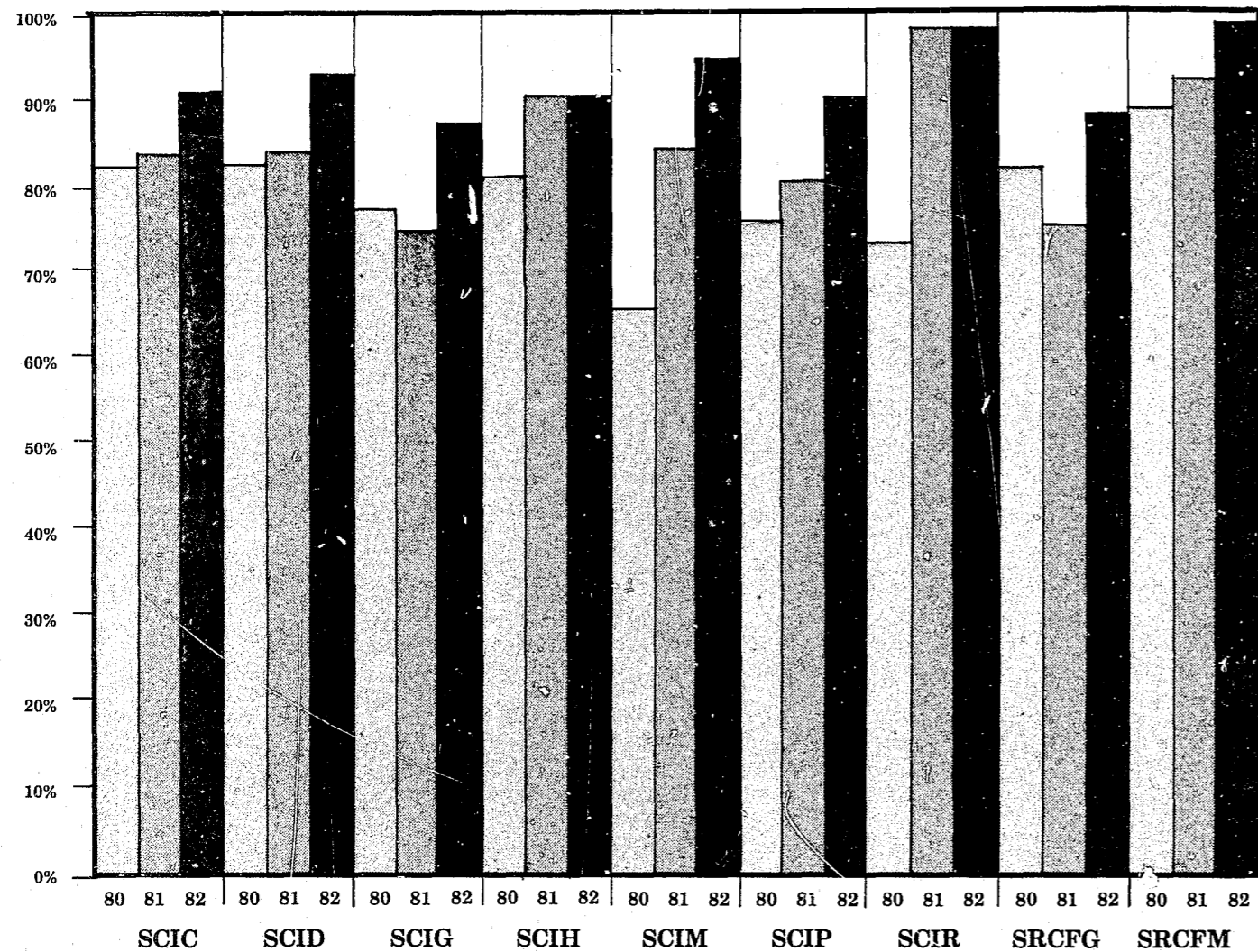
Quality medical care is a major priority of the Bureau of Correction.

#### PROGRAM SERVICES STATISTICS JULY 1, 1981 - JUNE 30, 1982

Initial.....	3,562
Parole Violator.....	1,034
Continuation.....	531
Reclassification.....	1,024
Program Change.....	14,469
Pre-Release.....	3,332
Community Services.....	913
Parole (PBPP).....	3,036
Parole (County).....	1,182
Court Evaluations.....	88
<b>Clinical Services</b>	
<i>Individual Services</i>	
Counseling.....	92,071
Psychological Therapy.....	6,667
Psychiatric Therapy.....	2,160
<i>Group Services</i>	
Groups (Average).....	84
Number of Inmates (Average).....	1,388
<b>Classification Services</b>	
Reception Orientation.....	3,850
Program Orientation.....	2,662
Initial Classification.....	8,043
Reclassification.....	15,487
Casework Interviews.....	6,841
Psychological Interviews.....	7,243
Psychological Testing.....	5,307
Psychiatric Examination.....	3,324
<b>Misconducts</b>	
Class I.....	14,056
Class II.....	4,200
Criminal Charges Filed by Inmate.....	26
Criminal Charges Filed by Administration.....	161
<b>Recreation</b>	
Basketball.....	1,524
Boxing.....	215
Football.....	733
Softball.....	1,752
Other Sports.....	5,207
Jaycees.....	548
Lifers.....	587
Other Organizations.....	4,922



**Progress Chart of Compliance**  
**With Standards Contained in The Management Review Checklist**  
**For Correctional Health Care Services**



The Management Review Checklist for Correctional Health Care Services is designed to provide the Central Office and the Superintendent of each institution with a comprehensive method of evaluating the current state of the health care delivery system in each facility.

The review is conducted annually by the Health Care Section and consists of 10 major components in a systems framework whose contents are considered as policy and reflect the minimum standards of programming required in managing, planning and supervising a health care program in each institution.

The number of standards requiring compliance has increased each year as follows: 1980-191 standards, 1981-197 standards and 1982-228 standards. With the continual increase in the number of standards, the percent of compliance has still increased.

were established. A plan for the assessment of physician/dentist performance through a Quality Assurance Program was developed. A comprehensive review and evaluation of the dental laboratory facilities was conducted.

Accreditation standards were thoroughly reviewed and policies were revised to achieve compliance. This

review was built into the annual health care management survey.

With the passage of legislation creating new facilities, an initial equipment allowance list was developed for planning purposes.

Health care personnel at Central Office attended several important con-

ferences including those of the American Correctional Association and the Governor's Council on Drug and Alcohol Abuse.

While the community inflation rate of 17 percent in overall health care costs was a factor, the overall cost of health care for the Bureau rose by over 15 percent due to the increased population and the increased use of outside clinical services as well as a commitment to continue to upgrade services to inmates.

**MEDICAL DEPARTMENT STATISTICAL REPORT**  
**JULY 1, 1981 - JUNE 30, 1982**

<b>I. General Workload:</b>	
A. Clinical Visits .....	347,321
<b>II. Consultant Services:</b>	
A. Referrals to Specialists.....	34,373
<b>III. Ancillary Services:</b>	
A. Laboratory Tests.....	51,107
B. Audiograms .....	5,193
C. ECG's.....	2,248
D. Immunizations .....	8,208
E. X-Ray Film Exposures .....	18,441
F. Tuberculin Testing .....	5,715
G. Visual Acuity Tests.....	5,244
H. Physical Examinations.....	7,209
I. Pharmacy Units .....	2,711,727
J. EEG's.....	80
K. Telebinocular.....	5,951
L. Eye Refractions.....	2,206
M. Physical Therapy.....	5,933
N. Spectacles Ordered.....	2,534
Total Ancillary Services.....	2,821,796
<b>IV. Communicable Disease:</b>	
A. Communicable Diseases Treated .....	405
<b>V. Deaths:</b>	
A. Resident Deaths .....	23
<b>VI. Dental:</b>	
A. Procedures Performed.....	52,735
<b>VII. Surgical Procedures</b>	
A. Institution .....	150
B. Community.....	381
Total Surgical Procedures.....	531
<b>VIII. Accidents and Trauma</b>	
A. Inmate-Inmate Assaults.....	654
B. Inmate-Staff Assaults.....	196
Total Assaults Resulting in Trauma .....	850
C. Inmate Accidents.....	4,010
D. Staff Accidents.....	444
Total Accidents Resulting in Trauma .....	4,454
<b>IX. In-Patient Hospitalization:</b>	
A. Institution:	
1. Number of Patients Admitted.....	2,276
2. Number of Patients Discharged .....	2,223
3. Number of Patient Days .....	25,953
4. Average Length of Stay .....	11.40 days
B. Community:	
1. Number of Patients Admitted.....	532
2. Number of Patients Discharged .....	521
3. Number of Patient Days.....	4,661
4. Average Length of Stay .....	8.76 days

**PSYCHOLOGICAL SERVICES**

Mental health issues dominated the efforts for the year. Numerous Corrections/Mental Health Task Force meetings during the previous year culminated in a final report issued in July 1981. Efforts were made to improve mental health services within the scope of a limited budget and limited resources. Mental Health Services Review Committees were established at each facility to assist in the process at a local level. Clinical Review Teams were established to review suicide cases.

Several training sessions were conducted including a series of one-week seminars for counselors, special diagnostic training for psychological personnel, and on-site training for various staff. Improvements were made to the special needs offender and problem inmate section of basic training. A training manual for problem inmates was distributed to each facility.

A plan was implemented to hire, train and place a mental health coordinator at all institutions.

Several policies were reviewed and revised, including a new *Mental Health Services Manual* and a *Psychology Manual*. These revisions improve the operation of the system and facilitate compliance with standards.

The professional credentials of field personnel continue to be improved. Of the twenty-four psychological personnel, seventeen are licensed. During the year, two employees received their doctorates and two more are nearing completion of their requirements.

The Chief Psychologist was one of six bureau employees selected to receive the 1981 Outstanding Performance Award.

## CLASSIFICATION SERVICES

A major study of the Pennsylvania Correctional Classification System was undertaken by the Correctional Services Group of Kansas City, Missouri, using funds granted by the National Institute of Corrections. The findings and recommendations will result in the implementation of several changes during the coming year. One significant change already implemented has been a revision of the Program Level (Custody Classification) system to make it both easier to administer and more refined in its definitions.

# Classification Plan

CSG

## Pennsylvania Bureau of Correction

A major study of the Bureau's classification system resulted in a "fine tuning" of the inmate classification procedure. The result will be a more objective inmate screening process.

The diagnostic centers handled an overwhelming influx of inmates during the year, working beyond their rated capacities.

The *Inmate Handbook* was revised and distributed. Several procedures and policies were reviewed and revised to meet current needs and to be consistent with standards.

## EDUCATION

Interagency cooperation between the Pennsylvania Department of Education and the Bureau of Correction continued. With tightening of funds and increasing population, some program revisions became necessary to assure the delivery of quality education.

Initial assessment of new inmates with screening instruments was achieved at a 97 percent level. The 3 percent not assessed can be attributed to absence of those inmates from the institution due to court appearances and such, or because of inmates not amenable to testing.

The average daily participation in education was 30 percent of the population. One thousand inmates received GED diplomas.

## PARTICIPATION IN EDUCATION PROGRAMS

Figures below reflect the number of inmates who enrolled in programs. They do not reflect the number who completed any given program. These figures would be reflected in monthly statistical reports.

SCIS	ABE	GED	COLLEGE	VOCATIONAL
Camp Hill	164	44	133	490
Dallas	161	315	80	417
Graterford	845	204	393	257
Greensburg	111	82	...	139
Huntingdon	59	414	34	205
Mercer	78	82	...	161
Muncy	59	453	6	929
Pittsburgh	155	98	82*	100
Rockview	1092	55	114	355
Totals	2724	1747	842	3053

\*This is an average, with reporting method no way to be precise.

Various apprenticeship programs at each facility were implemented, thus strengthening vocational education.

The major challenge for the future will be to continue quality education in the face of reduced funding and increased inmate population.

## ACTIVITIES

The Activities section continued to conduct interinstitutional competitions. Numerous boxing shows were conducted with a large spectator participation. The softball tournament for 1981 concluded last summer and the 1982 season began in the spring. The 1981 basketball season was also a success. Institutions emerging as champions were proud and the others are planning to



Vocational training, including instruction in such areas as carpentry, is an important part of the overall education program.



The arts and crafts programs throughout the correctional system culminated in the annual calendar art project. Selected arts and crafts items were displayed at various galleries in Pennsylvania.

win next year. The Third Annual Postal Track and Field Meet was held during the Labor Day holiday.

The annual calendar art contest was held and subsequent art exhibitions also took place. Similar activities are underway for the coming year.

Throughout the year an assessment was begun to identify the scope of volunteer services being utilized and a plan for additional use of volunteer resources was initiated. Further development in this area will take place in the coming months.

## CHAPLAINCY SERVICES

Correctional chaplains report an overall increase in the number of men and women attending regular religious services in our institutions.



Inmate activities include stage productions such as this version of "Jesus Christ Superstar", a joint effort of the religious and activities departments at Camp Hill.

Many activities have been held throughout the year to add interest and variety to the religious program. Included among these are the following: Bible study groups, retreats and curricula, plays with spiritual themes, special programs for special occasions such as Ash Wednesday and Mother's Day, family picnics, concerts, both formal and informal counseling and family counseling; also, interdenominational

councils composed of inmates which sponsor worthwhile projects and work on joint aims.

In Pennsylvania's state correctional institutions, all religions are provided for with a full range of Protestant, Catholic, Jewish and Muslim ministries. In addition, welcome visitors from the community, ranging from bishops to Steeler linebackers, often join in

institutional religious activities. Groups such as the Salvation Army, the Knights of Columbus, and various other Christian and Muslim groups also share in the religious life of the institutions.

This year, the chaplains noted, the increase in population brought an upswing of interest in religious-sponsored activities.

# SPECIAL SERVICES DIVISION



**Harry E. Wilson**  
Director

This division comprises two sections: the Inspection and Evaluation Section and the Investigation and Enforcement Section; plus, a detachment of field investigators, four of whom are based in field offices throughout the Commonwealth and one in Central Office. The field investigators are attached to the Inspection and Evaluation Section and

conduct home furlough investigations for eligible inmates of the state correctional institutions.

The function of annual inspection, evaluation and investigation of county jails and municipal police lockups is mandated by law. In recent years, provision of technical assistance and advisory services to county jail administrators and their governing boards has also become an important function of the division.

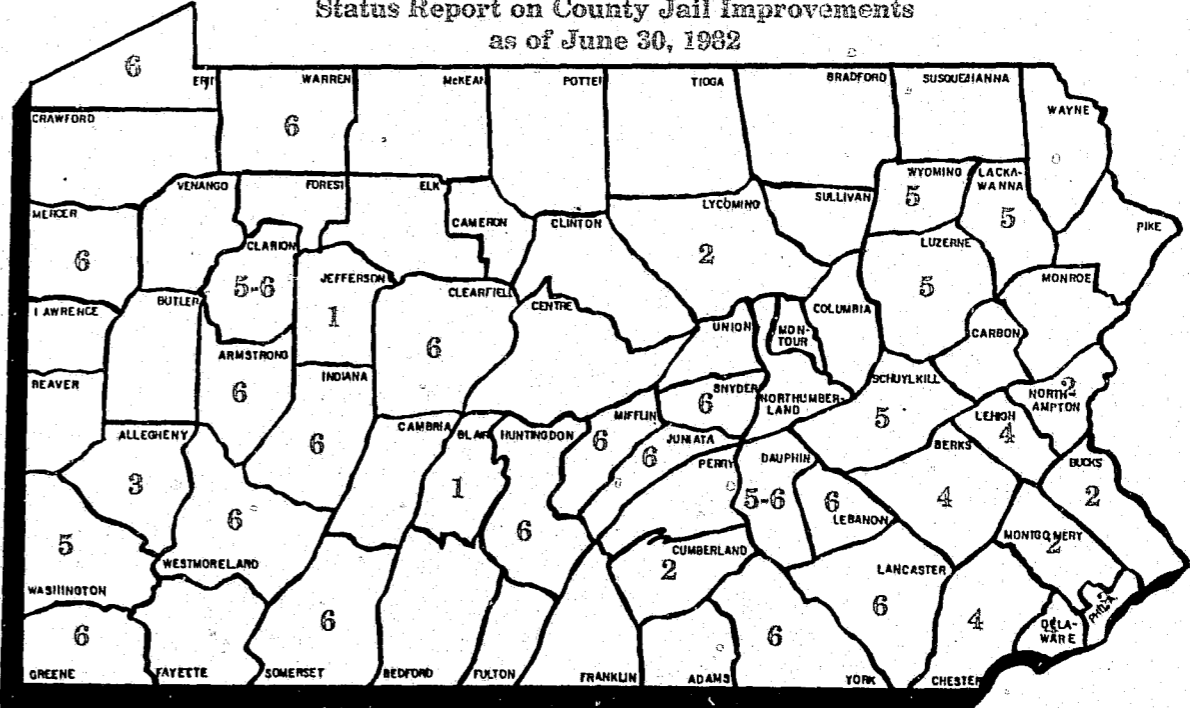
Coordination of the transfer of inmates from county jails to the state institutions is a regular duty of the division. Planning and approval of new construction of county and municipal facilities are coordinated with architects, engineers and the Department of Labor and Industry. Oral testing of candidates for promotions of

county jail personnel has become a regular function. Liaison and exchange of information with various criminal justice agencies continue to develop.

## INVESTIGATION and ENFORCEMENT SECTION

This section is responsible for conducting criminal and administrative investigations of personnel and inmates in the state correctional system. It also conducts investigations for any appropriate authority upon request and with the approval of the Commissioner of Correction. It develops and maintains close liaison with foreign, federal, state and local law enforcement agencies. The section collects, analyzes and disseminates intelligence information important to the security, safety and orderly function of the Bureau of Correction.

Status Report on County Jail Improvements  
as of June 30, 1982



It has been and continues to be the goal of this division to assist in providing safe and secure state institutions, to assist the counties in solving the myriad problems that they face, and to come into full compliance with Minimum Standards.

In 1981-82 this section initiated 58 full field investigations and 18 limited inquiries. Nine of the full field investigations were in pending status as of June 30, 1982. The section's case load was consistent with the previous year. The majority of the investigations resulted in either prosecution or administrative action of some nature.

Staff of this section participated in various training programs.

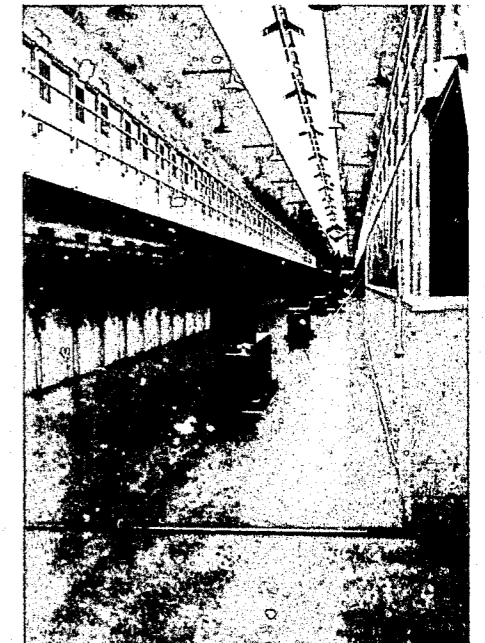
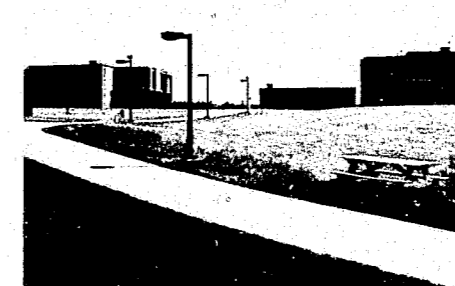
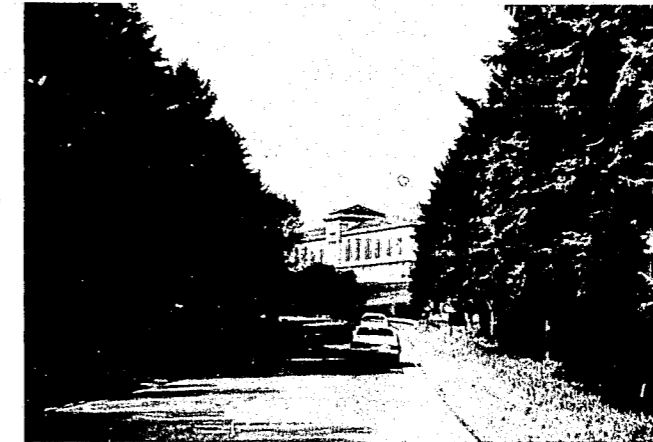
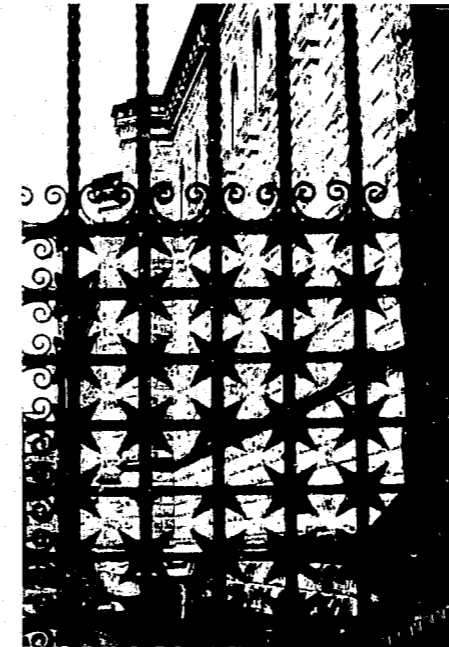
#### INSPECTION and EVALUATION SECTION

During the fiscal year, inspection/evaluations were made of all seven major state correctional institutions, two regional facilities, fifteen community service centers, sixty-one county jails and approximately four hundred police lockups. Reinspections were made of thirty-eight county jails to determine compliance with recommendations made to correct previous findings of violations of the state's Minimum Standards. During the year, three counties completed major renovations of their jails approved by the Division. As of June 30, 1982, fifteen counties were in various stages of planning or construction.

During the above period, 791 requests for furlough investigations were received, processed and assigned to investigators. As of June 30, 1982, 758 of the investigations were completed and 33 were pending.

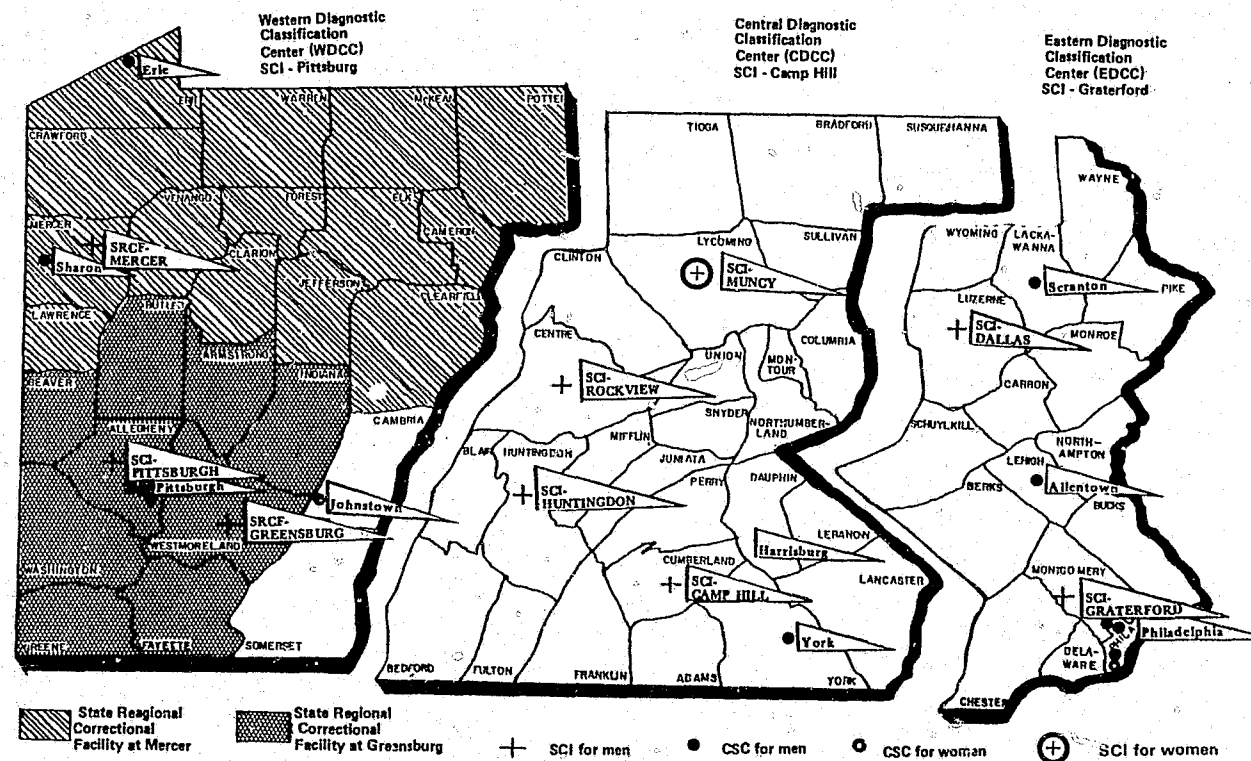
Staff of this section conducted various special surveys, staff studies and provided other technical assistance to counties. They also participated in planning and development, as well as in-service training.

## THE INSTITUTIONS





# BUREAU OF CORRECTION FACILITIES AND CATCHMENT AREAS



## CSC REGIONAL OFFICES: STATE CORRECTIONAL INSTITUTIONS AND FACILITIES

(Eastern) Region 1  
219 East High Street  
Germantown, PA 19144  
Mamie J. Fains, Director  
(215) 551-4945

(Central) Region 2  
1701-A Green Street  
Harrisburg, PA 17102  
Thomas A. Rogosky, Director  
(717) 787-4427

(Western) Region 3  
535 South Aiken Avenue  
Pittsburgh, PA 15232  
James P. Murphy, Director  
(412) 681-1202

State Correctional Institution at Camp Hill  
P.O. Box 200, Camp Hill, PA 17011  
Ernest S. Patton, Superintendent  
Raymond Clymer, Dep. for Operations  
Dennis Erhard, Dep. for Treatment  
(717) 737-4531

State Correctional Institution at Dallas  
Dallas, PA 18612  
Glen R. Jeffes, Superintendent  
Joseph Ryan, Dep. for Operations  
Gilbert Walters, Dep. for Treatment  
(717) 675-1101

State Correctional Institution at Graterford,  
P.O. Box 244, Graterford, PA 19428  
Julius T. Cuyler, Superintendent  
Robert N. Mauger, Dep. for Operations  
Lawrence J. Reid, Dep. for Treatment  
(215) 489-4151

State Correctional Institution at Huntingdon  
Huntingdon, PA 16652  
Charles Zimmerman II, Superintendent  
Emanuel C. Wicker, Dep. for Operations  
A.W. Zumpetta, Dep. for Treatment  
(814) 643-2400

State Correctional Institution at Muncy  
P.O. Box 180, Muncy, PA 17756  
Ann M. Goolsby, Superintendent  
Carolyn Hill, Dep. for Operations  
J. Harvey Bell, Dep. for Program Services  
(717) 546-3171

State Correctional Institution at Pittsburgh  
P.O. Box 99901, Pittsburgh, PA 15233  
George Petsock, Superintendent  
Lawrence J. Weyandt, Dep. for Operations  
James A. Wigton, Dep. for Treatment  
(412) 761-1955

State Correctional Institution at Rockview  
Box A, Bellefonte, PA 16823  
Dr. Joseph Mazurkiewicz, Superintendent  
Gerald Wilson, Dep. for Operations  
Jeffrey Beard, Dep. for Treatment  
(814) 355-4874

State Regional Facility at Greensburg  
R.D. 2, Box 10, Greensburg, PA 15601  
Thomas Fulcomer, Superintendent  
Clarence Markle, Dep. for Operations  
William Wolfe, Dep. for Treatment  
(412) 837-4397

State Regional Facility at Mercer,  
P.O. Box 530, Mercer, PA 16137  
Robert Freeman, Superintendent  
Edward J. Krall, Dep. for Operations  
Edward T. Brennan, Dep. for Treatment  
(412) 748-3000

## SCI-CAMP HILL



Ernest S. Patton  
Superintendent

The State Correctional Institution at Camp Hill, formerly the Pennsylvania Industrial School at White Hill, was constructed under Act 376 of 1937. It received its first prisoners in March, 1941, housing both juvenile and criminal court commitments. In 1975, the state attorney general ordered that all juvenile commitments be stopped and the last juvenile was released from the institution on September 14, 1977.

The institution, located five miles southwest of Harrisburg, encompasses 800 acres, fifty-two of which are located inside the fence enclosure. The 1,500 plus inmates are housed in ten cellblocks and one dormitory setting. Approximately 1,000 are less than twenty-five years of age.

### ACCOMPLISHMENTS

Our population reached an all-time high with an annual growth rate of over 16 percent. Our growth curve from 1975 shows an increase of 66 percent and considerable energy was expended in coping with the needs of the inmates committed to our care.

The population growth, coupled with inflation, caused an increase in almost all spending areas. Staff and inmate response was generally one of understanding and support. Flexibility in dealing with the problem issues and accountability in meeting work



expectations resulted in a minimum increase in overtime hours and contributed to the lowest per person use of sick leave of any Bureau institution.

The severe overcrowding put a strain on all aspects of inmate programming, including health care, food services, activities and visiting facilities. A continual "chess game" was necessary to try to correlate empty beds and housing assignments with work and school participation. For many months it was necessary to house newly received inmates in our Restricted Housing Unit until bed space was available in the Diagnostic Classification Center housing unit. This latter problem was eliminated by moving the drug and alcohol program to trailers, thus freeing an entire block of more than 100 cells. Our Maintenance Department saved funds by manufacturing over 200 double bunks for distribution in the various quarters.

Monthly meetings of the Crisis Intervention Team addressed preventative aspects of programming in an attempt to deal with the effects of overcrowding

and reduced program opportunities.

Major inmate program changes included a reorganized attempt to address the needs of medical and mental health care; the initiation of a Laubach Literacy Council to tutor non-reading inmates, and a community sponsored program to help juveniles avoid crime.

Our inmate members of the American Muslim Mission sponsored a crime prevention seminar well attended by inmates, staff and interested citizens. A speaker's program, involving inmates accompanied by staff, took discussions of the problem of crime and drug abuse to local schools. An annual "Job Fair" for men approaching release was initiated; the volunteer program was reorganized; our first annual "Volunteer Recognition" banquet was held, and the monthly open house tours were continued.

The excellence shown by varsity athletes continued with the Bureau basketball championship returning to Camp Hill. Our softball team, which participated in a community league,

went to the state championship tournament—a first in Pennsylvania and possibly the country.

Goals for the coming year include the opening of modular housing for an additional 100 inmates; the move to a unit management system, and completion of the program and procedural changes to meet standards for national accreditation.

## OPERATIONS

### Security/Custody

With the population growth, it was expected that activities in these areas would also grow. Misconduct hearings, programs review meetings and hearing of appeals increased. Formal investigations numbered 125 in just ten months; forty-seven of these were for criminal prosecution.

The institution had four escapes from inside the enclosure during the latter half of the fiscal year after going three years without any.

Periodic, major cell searches of our cellblocks were accomplished in addition to the normal cell searches coordinated by the housing sergeants.

### Maintenance

Major accomplishments were improvements to the visitors' entryway, security renovations, renovation of "B" ward, Meat Processing Plant and the construction of the Trailer Complex. Numerous other construction projects were completed. With the use of inmate labor we saved \$179,960, compared to \$59,790 in savings for 1980-81.

### Culinary

The Culinary staff continued to provide quality food services to our ever-increasing population. Security was improved through the continued monitoring of supplies and equipment.

### Industries

The Furniture Factory's administrative structure was reorganized and an upholstery department was added. Total sales amounted to approximately \$150,000 for the fiscal year despite a major fire.

The farm sales remained the same at approximately \$300,000 per year. This year the farm profit and loss statement hit the "break-even" point.

The Meat Processing Plant sales were up approximately four percent.

Freight transportation external sales increased of \$54,340 over the 1980-81 year.

## PROGRAM

### Counseling and Psychological/Psychiatric Services

In spite of overcrowding and the resulting increased work loads on staff, we have continued to emphasize our group counseling program, as well as other treatment programs. In addition:

- A special mental health and retardation unit was established. This unit was formed at minimal cost, relying on assistance from other treatment departments such as Chaplaincy, Activities, Education, Medical, and volunteer help. Once the unit is in "full swing" it will provide much needed special programs.
- A special review committee was formed to study serious suicide attempts.
- The Central Diagnostic Classification Center (CDCC) experienced a backlog in cases, and counselors were realigned so that we could lend assistance to the DCC while at the same time maintaining our treatment programs.
- New Values, a therapeutic community for drug and alcohol offenders was relocated in the trailer complex inside the institution. The resident capacity is sixty.



The institution's drug and alcohol program, New Values, was moved from B Block to trailers placed inside the fence, adding approximately 120 beds.

## Education

During the past year, the Education Department served over 600 students per term. Five hundred and forty men took the GED exam and 145 passed at the twelfth grade level for a 27 percent passing record.

To serve more inmates, we affiliated with the Laubach Literacy Council. Inmate tutors are trained in the Laubach reading method, and work in the education building with nonreading inmates. The student inmates are placed into our reading lab when a certain degree of proficiency is reached. Our literacy council chapter was the first prison chapter in the USA.

### Medical Care

The Bloomsburg nursing program sent two groups of students to our institution. The initial group undertook the training of our infirmary orderlies in basic nursing care. The second group set up and implemented a volunteer TB skin testing program.

The Medical Department increased nursing coverage. We now have a contract with the Correctional Dental Laboratories in Graterford which make all of our dental prosthetics. Our administrative staff were involved with the accreditation process. One of the highlights to come from this was the Disaster Plan coordinated with the Cumberland County Emergency Preparedness Unit.

### Recreation and Activities

Our Activities Department offered over twenty programs. Highlights included the formation of a Narcotics Anonymous Group in which over thirty inmates initially participated. Another highlight was the participation of more volunteers from the community in conducting a CPR class for the population, a war games club and an anti-smoking clinic. Also, "Inside/Insight" Program (Juvenile Awareness Program) was created by the lifer's association in conjunction with Tressler-Lutheran Social Services Associates Community Treatment Program.

Highlights of the music program included participation in the production of the musical, "Jesus Christ Superstar".

## Records

On January 1, 1981, there were 1,202 inmates housed in the institution. On December 31, 1981, there were 1,409. This reflects an increase of seventy-eight in CDCC and 129 in population for a total inmate increase of 207.

The Reception Area processed 1,009 commitments, including eighty-nine youthful offenders. Three-hundred eighty-six were released on parole; thirty-eight completed sentences; eight were released on bail; and 953 were transferred to other institutions. Three hundred eighty-seven pre-release applications were processed; 137 furlough home checks requested 104 CSC referrals sent out; eleven commutations completed; staff made fifteen appearances in court; over 1,000 letters were mailed for Family Day visits, and control was maintained for 814 inmates to have visits. Additionally, the staff completed forty-seven, sixty-day court ordered evaluations.

## Religion

Major events in the religious program, besides "Superstar", included the creation of an interfaith council which promotes cooperation in all aspects of institutional life; and, under the direction of all the chaplains, coordinates the school of religion and other chapel activities.

Also, training was given in clinical pastoral education to six seminary students and two community religious leaders.

## FISCAL

Total operational expenditures for this period amounted to \$3,973,571.

## Personnel

Personnel costs for the fiscal year amounted to \$11,358,923. This consists of salaries and other remunerations amounting to \$8,496,349 with benefits amounting to \$2,862,574. Extended sick leave is constantly monitored to minimize the costs of leave payout and overtime. Overtime statistics are prepared on a biweekly basis and are utilized in cost control.

## Expansion of Cell Capacity

The institution received a \$24,500 federal grant for the installation of a trailer project within the confines of the prison. A total of \$69,500 was expended, including \$45,000 in state funds. The project was completed on February 15, 1982, and a housing capacity of sixty-five inmates was realized.

In conjunction with the trailer project, renovations to "B" Ward were performed at a cost of \$11,600 which

includes both labor and material. Cell capacity was increased by approximately 150.

In the coming months, two modular housing units will be installed which will increase the capacity of the institution by 104.

## Inmate Complaint System

Fiscal Year 1981-82 recorded a decrease in the total number of inmate complaints investigated by the complaint officer. A total of 881 inmate complaints were processed during this period compared to 1,091 inmate complaints for the previous year.

A breakdown of the complaints indicates a decrease in the number of complaints in most categories. Of the complaints filed, 94.2 percent were resolved at the complaint officer level with 99.1 percent of all complaints being resolved at the institutional level.

Significant changes as a result of inmate complaints were:

1. A policy change in admissible property for inmates in disciplinary and administrative custody.
2. A system providing for prompt responses from medical staff receiving inmate requests.

## SCI-DALLAS



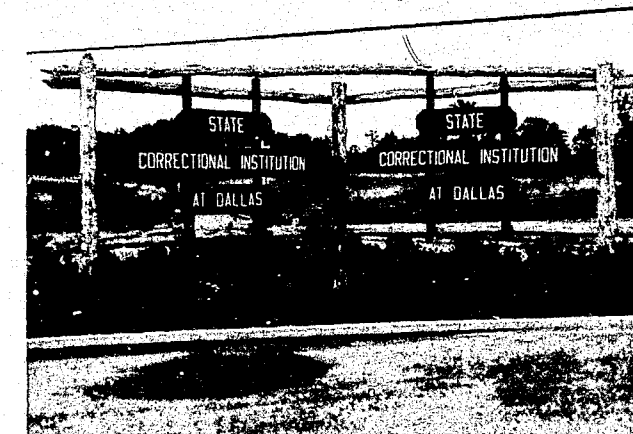
Glen R. Jeffes  
Superintendent

The State Correctional Institution at Dallas is located approximately ten miles from Wilkes-Barre, and set upon 1,307 acres, twenty-six of which are within the fenced enclosure of the institution.

This institution was designed by Clarence Litchfield as a model of the 60's. Its concept was based on the educational or school model, opened in January, 1960, to house and care for the male, mentally retarded inmate as defined under the Defective Delinquent Act of 1937. This act was challenged in the courts and repealed on July 20, 1968. That same year, the institution became a facility for sentenced adult felons receiving prison sentences of two years or more. Inmates are presently received from the three statewide diagnostic classification centers.

The current population is approximately 1,200 inmates housed in ten housing units. The initial design was for single occupancy cells. However, beginning in the Spring of 1981, due to expanded population, single cells were converted to double occupancy cells. At this point, 200 cells have been converted to handle the population increase. Forty-eight new single cells were completed in July 1982. The institution experienced an increase of 19 percent in the inmate population compared to a year ago.

In addition to similar responsibilities assigned to all state adult male correc-



tional facilities, the Dallas institution houses a number of geriatric and physically disabled inmates.

While the physical plant is typically categorized as a medium security facility—one fence and outside cells—most of the inmates housed at this institution require a higher level of custodial supervision.

### ACCOMPLISHMENTS

Two hundred single cells were converted to double cells.

Forty-eight new cells were ready for occupancy in July 1982. This project was designed by our Maintenance Department and completed by the use of inmate labor at a cost of less than \$2,500 per cell.

The institution was assigned maintenance responsibilities related to the conversion of Retreat State Hospital to a minimum security correctional facility. Our personnel have been dismantling equipment and working on related pro-

jects in preparation for major construction and renovation which lie ahead.

The superintendent has placed a high priority on the accreditation program. The institution is in compliance with well over 50 percent of the 495 standards for adult correctional facilities and hopes to be ready for its initial audit by the Spring of 1983.

The institution is now in its twenty-second year of operation. With the fifty-year old retirement now available for many classes of employees, we are presently experiencing a higher than normal rate of retirement.

### OPERATIONS

#### Security/Custody

The Dallas institution is currently 23 percent over capacity. The institution did not experience any major problems during the year. One escape from the outside power plant occurred. Ten additional correctional officers were recently hired and trained. They were





Work crews installed forty-eight new cells in storage areas to deal with increases in the inmate population.

ready for assignment at the same time the forty-eight units became ready for occupancy.

#### Maintenance

In the maintenance area, the institution continues to place emphasis on energy conservation. Construction of Pump House No. 3 was recently completed, providing additional water for the institution. Also, funds (\$832,000) were appropriated for the updating of the Sewage Treatment Plant in order to bring it in line with federal and state standards. The project is presently in the design stage.

Fire evacuation plans have been posted throughout the institution and fire drills are held on a regular basis.

#### Industries

Correctional Industries at Dallas experienced an increase in sales in the mattress/upholstery factory, garment and carton plant.

Our farm was closed and all equipment was sent to other correctional industry farms in our system.

Correctional Industries began to manufacture pajamas and a new type of lab coat for the custodian workers of

General Services. The mattress factory is producing a new type of flame-proof mattress. Also, we have added two production tables in the upholstery shop to handle the increase of orders.

#### PROGRAM

This area has continued the efficient delivery of a variety of services to our population. We have been occupied with increased population and larger workloads, and have devised several strategies to cope with them, one of which has been to strongly emphasize community service center referrals.

Additionally, this department has taken the lead in the development and implementation of an institution orientation program for new commitments and transfers.

#### Counseling/Psychological Services/Medical Care

We have increased our coverage in these two areas with emphasis on additional time for our contract psychiatrists, by hiring a full-time psychologist to replace a part-time staff member, and by obtaining the services of a full-time dentist, instead of a half-time person. We are continuing to refine the process of group counseling, and have added a counseling component to the orientation program.

This division has additional responsibilities in health care for our population, which have resulted in an increased workload for our medical personnel and increased use of community facilities. The therapeutic diet program continues, as well as annual physicals for men over forty years of age. Further expansion of medical services is planned for the next year.

#### Education

Eight vocational programs have received apprenticeship certification from the Department of Labor and Industry. Certification as apprenticeship programs was granted by the Department of Labor and Industry for eight vocational areas; including automobile body repairs, maintenance electrician, electronics mechanic, maintenance plumber, printer, refrigeration mechanic, maintenance sheet metal worker and welder.

A post-secondary education program funded through the efforts of the inmate Centurion Jay-Cee Organization has been initiated. Presently four college courses each semester are being offered through Luzerne County Community College. The program requires the inmate himself to pay a portion of the cost.

#### Recreation and Activities

The Recreation and Activities area concentrates on providing a full program of activities for the institutional population. Approved inmate organizations have contributed to the well being of the institution through sponsorship of worthwhile programs and activities. Inmate olympics and runathons generate considerable interest.

The citizen volunteer program provides resources for the Protestant and Catholic religious programs, with the Hispanic population, and to the population in general through programs such as Threshold and Adventures in Personal Growth.

The institution, through its inmate self-help groups such as Narcotics Anonymous, provides inmate speakers for schools and interested community groups in the area of drug abuse.

Our sports program continues to be strong with a great deal of organized intramural athletics. Inmate teams in softball, basketball and volleyball regularly participate in local community leagues under the Luzerne County Recreation League. Our weightlifting program is well supported, and our boxing team is competitive with the teams of the other institutions.

#### Personnel and Training

The Training Committee, using data gathered through a Training Needs Assessment Survey, formulated the In-Service Training Program, which covered the period for May 1981-July 1982. The program included search procedures for searching female visitors, drugs, pharmacology and alcoholism, weapons training, stress awareness training, fire safety and air pack training.

In addition, institutional personnel

were involved in a special program dealing with "hostage taking", crisis intervention, the emergency plan, and basic and advanced supervisory skills.

#### FISCAL

Our 1981 Fiscal Year costs covering personnel services amounted to \$9,744,000. The cost is broken down as follows: salaries \$6,704,894; overtime \$410,435; shift differential \$76,917; wages \$31,941; employes health and welfare fund \$100,000; social security-state share \$480,000; retirement contributions-state share \$1,033,000; state workmen's insurance premium payments \$291,000; sick leave payout \$15,000; and annual leave payout \$32,928.

Our Operating expenses amounted to \$3,097,688 covering major expenditures of \$246,688 for clinic services-medical; \$313,488 for hospital care-medical; \$166,941 for electricity; \$120,802 for wearing apparel; \$899,943 for food; \$144,000 for housekeeping supplies;

\$176,000 for maintenance materials and supplies; \$197,922 for inmate payrolls, and the balance allocated to the various other minor objects.

The institutional Business Office and Procurement section have processed \$137,000 in orders for the completion of two cellblocks in the basements of A and D Block housing units. This project was completed June 25, 1982, and has added forty-eight additional individual permanent cells in the basement areas of these units.

Our population increased from 1,040 on June 30, 1981, to 1,258 by the end of the fiscal year. This reflects a population increase in excess of 21 percent. In addition, the procurement section processed orders for 177 bunk beds for double celling in A, B and C Blocks.

#### INMATE COMPLAINT SYSTEM

The number of complaints submitted to the complaint officer during Fiscal Year 1981-82 was 1,128. Of those filed,

288 or 25.5 percent were found to be justified and appropriate action was taken. Of the total complaints filed during this period, twenty-six appeals were submitted to the Commissioner's office.

Although the inmate population rose more than 20 percent, the number of complaints increased only 12 percent. Despite the increase in the number of complaints filed, the number of appeals decreased slightly as compared to the previous year.

The category receiving the largest number of complaints was the inmate/officer group, 21 percent of the total number; while the medical area was the category with the second highest number of complaints at 9 percent.

Of the twenty-six appeals forwarded to the Commissioner's office, only one required a remedy on the institutional level. The institution was directed to purchase replacement copies of legal materials for the Law Library. These copies must be replaced periodically due to theft and abuse by inmates.

## SCI-GRATERFORD



Julius T. Cuyler  
Superintendent

The State Correctional Institution at Graterford is a maximum security, walled institution. Construction began in 1928 and was completed in 1932. Actually, construction continues to this date to meet changing growth, maintenance and security needs. Graterford is located on a 1,726 acre reservation in Montgomery County with sixty-two acres within the walls. The institution was constructed in the shape of a nonagon with a total wall perimeter distance of 6,030 feet.

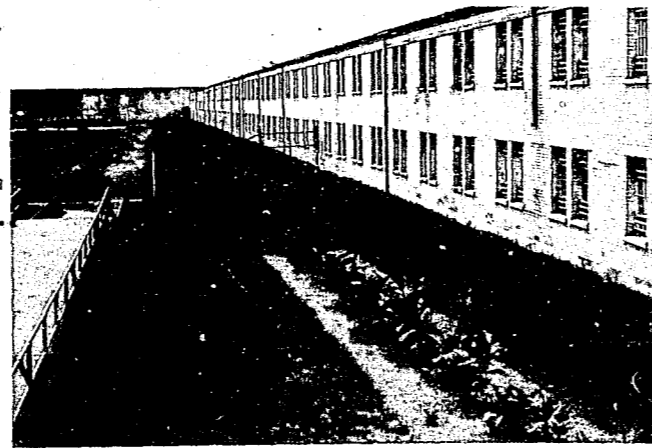
### OPERATIONS

During the fiscal year, the following changes have made a significant impact on the institution.

### Security/Custody

All current post orders have been reviewed and updated. With newly created posts in the main corridor, post orders have been instituted which insure greater control and security.

Currently we have a forty-three man tactical team being trained by our own instructors and with the resources of the Pennsylvania State Police Academy in Collegeville. The volunteer members of the team meet once a week for two hours of intense physical training. They are also being taught additional related skills.



In conjunction with this, we have created an Emergency Equipment Room.

The mailroom has undergone change in controlling incoming property and mail, with a new security gate placed in the outer area. Over 850,000 pieces of mail were processed during 1981.

### Maintenance

Our employes have processed over 5,000 work orders involving repairs and painting with some preventive maintenance work also being done.

With the institution's garage now located outside our wall area, we have implemented strict controls to keep all automotive equipment clean and in proper working order.

With our current overpopulation, maintenance has played a key role in keeping cells in proper operation and in installing double bunks.

### Culinary

The hostage crisis during the month of October 1981 necessitated many renovations in this area. As a result of a cohesive effort on the part of all staff, we successfully completed two major

Bureau inspections, as well as inspections by other outside agencies.

In our Bake Shop, we have a new oven and plan to begin baking our own bread again.

### Industries

During this fiscal year, Industries experienced an increase in sales which surpassed the previous year.

New equipment required to maintain production schedules has been purchased.

### PROGRAM Counseling Services

Each inmate is assigned to a counselor and each counselor is expected to provide a full range of services to the inmates in his caseload. Presently, the Counseling Department is developing new procedures for the implementation of a functional unit management system.

### EDCC Population

The Counseling Department of the Eastern Diagnostic Classification Center (EDCC), in addition to its

classification responsibilities, must provide all counseling services in our diagnostic center including the monitoring of our double ceiling process.

The orientation program for all incoming inmates was expanded. In addition to the standard Bureau presentation, representatives from the Chaplaincy, Inmate Accounting, Medical Department, Education Department, Activities and Parole Department now make brief presentations of available services and answer questions germane to their respective area.

The number of inmates committed for classification purposes increased by 25 percent over 1980.

### Psychological/Psychiatric Services

SCIG Population: Psychological services are currently provided by two full-time psychologists. We hired two additional psychological service associates who, as mental health coordinators, will provide services specifically to the inmates requiring mental health care.

EDCC Population: This population is serviced by a licensed psychologist, a psychological service associate supervisor and three psychological service aides. This department is concerned primarily with testing, collecting and interpreting data for the classification process.

Both the SCIG and EDCC populations are serviced by two part-time contractual psychiatrists, one of whom is a forensic psychiatrist. The Mental Health Services Review Committee approved the development of a Day Treatment Concept for the mentally unstable inmates. The D Ward area is in the process of being restructured to house the suicide cases in a dormitory situation. This is thought to be therapeutically more sound.

### Education

The school program comprises day and night Adult Basic Education programs and G.E.D. classes. College courses are offered from Villanova University, Temple University, and Montgomery County Community College.

Seven vocational training courses are presently offered: refrigeration and air conditioning; home renovation, which is divided into three segments: carpentry, housewiring and brick masonry; small engine repair; dental prosthesis; electronics; business typing, and a state certified barbering school. We are also developing a welding program.

The Comprehensive Employment Training Act (CETA) is also involved in providing a six-week job readiness training program.

This provides the minimum wage, \$3.35 per hour, for those inmates close to parole who are involved in this program. A comprehensive Learning Center was designed, built and made operational by the school teachers. Computer hardware and software is used in this program.

Academic and Vocational English as a Second Language (ESL) is also offered to our Spanish-speaking population. Additionally, individual tutoring is offered on a limited basis.

Each educational year culminates in a formal graduation where high school graduates and other educational award recipients are honored. The school also invites musicians to give both lessons and recitals.

A full-time guidance counselor is assigned to the educational staff as well as a full-time librarian.

### Medical Care

We have fifteen physicians, including two dentists, that are under service purchase contracts, one pharmacist and an audiologist. We have, since last year, purchased \$30,000 worth of ophthalmological equipment. A nursing manual and a comprehensive medical disaster plan have been developed.

The staff complement includes one corrections health care administrator, one corrections infirmary supervisor (CIS) II, four CIS I's, one registered nurse supervisor and two nurses. Two more nurses will be added to this complement. An additional clerk typist, and a part-time x-ray technician have already been added to our staff. The infirmary has a purchase service con-

tract with a medical dictation and recording service.

### Recreation and Activities

An array of activities is provided for the population at several sites: the newly converted gymnasium, auditorium and yard areas. These general activities include baseball, weightlifting, volleyball, basketball and music.

Cards and chess tournaments are provided as well as horseshoes and tennis. The intramural program consists of softball, volleyball, football and basketball teams sponsored by the various inmate organizations and blocks.

Varsity sports are offered and include boxing, powerlifting, football, basketball, and soft and hardball. Courses and certification are offered for referees and umpires. Inmates are trained and certified in a projectionist program. Shows, programs and movies are provided for the population weekly. In addition, the inmates are involved in an annual runathon for charity, the walk-a-thon for the Deborah Heart Hospital, and various track and field meets.

Several inmate organizations are directly involved with the Activities Department including the Degrees of Captivity, The Brotherhood JayCees, The Lifer's Organization, the Vietnam Veterans Counseling Program, The Latin Prisoners Rights Organization, and Law Clinic. Recently, organized programs have been developed for the inmates in our Diagnostic and Classification Center.

### Records

The priority for the year has been to meet head-on the increase in new court commitments and parole violators. The population growth is demonstrated by the committed count of 2,016, on December 31, 1980, as compared to a committed count of 2,230 on December 31, 1981.

The Records Department is currently working under full strength, as are most departments. They are currently awaiting a computer terminal to assist in the records operation.

## Religious Activities

Two Protestant chaplains and one Catholic chaplain are responsible for providing the bulk of religious services to the population. They hold weekly religious services and utilize community resources to provide religious experiences for our population.

We have contracts with religious leaders from the Muslim and Jewish communities. Counseling from Jewish Family Services and Catholic Family Services is provided. Religious experiences are provided by the Community for the Jehovah Witnesses and Seventh Day Adventists.

Additionally, the chaplaincy sponsors the Yokefellow Prison Ministry, the Prison Fellowship, St. Dismas, Christian Scientist and Alcoholics Anonymous.

Chaplains have been involved in staging religious plays, officiating at inmate marriages, and inmate and staff bedside visits and funerals.

Most recently, the chaplaincy conducted our second annual Mother's Day Service, where inmates are permitted to invite their mothers for an ecumenical worship service. This is paid for by a coalition of the various inmate organizations.

Periodically, Spanish-speaking chaplains are invited in to conduct services.

## FISCAL

Personnel costs for Fiscal Year 1981-82 totaled \$15,607,982, while operating expenses were \$7,017,733. Fixed assets totaled \$32,710.

## Maintenance Program

The maintenance program included a non-recurring project of \$33,400 for the improvement of the Out-Service buildings during the 1981-82 fiscal year.

## Capital Improvements

Capital improvements included a project allocation of \$5,488,000 for the construction of a new boiler plant. The total project cost estimate is now approximately \$6,606,000. The boiler plant is to provide three 35,000 pounds per hour steam/coal fired boilers and one gas/oil fired package boiler. These boilers will provide for peak winter loads, plus 25 percent more for future institution expansion.

Construction is scheduled for an expansion of the cell capacity to accommodate an additional 500 inmates in another facility within the walls.

## INMATE COMPLAINT SYSTEM

A total of 699 inmate complaints were filed at SCI-Graterford during the period beginning July 1, 1981, and ending June 30, 1982.

According to the report submitted by our complaint officer, 233 of the total complaints filed, or 33 percent, were concerned with inmate/staff relations. To help staff understand the areas of complaint filed by inmates about staff, our complaint officer currently provides all new employees with an orientation, which includes training on the Complaint System. This sensitizes staff to inmate problems and familiarizes them with the purpose of the inmate complaint system.

## DISTURBANCES

On October 28, 1982, a number of armed inmates made an abortive escape attempt, retreated back to the institution kitchen and took a group of employees and other inmates as hostages. The armed inmates barricaded themselves in the kitchen; surrendering on November 2, 1981, with the hostages unharmed.



Superintendent Cuyler describes the five-day hostage crisis, which began on October 28, 1981, to visiting Bureau officials.

## SCI-HUNTINGDON



Charles H. Zimmerman  
Superintendent

The State Correctional Institution at Huntingdon was opened in 1889. It has served as a reformatory and industrial school; an institution for defective delinquents, and finally, a correctional institution for adult male offenders. The institution consists of 640 acres. Of this total, 408 are tillable, ten comprise the enclosed compound and forty-two consist of outside buildings, lawn and parking. There are six housing units, four within the walled enclosure and two outside. The population for this fiscal year went from 1,143 on July 1, 1981 to 1,348 on June 30, 1982, for an increase of 205 inmates.

## Accomplishments

The large increase in our population during this fiscal year resulted in double-celling throughout the institution with the exception of C Block. B Block which is our maximum security cellblock is not double celled. Huntingdon had approximately 330 inmates double celled on June 30, 1982. We met this challenge through the efforts of our institution metal shop, which designed and fabricated double bunks at a significant cost savings.

The crunch of overcrowding necessitated modification of daily schedules. Meal schedules were altered. Farm and outside maintenance details began work



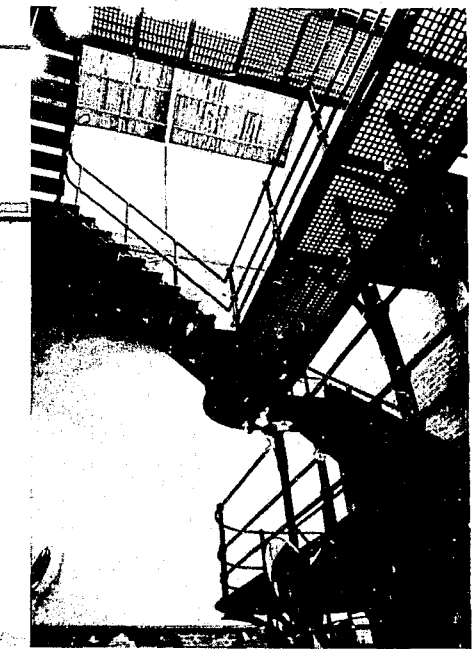
one hour earlier, resulting in a smoother operation and an increased workday. The entire staff at the Huntingdon institution has worked to assimilate the rise in population with a minimum of problems. Population is at an all-time high.

Inmate activities throughout the year were highlighted by three major family picnics involving over 400 men and their families; the second Cursillo to be held in a state correctional institution, and a special inmate concert immediately following the Christmas holidays.

We have continued our ongoing professional in-service training; refined and revised our Crisis Intervention and Emergency Response Plan.

Additionally, Huntingdon has effectively integrated the nine volume administrative manuals developed by the Bureau so that all personnel and inmates are brought in line with uniform operational procedures according to accepted correctional standards.

An institution Open House was held in April 1982, which enabled employees to bring any guests they wished through



the institution for a tour of all institutional facilities with the exception of cellblocks. Over 650 guests toured the institution from areas as diverse as Harrisburg, Maryland and West Virginia.

## OPERATIONS

### Security/Custody

As part of the institution's new control center project, a hearing room and furlough processing and court return area were also completed.

Huntingdon had two escapes in 1981 and both escapees have been returned to custody.

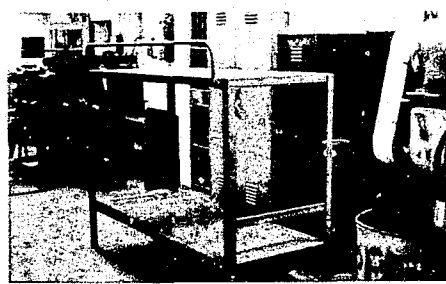
### Maintenance

The new control center from which officers can safely monitor the major flow of traffic through the institution was completed on schedule in February, 1982. We have also completed the repair of a major steamline running to the farm area from the main power plant.

Ongoing projects include a special heating and air circulation project in D Block, the institution's largest block, as well as complete renovation of plumbing in F Block. Emphasis is being given to the completion of a new recreation yard. Planning is well underway for new projects throughout the institution including a new refrigeration and freezer area for the food services department; renovation of F Block basement into a dormitory area housing forty-six



inmates, and the installation of a modular unit in the farm area housing an additional sixty inmates.



Increases in inmate population necessitated the construction of stacked bunks for use in double ceiling.

Increased attention to energy conservation and improved monitoring procedures have saved the institution more than \$50,000. The updated design of inmate beds previously noted resulted in a 30 percent savings in maintenance in this area. Additionally, this department replaced built-up roofs over classrooms, clinic offices and auditorium. Repairs were also made to several small roofs throughout the institution.

Deteriorating roofs in this almost 100-year old facility continue to be a problem, and this coming year we will have to award several contracts to completely redo large roofing areas throughout the institution. A new Dimension telephone system has been installed, with a special energy package scheduled for installation during the coming year. The dental office has been completely renovated and new equipment installed throughout.

#### Culinary

The large increase in population has severely tested the capabilities of the Food Services Department. Several modifications had to be made in schedules, and additional inmate setups were added to continue to serve tasty, well-prepared food in a clean and pleasant environment while still maintaining security. Although understaffed, the Food Services Department achieved this goal successfully and received excellent ratings at the annual food service management review.

#### Industries

Sales in Industries have remained healthy despite budget cutbacks

throughout the state. Validation sticker production has stabilized to a more consistent schedule, milk sales for the farm have increased, and garment sales continue constant. The garment plant has developed and marketed a new, three-piece rainsuit including silkscreen logos for certain departments with the major customer being PennDOT.

The printing plant once again successfully produced the Bureau calendar.

Overall profit volume has gone from 23.12 percent in Fiscal Year 1980-81 to 26.59 percent in Fiscal Year 1981-82.

This coming fiscal year we hope to engage in continued new product development and improved production techniques. Flags and silkscreening are two areas which are presently being researched.

#### PROGRAM

Treatment services at the institution have maintained the same basic format of program availability and delivery of services experienced in previous years. The number of Bureau staff in the treatment section has remained consistent the past several years despite a 15 percent increase in population in 1981 and a 45 percent increase since 1980.

This dramatic increase in population has resulted in a proportionate increase in counseling contacts, medical care, education enrollment, job placement and other areas directly affected by population size. The population increase also required the adoption of double ceiling new commitments received from the diagnostic classification centers. To deal adequately with the situation, a special Double Cell Committee has been established.

#### Counseling/Psychological Services

In the clinic section of the treatment department, a staff of ten employees and a part-time psychiatric consultant provide professional counseling services, psychological testing, group and individual therapy, casework and social services. Individual caseloads number nearly 200. Group therapy is provided in Basic Problem Solving and Adjustment, Values Clarification, Pre-Release Preparation, Drug Therapy and the tradi-

tional Alcoholics Anonymous program. A special orientation group is also offered weekly to all new receptions.

#### Education

Educationally, Huntingdon offers an excellent assortment of basic education, continuing education, and vocational training programs. In addition to the traditional programs such as Adult Basic Education and secondary school-work, the education staff offers innovative programs such as newspaper in the classroom, driver's education, calculator math, chess club, bridge club and beginning German. There are three full-time programs in auto mechanics, printing and barbering. Part-time vocational programming includes an assortment of eight trades. The vocational program at Huntingdon also offers six apprenticeship trades in auto mechanics, offset printing, maintenance/electrical, air conditioning/refrigeration, bricklaying and upholstery. Huntingdon was the first institution to offer apprenticeship trades certified by the U.S. Department of Labor.

As a part of the education/vocational program, Huntingdon has also offered a special "Job Awareness Day" to promote employer awareness of the training inmates receive, a high school graduation ceremony to recognize successful GED students, and a vocational banquet to honor those in the vocational trades program.

#### Medical Care

Health Care Services expanded to include the services of Huntingdon's first registered nurse.

Clinical visits, referrals to specialists and dental procedures have increased more than proportionately with the population rise. There was a 19 percent increase in sick call, 46 percent increase in referrals to clinical specialists, and a sizeable increase in the utilization of the local J.C. Blair Hospital. In-house services in otolaryngology and oral surgery have been added to the in-house orthopedics program. Consultant services in surgery and other specialized medical areas are available.

#### Recreation and Activities

Athletic competition and recreation for the inmate population are extensive, with inter-institutional contests in basketball, softball, powerlifting and boxing. Over 500 inmates were involved in various intramural softball, basketball and football programs, while an additional 450 inmates participated in leisure time weightlifting.

In addition to organized leagues, inmates may choose to participate in a number of other activities including ping pong, chess, handball, horseshoes, jogging, shuffleboard, bocci, checkers, and track and field events. Over thirty-two special events and tournaments were conducted throughout the year.

The Activities Department also brought the inmate population a total of ninety major movies and supervises three social-fraternal inmate organizations--Pennsylvania Lifers' Association, Altar Rock Jaycees and Community First Step.

These organizations involved approximately 420 inmates and have sponsored numerous activities throughout the year, including CPR training, Quit Smoking Clinic, parole and commutation seminars, concerts, family-style picnics, and special visiting room projects for inmates and their families.

#### Records/Job Placement

The responsibilities of treatment also include the management of inmate

records and inmate job placement. Both these departments have had an increased workload directly proportionate to the population increase. Job placement was a new addition to treatment, being transferred from operations.

#### Religion

The inmate population is served by two full-time chaplains with assistance by several volunteer, ordained ministers and two part-time contract ministers. Services in all major denominations are held regularly. Weekly Yokefellowship is also held non-denominationally. During the past year, several retreats have been held, including a Cursillo, Day of Reconciliation, Christmas Retreat and Spiritual Life Retreat. A breakdown of denominations shows 21 percent Catholic, 58 percent Protestant, 10 percent Muslim, 3 percent with other religious preferences and 8 percent with no religious preference.

#### Fiscal

Our total expenditures for Fiscal Year 1981-82 amounted to \$11,535,000, with personnel cost amounting to \$8,804,000. Operating cost amounted to \$2,715,000 and \$15,000 was expended for capital equipment.

The purchase of a Dimension telephone system for approximately \$30,000 was made during the year. Included in this system is an energy conservation package. After complete installation, it will save upward of

\$20,000 a year in electricity and coal purchases.

Throughout this fiscal year, our inmate population has increased by 205. Housing accommodations were created by expending \$15,000 for materials to construct 200 double bunk beds.

We also received a grant of \$5,000 from the State Library of Pennsylvania for the purchase of books to replenish our institution library.

#### INMATE COMPLAINT SYSTEM

The inmate complaint system addressed 691 official complaints during the period from July 1, 1981, until June 30, 1982. Of these 605 or 87.5 percent were successfully resolved at the complaint officer level and 645 or 93.3 percent at the institution level. The remainder were eventually appealed to the Office of the Commissioner.

The complaint system continues to be a viable tool for monitoring the effectiveness of programs and the general atmosphere of the institution. There has been an increase in the number of complaints commensurate with the population growth and additional demands placed upon staff and programs.

Of the positive results from the complaint system, equalization of inmate pay on similar assignments, and a system for Muslim inmates in the Restricted Housing Unit to receive their religious diets, are the most noteworthy.



## SCI-MUNCY



Ann M. Goolsby, Superintendent

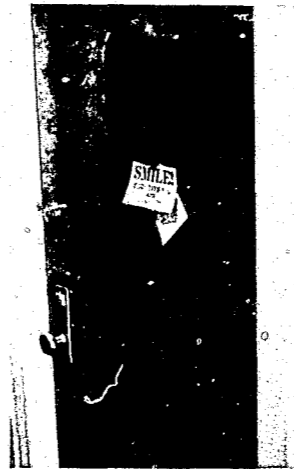
The State Correctional Institution at Muncy was opened in 1920 as the State Industrial Home for Women designed to serve young women offenders only. In 1925 the law was changed and Muncy became the facility serving all women offenders as we know it today. Formerly operated by a Board of Trustees under the Department of Public Welfare, Muncy became a state correctional institution under the authority of the Department of Justice in 1953 under P.L. 1428. In 1980, Muncy, like all Bureau institutions, came under the authority of the Office of General Counsel.

Muncy, located in rural Lycoming County, has 823 acres and the campus area comprises twenty-seven acres. The campus holds eleven cottage housing units and thirty-one other buildings used for maintenance, treatment, recreation and education. Muncy is currently filled to capacity with 323 inmates.

### Accomplishments

Among the most significant accomplishments of 1981-82, Superintendent Ann M. Goolsby lists the following:

- The tightening of security through improved implementation of policies



A sign of faith and encouragement on a door to an inmate cell.

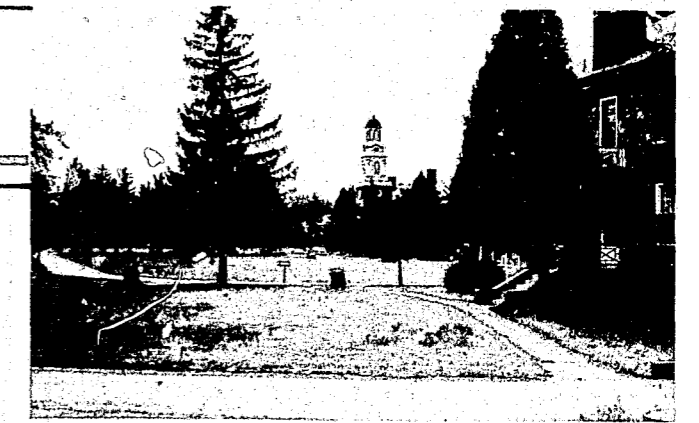
and procedures and through closer coordination of staff;

- The beginning of the development of the "team concept" with staff;
- The development of an apprenticeship training program through the PA Department of Education;
- The appointment of a woman psychiatrist, and an increase in the counseling hours afforded inmates;
- The development of a Crisis Intervention Team and an Institutional Training Advisory Committee, as well as the implementation of a nurses' training program;
- The opening of a Pre-Release Cottage (Sproul) and the reestablishment of an Honor Cottage (Lamade) with new rules and guidelines.

### OPERATIONS

#### Security/Custody

In the area of security, improved policy and guidelines were formulated in a number of areas; among them, weapons inventory, security visits, tools and toxic materials, new commitments and authorized temporary absences (ATA's). The gatehouse layout was revamped to provide a search area, a complete emergency manual has been



developed, along with an emergency communication system.

Two cottages were opened and two units were added to the Visiting Room.

### Maintenance

Locks were replaced in three buildings and 72 percent of exterior doors were also replaced. The second floor of Tener Cottage was remodeled to house male inmates. An outside survey was conducted to determine institutional fire safety needs.

### Culinary

In the Culinary Department, new daily sanitation checks were instituted and new tableware was purchased. Policies regarding therapeutic diets were implemented and an apprenticeship program begun.

### PROGRAM

#### Counseling/Psychological Services

The following changes took place in the treatment area in the past year: An intensive group counseling program was stepped up and weekly individual supervisory meetings of staff were held. Statistically, 10 percent of Muncy inmates are on furlough status, and Muncy ranks second largest of bureau facilities in terms of the number of Community Service Center recommendations. Two new social work interns and one psychology intern began work.

In assessment and psychology, a revised Assessment Unit Manual is in use, along with a reorganized format for classification staffings. Psychiatric consultants are now available twenty-five hours each week, and a mental health

coordinator has been added to the staff. There has been a significant improvement in communication and coordination with Danville State Hospital.

### Education

In education and job placement, Muncy had a successful year with the refunding of the CETA job preparation and placement program, the expansion of the career resource program and the introduction of apprenticeship certified training programs. Four new courses were added: minicomputers, child care, care of senior citizens, and a nurses' aide program offered through Bloomsburg State College.

Three career seminars were presented and the education staff has presented stress seminars to inmates, as well as a seminar on sign language to help improve phonics. Creative writing and poetry workshops were also held by outside groups.

### Medical Care

Medical and mental health areas have been much improved through the expanded use of consultants and a large increase in the training of staff medical

personnel. Muncy's health care administrator was chosen as one of the Bureau's Outstanding Employees of the Year.

### Recreation and Activities

In sports and recreation, new goals were provided for the gymnasium and the restricted housing unit recreation yard. A special program was designed for inmates in the RHU and for emotionally disturbed inmates.

Muncy inmates again participated in the runathon and enjoyed a full calendar of intramural sports highlighted by a sports banquet in April.

### Religion

Services of the Catholic chaplaincy were expanded in the number of hours, as were services for Muslim inmates. Approximately 50 percent of the Muncy population takes part in religious activities; a number of seminars and visits from outside groups added interest to the religious calendar.

### FISCAL

Personnel costs for the fiscal year were \$4,425,726. The total capital improvement costs reached \$20,744.

Roof repairs to all institution buildings cost \$6,141. Tener Cottage, which has a sixteen-cell capability, was renovated to house male inmates at a cost of \$11,105. This covered rewiring, new toilet facilities, and painting and plastering inmate cells. A Xerox 4500 copier was purchased at a total cost of \$16,955 over a five-year period. A P.A.B.X. telephone system was installed at a rental cost of \$1,616 per month. McCormick Cottage is presently being renovated with the opening scheduled for September 1982. Costs associated with the remodeling totaled \$38,750 as of June 30, 1982. When completed, this will provide thirty-seven additional cells. Operating costs were \$1,226,852. Significant increases that are associated with the population increase are notable in the areas of clinical services and food.

### INMATE COMPLAINT SYSTEM

During the fiscal year, the Inmate Complaint System received a total of 460 complaints. This is an increase of about fifty over the preceding fiscal year. Approximately twenty-five of the 460 were settled when the inmates did not respond to appointments scheduled to discuss the complaint.

## SCI-PITTSBURGH



George Petsock  
Superintendent

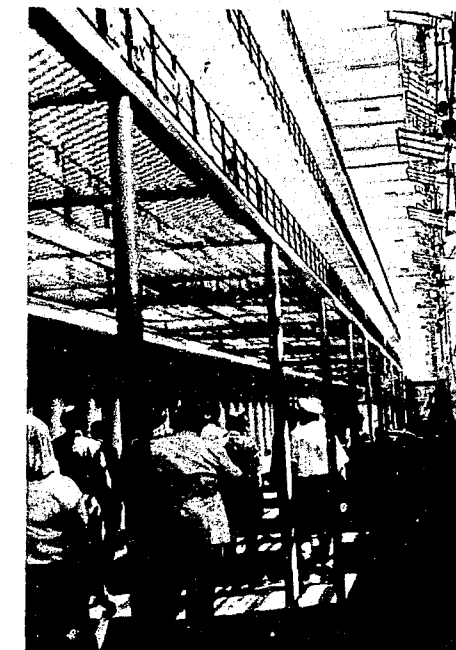
The State Correctional Institution at Pittsburgh, opened in 1882, is situated on fourteen acres of land along the Ohio River in the Northside section of Pittsburgh known as Woods Run. The institution is composed of an administration building, parking facilities and two cellblocks—the North Block consisting of 640 cells and the South Block with 500 cells. Also, there are forty cells in the Restricted Housing Unit (RHU) and two observation cells in the infirmary. All of the buildings such as Schoolhouse, Chapel, Correctional Industries, Auditorium-Gymnasium, Power Plant, Infirmary, Clothing Laundry Storage, Warehouse, and Athletic Field are situated within the walled enclosure.

### OPERATIONS

A total of nineteen improvement projects were completed during the year. Through the use of inmate labor, nearly \$146,000 was saved.

### Culinary

During Fiscal Year 1981-82 the Dietary Department implemented a therapeutic diet line for those inmates needing a specially prescribed diet. This department also initiated procedures to monitor inmate participation and to control misuse of the therapeutic meals. A new convection oven was installed for the effective preparation of the therapeutic diet platters.



The old wooden doors in the bake shop, kitchen and the inmate dining room were replaced with steel doors and an air curtain system was installed over the doorways to improve vector control and increase energy conservation.

Again, as in past years, this department took advantage of the Federal Surplus Food Program which resulted in an average food-cost savings of approximately \$7,500 per month.

### Industries

We have obtained official approval from the Pennsylvania Department of Transportation (PennDOT) to manufacture traffic control signs. Sales of all types of signs are improving.

At the request of the Bureau of Motor Vehicles and Licensing, we are manufacturing, on an experimental basis, 110,000 steel-apportioned license plates. If steel plates prove feasible, we will receive additional steel plate orders.

Two other new plates have been designed and are being produced for



Contrary to popular belief, not all prisons produce license plates. However, all of Pennsylvania's motor vehicle plates are produced in SCI-Pittsburgh's metal shop along with metal furniture and other products.

DOT--Street Rod and Prisoner of War. In the metal plant a highly secure cell security light has been through all design and approval stages and is presently in production. We hope to sell this light throughout the Commonwealth to the various correctional facilities.

### PROGRAM

#### Counseling Services

Weekly group counseling programs continue for inmates who are experiencing problems with furloughs, or waiting for pre-release clearance. Worthwhile

goals, social techniques and community resources are identified. In another group, counseling is provided for inmates serving extremely long sentences and have a history of aggressive behavior. The sessions assist the member toward identifying and coping with personal problems and help him develop a more positive form of behavior during his incarceration.

The American Red Cross provided benefits counseling to incarcerated veterans. In addition, the Veteran's Outreach Group, an extension of the Vet's Center, provided group therapy and supportive services to veterans, especially Vietnam Era combat veterans suffering from delayed stress syndrome. In conjunction with the Outreach Group, the Volunteer Veteran's Incorporated provides an employment referral service to group members eligible for parole.

**Bibliotherapy.** Library facilities and various literary and audiovisual aids are utilized to assist inmates in free association. These small group therapy sessions are conducted by the staff psychologist and senior librarian on a weekly basis.

**In-Service Training:** A three-hour in-service training session was provided by the Mon-Yough correctional staff on the criminal personality and its implications for treatment and case management.

On April 12, 1982, we relocated our Western Diagnostic Classification Center from the North Block to the South Block. This move is seen as a step in creating a more functional diagnostic unit.

Double celling became a reality in the general population on April 7, 1982. Thus far, it is being accomplished with a minimal amount of problems.

#### **Psychological/Psychiatric Service**

There has been an increase of approximately 25 percent in the involuntary mental health commitments to state hospitals over the past year.

Also, our Psychological/Psychiatric Department is closely monitoring and/or providing individual therapy for over 125 psychologically troubled inmates.

#### **Education**

The Vocational School Program has progressed during the past year. Each of the vocational shops now has a minimum of fifteen students per class.

The automotive shop officially opened in its new location on the ground floor, and the students are participating in on-the-job training. The electronics shop continues to provide hands-on training in the repair of electrical appliances and has added a computer operations and repair component. The plumbing shop implemented an accredited apprenticeship program and plans to add solar heating to the curriculum next year. The welding students were administered a Welding Certification Test by Pittsburgh Testing Laboratories. During the past year, a full-time academic coordinator was added to the vocational school program.

The AB $\frac{1}{2}$ /GED program doubled its enrollment and also increased the percentage of men passing the GED test to over 50 percent during the past year. Part-time special education and remedial reading instructors were hired to help the special needs students.

The two full-time college programs remained in operation during the past year. We began the Community College of Allegheny County program with fifty students. Of those, thirty-six will graduate this year in the areas of engineering technology, accounting and business management. The University of Pittsburgh began operating on a voluntary basis last year. Local foundations were approached for support and money was acquired to purchase textbooks. There were 150 students in the Pitt program last year.

A research proposal was funded by local foundations which helped to purchase a computer that will be utilized in a computer-assisted instruction training program.

The library presently has a collection of some 20,000 items, including a law library, audiovisual collection, pre-release and career guidance service. The library has a circulation of 18,000 items a year and serves over 100 inmates daily on the average. The major thrust of library development this year has been the increase of library services to the diagnostic center.

#### **Medical Care**

We have expanded our professional staff which will improve the quality of health care delivery within the institution.

We now have a consulting orthopedic surgeon who sees patients in the institution on a need basis. As of May 1, 1982, we have the services ten hours per week, of a physician whose specialty is emergency medicine.

We have also added a dentist to our staff, and four registered nurses have been hired with the goal of providing twenty-four hour, seven days a week coverage by licensed professional nurses.

#### **Recreation and Activities**

Sports and recreational activities continued to be the high spot in the lives of the majority of our inmates. All of our programs were in full gear throughout the year. We offer something of interest to everyone, from pinochle and chess tournaments to boxing and football.

Our inmate organizations, through fund raising projects, have done much to make life within the wall a little more pleasant.

#### **Records**

We are now in the process of reevaluating our Inmates Records Department and have asked the assistance of our Bureau records personnel to make possible recommendations for better keeping of inmate records and to provide better record services to our institutional personnel. Also, we are continuing our endeavor to have our institutional record personnel visit other correctional institutions within the Bureau for constructive purposes and to discuss inmate records keeping procedures.

We are hopeful that sometime in the near future we will have a more adequate and more spacious area for our inmate record room and can acquire additional file cabinets to better store our inmate records. Also needed is a sizeable screened storage area for our I.D. section for better protection of inmate personal belongings prior to shipment to their homes or to other institutions.

#### **FISCAL**

Our employe salary and benefits costs for the 1981-82 Fiscal Year were approximately \$11,334,008; and, for this same period our operating expenses amounted to \$3,005,344. In addition, \$27,985 was spent for equipment purchases.

With our equipment funds, we were able to purchase equipment items such as a replacement metal detector and

stretchers to be used for medical emergencies in our cellblocks. Our total expenditures were up approximately ten percent when compared to the last fiscal year. This increase is mainly attributed to employe salary raises, increased inmate population and inflation.

#### **INMATE COMPLAINT SYSTEM**

Complaints received during Fiscal Year 1981-82 increased significantly

over the previous year, which may be largely attributed to the rapid growth in population.

A total of 589 complaints were filed, with the largest categories being lost, stolen or damaged property (127); inmate/officer relations (117); medical (41); mail (40); RHU (31); food (24) and problems with staff other than officers (16).

## SCI-ROCKVIEW



Dr. Joseph F. Mazurkiewicz  
Superintendent

Located near the geographic center of Pennsylvania, approximately seven miles northeast of State College, is the State Correctional Institution at Rockview. Institution property covers an expanse of almost 7,000 acres, with more than half of the total acreage in forest land and a large proportion of the remainder used for farming and related industry.

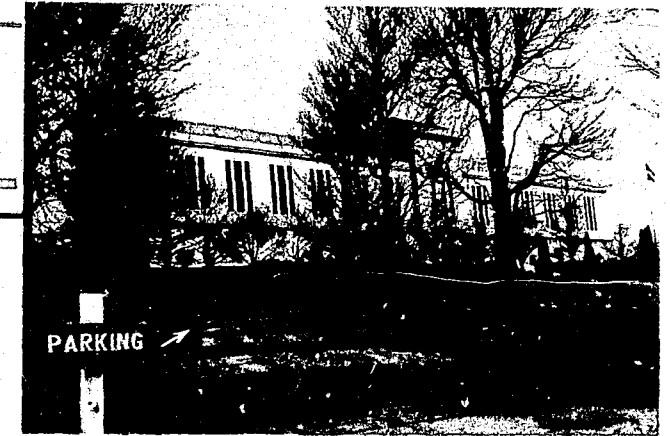
Originally, Rockview was to be the sole state facility for adult inmates. These plans were later abandoned and Rockview became a farming branch of the Western State Penitentiary until becoming a separate institution in 1953.

Rockview is designed to accommodate approximately 1,000 inmates. At this writing, there are 1,188 committed to the institution, an increase of almost twenty percent in the past year.

### Summary of Accomplishments

Fiscal year 1981-82 was a somewhat demanding year at SCI-Rockview, but at the same time a very successful one. The inmate population has increased significantly.

Increased counselor contacts with inmates and individual counseling opportunities were major goals during the past year in the Counseling Department, and a review of statistics shows substantial attainment. Group counseling opportunities were also increased despite larger caseloads. Academic and vocational education had a successful year with a major increase in the num-



Deputy Superintendent for Treatment Jeffrey Beard in one of the institution's smaller, Pennsylvania-style cellblocks.

ber of inmates attending courses. A significant landmark in vocational training occurred when the first inmate enrolled in the federally approved baking apprenticeship program became the first individual in the state to receive his Journeyman Certification.

It also has been a busy year for Operations with no signs of anything less for the coming year. Positive and preventive maintenance is an ongoing must, and several major projects have been completed.

Affecting the entire institution and touching all staff in some form or another has been work on accreditation in preparation for eventual review by the Commission on Accreditation for Corrections. The institution has reached the point where over 90 percent of the standards have been completed and audited internally.

The coming year will undoubtedly prove as challenging and demanding as the past with an even greater population. Planning is underway for modular housing units for 104 additional inmates. Other anticipated projects include the new perimeter security fence, major renovation of the crumbling exterior facade of East and West Wings and replacement of the windows in these blocks, continued work on the sewer project, and work at the boilerhouse heating plant.

### OPERATIONS

#### Security/Custody

Despite the ramifications of a marked increase in inmate population, the corrections officer staff has continued to maintain high levels of custody coverage and performance in maintaining control and safety at the institution.

An example of increased work resulting from higher population, and the fact that inmates generally are behaving more aggressively than in the past, is the record number of misconduct reports being written and the resulting increased time required by the Misconduct Hearing Committee. The implementation of double celling also has increased the officers' workload.

On January 29, 1982, about 100 inmates in C-Block protested double celling by staging a work stoppage. Custody staff contained this incident without injury or damage. Identified inmates received misconduct penalties.

#### Maintenance

As evidenced by the 4,408 work orders that were completed during the reporting period, routine and preventive



maintenance consumes an ever increasing amount of the maintenance staff's time. This, of course, is the result of increased inmate population and the age of the physical plant.

During the year the construction division erected a 30' x 48' pole-type building at the forestry camp, constructed a storage area in West Wing, completed roofing and sidewalk, improvements and made other necessary repairs.

The Mechanical Division installed a freon-type refrigeration system in the Culinary Department (replacing the ammonia system), connected a new water line to the West Wing, and updated steam and condensation return lines throughout the institution.

The Utility Division is updating the sewerage plant with new equipment designed to bring the plant's discharge within DER standards.

#### Culinary

As indicated in the maintenance report, the refrigeration system has been improved markedly by the conversion from the ammonia to the freon system. Other improvements include the installation of nineteen new tables (seventy-six seats) in the Main Dining Room. New steam lines are being placed on the steam kettles, plastic covers are being installed over lights, and screens are being repaired and placed over windows.

#### Industries

The weather during the 1981 growing season was more conducive to crop production than the previous year, resulting in good yields of peas, sweet corn, field corn and hay.

The total cannery production remained stationary. The higher yield of field crops for canning was balanced by a reduced apple crop. Cannery sales provided the largest dollar increase in sales for Industries at Rockview over the previous year.

Industries' beef operation maintained an average of 800 head (mostly heifers) at an average market weight of 950 pounds. Beef sales resulted in Industries' largest percentage sales increase

compared to the previous year. The sawmill and nursery continued to perform well during the year.

The average number of inmates working for Industries increased from 275 to 336 in the past year.

#### PROGRAM

##### Counseling Services

For the Treatment Department, the past year was a difficult one. Overcrowding and subsequent double ceiling brought increased caseloads. Although this put a strain on the system, the staff was able to quickly adapt and achieve a very credible performance.

To be sure, no really new initiatives were undertaken but we attempted to improve services under existing procedures. For instance, we focused on the use of casework contacts as counseling opportunities so that even casual inmate interviews could be treatment vehicles. Also, Treatment Department meetings were used as training sessions and the topics covered over the past year were unit management, report writing, individual counseling, suicide evaluations, group counseling, evaluation of violent inmates and evaluation of inmates for CSC referrals.

The main goal for Counseling Department this year was to increase counselor contact with inmates and individual counseling.

For the coming year some major changes are being planned. These changes will include the addition of a modular housing unit to hold our pre-release therapeutic community; the initiation of a third therapeutic community, and new office space for the counseling staff.

##### Psychological/Psychiatric Services

The department has two licensed psychologists. With double ceiling, the psychology staff has had to shift priority to crisis intervention and situational counseling. Both psychologists have also conducted therapy groups for the inmates in general population, and share responsibilities for the B Block central therapeutic community.

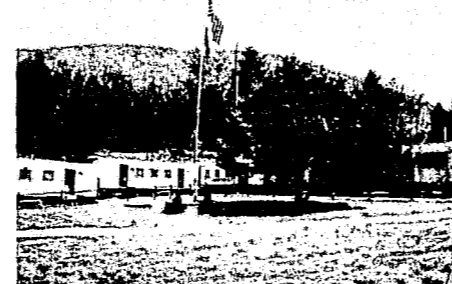
Also provided are psychological evaluations for parole, pre-release and commutations, and screening for psychiatric referrals.

#### Education

The academic courses during the past year encompassed grades one through twelve with special provision for individual tutoring of the illiterate inmate. Additionally, eight volunteer tutors, assigned by the Centre County Adult Literacy Council, gave individualized remedial instruction. Approximately 450 inmates received instruction under these programs during the past year, which represents an 11 percent increase in the number of students served over the 1981-82 fiscal year. One hundred and forty-three inmates successfully completed GED requirements, a ten percent increase over last year.

The New View Program, in cooperation with the Pennsylvania State University, graduated eleven students with associate degrees and one student with a baccalaureate degree during the past year.

The vocational education courses during the past year included full-time class instruction in forestry, masonry, drafting, shoe repair and barbering.



Rockview's forestry camp was placed on a seven-day a week schedule, freeing nearly forty beds inside the institution.

Part-time class instruction included welding, small engine repair, radio and television repair, air conditioning and refrigeration, machine shop, carpentry, heavy equipment, auto mechanics, house wiring, timber harvesting, tree surgery, nursery crop production and tractor-trailer driving.

##### Medical Care

The Medical Department is responsible for preparing medical records and re-

ports, physical screening of new arrivals, immunization and inoculation programs, food handlers screening, and physicals for inmates over age forty. To its credit, a high quality level of care has been maintained.

An important need, however, is a new infirmary/treatment complex to provide improved health care services to inmates and facilities for counseling and psychological staff.

#### Recreation and Activities

In general, all programs and activities showed a marked increase in the number of participants. This was due not only to the increase in population, but also to efficient use of available resources.

Varsity, intramural and open play activities including special tournaments and events continued to be the backbone of our programs. This will likely continue due to their popularity, the age level of the population, and their value in the overall treatment process.

The future plans for this department include developing new programs with more enduring benefits, and the establishment of more programs to meet the interests of the less physically active inmate. A very real need in this area, particularly during the winter months or during inclement weather, is an indoor recreation complex.

#### Records

This institution has maintained a high number of receptions and discharges which directly affect the operation of this department. Of particular note is the increased rate of processing

of community service center referrals. There are no changes planned for this area at present, though the projected movement of the counselors' offices may necessitate some change in the manner that inmate records are handled.

#### Religion

The Protestant program has been expanded and inmate attendance has increased, as it is reflected in the Yokefellow and Bible correspondence programs.

The Catholic program has shown a thirty percent increase in the number of inmates attending weekly services. Several new programs were introduced by the Catholic chaplain, including a correspondence Bible study program and a theological discussion group.

The Jewish and Muslim programs, both of which are conducted by outside ministers, continued to operate smoothly over the past year.

#### FISCAL

Total expenditures for Fiscal Year 1981-82 amounted to \$12,033,272 with the major share going to personnel costs of \$9,195,865. Operating costs amounted to \$2,784,419; equipment costs \$52,675; and grants and payments \$313.

Fiscal year 1981-82 expenditures show an increase of \$1,322,000 over fiscal year 1980-81 with an increase of personnel costs of \$939,000 due mainly to an eight percent cost of living raise occurring in July and corresponding increases in benefits. Of the increase of \$344,000 in operating expenditures, approximately sixty percent was in the

areas directly involved in caring for the twenty percent increase in inmate population, primarily medical care, clothing, food, housekeeping supplies and inmate wages.

#### INMATE COMPLAINT SYSTEM

A total of 420 complaints were received and answered during the 1981-82 fiscal year of which twenty-six were appealed to the superintendent and three to the commissioner of correction. One response at the complaint officer level was modified in part by the superintendent, and final response at the institution level was upheld by the commissioner in each instance of appeal.

As compared to last year's figures, the number of complaints processed increased significantly by a total of 143 or almost fifty-two percent. Complaint numbers compared to two years ago have doubled and actually almost tripled, while appeal rates have remained stable or showed some decrease during the entire period.

Complaints under the category of officer/inmate conflict were most numerous at seventy-six. However, such complaints represented a smaller percentage of the total (eighteen percent) when compared to the previous year (almost twenty-five percent). Other predominant categories included medical, 37; inmated accounting, 26; mail, 23; and, restricted housing unit, 22.

In summary, complaint numbers increased significantly and in greater proportion than the overall percentage of population increase. In spite of this, staff has demonstrated excellent cooperation to complaint investigations and recommendations.

## SRCF-GREENSBURG



Thomas A. Fulcomer  
Superintendent

Built in 1966 to serve as the Westmoreland County Prison, the State Regional Correctional Facility at Greensburg has been operated by the Commonwealth since 1969. Situated on 130 acres, the facility was designed to accommodate 168 inmates.

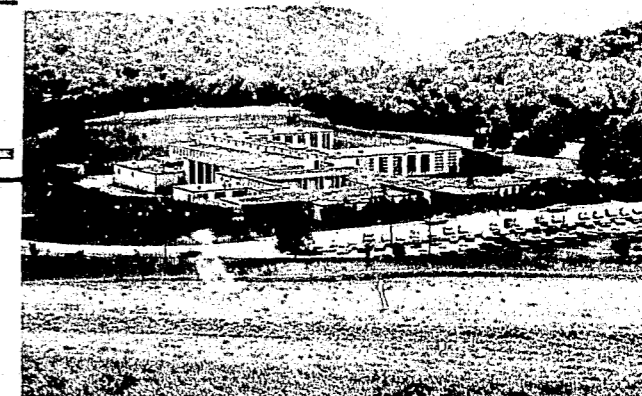
The courts may commit adult males to Greensburg with a maximum sentence of six months to two years. SRCF-Greensburg received 673 new commitments last year from its nine county service area.

Greensburg is a minimum-medium security institution, expressly designed for the purpose of providing community-based programming in conjunction with various in-facility programs.

Inmates can systematically prepare themselves for their return to society through effective pre-release programs such as work release, educational and vocational release. In-facility vocational programs include such practical classroom instruction as carpentry, plumbing, media arts and auto mechanics.

### **Accomplishments**

Our most noteworthy achievement was the culmination of our efforts



toward being the first institution in the Bureau to be accredited by the Commission on Accreditation for Corrections. The Commission conducted the final audit on May 10, 11 and 12, 1982. Overall, the audit was very favorable, noting the following compliance levels: 97.7 percent-mandatory; 93.2 percent-essential; and, 94.7 percent-important. The Commission makes its final determination in August, 1982.

We have tried to increase the overall quality of our programs while at the same time making effective cost reductions. Even with state and federal budget cuts in educational programming, Greensburg remained fairly stable throughout the fiscal year.

Work release has continued to be one of our most successful programs. In addition to maintaining several local employment positions, we have added several new employers.

Cost reduction has been noted in the areas of sick leave usage, contracted maintenance work and energy conservation. Our Maintenance Department has taken on the added burden of large scale projects resulting in substantial savings. Our conservation program has con-

tinued to be effective through the formation of a six-member Energy Conservation Committee responsible for developing and recommending to the Superintendent an aggressive conservation plan, and the monitoring of compliance to the plan once approved.

We have improved upon our institutional Disaster and Emergency Plans. Our most significant improvement in this area was the revision of our policies and procedures in the event of a major disaster or disturbance.

Overcrowded conditions have been a chronic problem over the past several years. Due to the trend in increased inmate population, it is anticipated that overcrowding will continue and our commitment rate will be even higher in the forthcoming year.

### **OPERATIONS**

#### **Security/Custody**

The current in-house population is 309 inmates, and this figure escalated to a record high of 327 in February, 1982. The institution was originally designed for 120 inmates; however, with the addition of two dormitories, that

figure increased to 185. Currently, we have 142 inmates double celled. As the result of overcrowding, the Bureau has plans to add a fifty-two man temporary modular housing unit in the near future, with additional plans to expand the facility by 150 new cells.

Additional security measures are evident with the addition of razor wire on top of the low fence between the large yard and the Correctional Industries loading dock. SRCF-Greensburg was provided with a used patrol vehicle in August. With the installation of a security screen, it is now used not only for patrolling the grounds but also for transporting inmates.

The SRCF-Greensburg Crisis Intervention Team received three special training sessions throughout the year. Two members of the team attended two separate hostage response seminars held in Harrisburg.

On October 17, 1981, the facility ran a simulated fire to test its disaster plans in cooperation with five local fire companies, ten ambulance crews, the PA State Police, Office of Emergency Manpower, three local hospitals, and emergency ham radio networks. With minor revision, the disaster plans proved to be operational.

Smoke detectors have been installed in all housing areas of the facility and are tested on a quarterly basis.

A handicap ramp was installed in front of the facility and handicap assist railings were installed in the visitors restrooms. Both projects were completed by the Maintenance Department at a large cost savings.

#### Maintenance

The department has become involved in the Cost Reduction Program by doing many of the larger projects themselves. For example, ninety-two bunk beds were fabricated from single beds. If this job had been contracted, the estimated cost would have been \$9,200. By having our personnel do the work, the total cost with labor and material was \$4,769, a savings of \$4,431.

A substantial savings was realized in the addition to the Correctional Indus-

tries freight parking area. The cost of this work, performed by outside labor would have been \$1,600. By using our personnel, the total cost, with labor and material was \$954.50, a savings of \$645.50.

#### Culinary

We were successful in the acquisition of surplus food, which has greatly helped to reduce food costs. We have procured a frozen food locker which allows us to acquire larger quantities. In addition, we obtained a portable grill from surplus property, which expedites meals.

#### Industries

The Freight Department delivered approximately 3,774,000 pounds of freight during the fiscal year. This department cut overtime by approximately fifty percent.

The vegetable garden was increased from 2.5 acres to 8 acres. In addition to the produce, approximately fifteen tons of hay were gathered and transported to SCI-Huntingdon.

#### PROGRAM

##### Counseling/Psychological Services

The Counseling and Psychology Departments have continued to work closely with other departments and with community agencies.

Therapeutic services provided by the Mon-Yough Corrections Program and Alcoholics Anonymous continue as an integral part of our treatment services. The Mon-Yough program provides services not only in the area of drug and alcohol abuse, but also evaluates and provides services to inmates with other emotional problems.

Families Outside, the supportive family service, is continuing to provide transportation for visits to the institution and therapeutic services for the families, but this program has had to discontinue their work with the inmates inside the institution, due to budget cuts.

#### Education

Emphasis was again placed on basic

and secondary education leading to the GED (high school equivalency diploma). The GED test was given to ninety inmates of whom forty-five passed, a 50 percent passing rate.

Educational staff have implemented a successful program using newspapers in the classroom and continued an effective series of poetry workshops.

The vocational area continued four full-time programs: carpentry, plumbing, auto mechanics and commercial art. The four programs provided instruction to a total of 170 inmates over the year.

A new auto mechanics course began in January 1982. Conducted on a sixteen-week repeating basis, the course is divided into four modules each dealing with a specific skill. Completion of all four modules provides the entrylevel skills necessary to compete in the job market.

In vocational counseling, some 200 inmates were interviewed, tested and referred to appropriate vocational courses. Referrals were made on a regular basis to the Bureau of Vocational Rehabilitation and other agencies. Job placement efforts resulted in approximately 60 persons finding gainful employment during the past fiscal year.

Another new program was begun during the year for inmates who were within sixty to ninety days of their scheduled release date. Release preparation orientation held on a monthly basis provided vital information in the areas of money management, parole, housing, job placement, community resources and the like.

#### Operation Outward Reach

The Operation Outward Reach (OOR) program is an intensive eight-hour, five-day a week, vocational, on-the-job training program in the crafts of carpentry and masonry. This training is supplemented by two hours per week of classroom instruction. It has been in existence for nine years and is funded by the Westmoreland County Employment and Training Administration, and the state Department of Community Affairs. From July 1, 1981, to July 1, 1982, OOR enrolled fifty-six trainees.

Overall, the program has had an 89 percent success rate and an 11 percent recidivism rate. Throughout its nine-year history, the OOR has maintained a 75 percent employment rate.

#### Work Release

The work release program has continued to do very well. Although the total number of inmates participating in work release decreased slightly (from 64 in 1980 to 59 in 1981), the gross total earnings (see chart) show a noticeable increase.

#### Disposition of Work Release Earnings, 1981

Gross Total Earnings.....	\$126,047.15
Taxes Withheld (Federal, State, Local, etc.).....	\$ 17,110.21
Room and Board.....	\$ 7,494.25
Family Support.....	\$ 29,094.61
Court Costs and Restitution....	\$ 3,355.40

#### Medical Care

As part of on-going efforts to provide trained health care personnel, nineteen employees were certified in first aid, as well as thirteen in CPR. Three staff members were certified as trainers of first aid.

#### Recreation and Activities

Activities included boxing, softball,

basketball and community speaking engagements.

At least 50 percent of the inmates participated in scheduled activities and 30 percent more participated in less competitive and leisure activities such as arts and crafts.

#### FISCAL

Expenses for the fiscal year totaled \$3,397,852 of which \$2,696,550 was spent for salaries, wages and employee benefits. The remainder, \$701,302, was spent for operating expenses. No funds were available for the purchase of fixed assets.

Operating expenses increased during this past year by approximately seven percent, despite the success of the facility's garden, which accounted for substantial savings in food costs and provided soundly nutritious and tasty meals. Approximately eight tons of produce from this garden were donated to the Pittsburgh institution. Increased medical expenses were the major contributor to increased operating costs.

#### INMATE COMPLAINT SYSTEM

A total of fifty-five inmate complaints were received and processed during the period of July 1, 1981, to June 30, 1982. Eleven complaints each were received regarding inmate/officer relations, property and dietary. Inmate/work super-

visor problems brought nine complaints, and a total of thirteen complaints were filed regarding treatment matters (8), medical care (4), and inmate/staff relations (1).

Of the complaints processed during the year, solutions to issues raised have been found and implemented at the facility level. One complaint during this report period was appealed to the superintendent and none were appealed to the commissioner's level.

#### Records

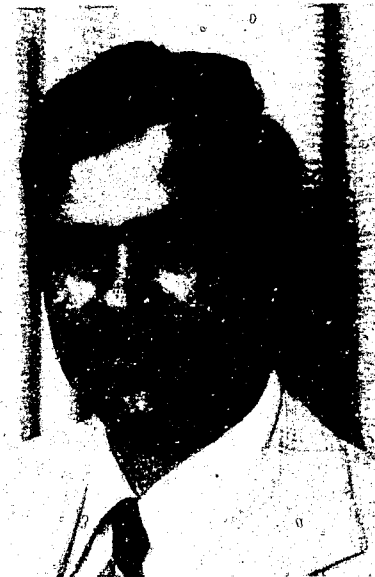
The Records Department processed a total of 673 commitments during the past year. The total number of commitments included thirty-five county parole violators and forty-two state parole violators. The average daily population increased significantly from 230 to 292.

#### Religion

During the year, services were conducted every Sunday and on the religious holidays. A very impressive ecumenical service was held on Thanksgiving Day with all of the chaplains participating and high inmate attendance.

With the greater number of incoming and remaining inmates, chaplains' activities on all levels have increased proportionately.

## SRCF-MERCER



Robert M. Freeman  
Superintendent

The State Regional Correctional Facility at Mercer, located in Mercer County, is a minimum security institution for inmates with a maximum sentence of two years or less. The newest institution in the Bureau, the Mercer facility serves a fourteen-county area in northwest Pennsylvania.

The facility encompasses 304 acres, with a twenty-acre fenced enclosure. Fourteen buildings comprise the main facility; seven of these serving as housing units, with the remainder used for food service, maintenance, educational, recreational and administrative purposes. The facility opened in September of 1978 with a designed capacity of 180 inmates.

### Accomplishments

SRCF-Mercer is only three and a half years old; however, a number of significant accomplishments have taken place. For Fiscal Year 1981-82, the accomplishments in the following areas are especially noteworthy:

### Inmate Population Growth:

Mercer has been experiencing a 56.7 percent rate of increase in population growth since 1980. The result is a cur-

rent population of 300 and no indication that the rate of growth will decline.

Each counselor is now involved in group therapy with selected inmates and a pre-release program involving the Adkins Life Skills Program and Coordinated Occupational Information Network (COIN) has been developed. In addition, arrangements have been made for the Mercer County Drug and Alcohol Commission to conduct drug and alcohol abuse evaluations. The Support Team System has been redefined and is now extremely effective.

### Security:

An evaluation of perimeter security was completed and appropriate improvements made to the perimeter fence and security lighting system.

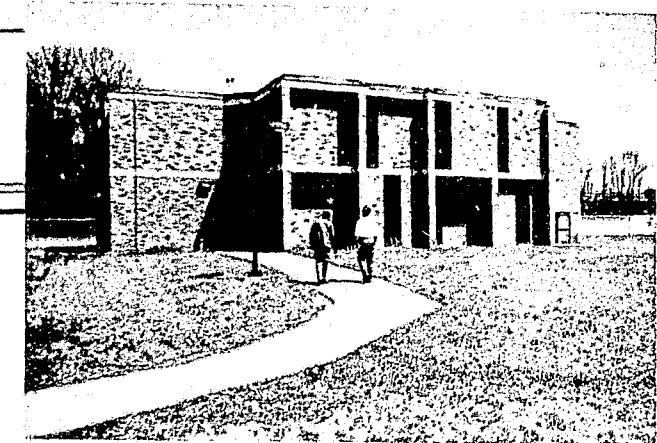
### Energy Conservation:

A long term energy conservation plan has been developed; the recommendations and goals contained in this plan will be implemented during the coming year in accord with budgetary limitations.

### OPERATIONS

#### Security/Custody

The major accomplishments in the security/custody area for 1981-82 include the installation of concertina razor wire for the entire fence and fence line buildings in order to thwart escape attempts; the installation of four spotlights on the John Q. Stranahan education building directed at the fence and yard area; the ongoing installation of more secure cells in each unit to house disruptive inmates; and the installation of an FPS security system to a portion of the fence for testing and evaluation.



This FPS fence sensor system detects vibrations in the fence and provides alarm and audio detection of security breaches.

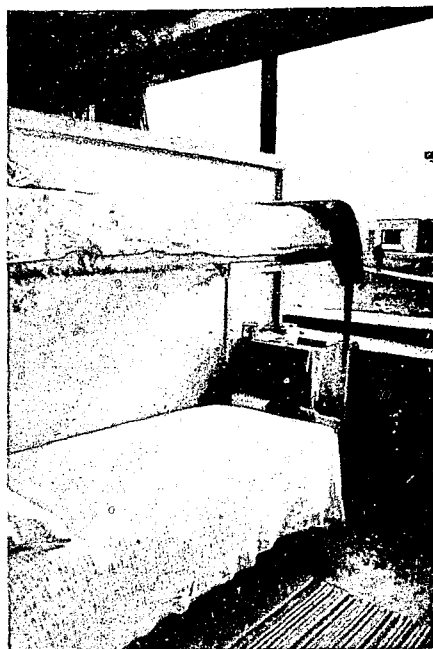
An ongoing plan of in-service training continues for veteran staff as well as on-site training for new officers. To be used in training, the facility firing range is nearing completion and two lieutenants are being trained as qualified range instructors.

### Maintenance

Major accomplishments of the Maintenance Department include:

- Each of the 180 inmate rooms has been equipped with an extra bunk bed, giving a theoretical housing capacity of 360. Forty of these beds are unavailable at any given time because some inmates must be housed by themselves, such as mentally ill inmates, the disciplinary cases and those not fitting the overall criteria for double celling.
- The Commons building, originally intended to be an inmate dining hall, has been converted into a forty-man dormitory-style housing unit for honor status and pre-release inmates. The unit opened on March 15, 1982.
- Plans have been developed for placement of a sixty-man modular unit within the perimeter fence. This unit will feature dormitory-style living and house honor inmates.
- Authorization to expand the capacity of the Mercer facility by 180 additional cells has been received and plans for new construction are in the preliminary phase. This construction will include cellblocks, a restricted housing unit, psychiatric ward, Cor-





Conversion of one of two Commons Buildings into dormitory-style housing added forty beds to help ease overcrowding.

rectional Industries building, kitchen/dining area and a warehouse. Contingency plans for handling the day-to-day problems resulting from overcrowding continue to be developed with an emphasis on maintaining as humane an operation as possible.

#### Culinary

This fiscal year, the Food Service Department acquired a new outdoor freezer which doubles the facility freezer space, and air curtains to aid in fly control.

The Food Service Department also revised security regulations to improve utensil security and started an ingredient room for better distribution of food supplies. As the result of ongoing effort the Mercer facility has been evaluated as having the best portion control in the system. A major goal is the creation of additional storage space and addition of a dishwasher and convection ovens.

#### Industries

The Mercer facility has no Correctional Industries at present, although future construction plans include such an operation. Mercer does have a mini-farm operation which increased this

year from six to fourteen acres. This operation produces fresh vegetables for facility use with the surplus being shipped to SCI-Pittsburgh.

#### PROGRAM

##### Counseling Services

Over the past twelve-month period, each counselor's caseload has nearly doubled in size.

The Unit Management System initiated in 1980 has operated efficiently and effectively. This system, along with the Support Team, benefits the inmate by allowing him to progress and be evaluated by the same staff members throughout his period of incarceration.

##### Psychological/Psychiatric Services

Several training sessions were conducted by the staff psychologist at Central Office for counselors from all correctional institutions.

A consulting psychiatrist has been added and the Psychology Department also continues to maintain an active internship program. Nineteen students during the fiscal year participated in the psychological testing internship and four students completed a counseling practicum.

##### Education

The Career Center utilizing the Adkins Life Skills Program and the newly acquired COIN computer system as its core continues to be a viable part of Mercer's "assessment process". All inmates participate in the areas of life skills training, consumer education and career awareness development.

With partial funding from an Offender National Demonstration Grant, the Education Department offers the following: automotive repair, business practices, construction trades, electrical occupations and computer literacy/GED. These courses provided basic skills training to 207 participants.

Demonstrating the need for basic skills, the adult basic education and general education development classes were well attended. Since its inception, the Education Department has tested

378 inmates for the GED and posts a 43 percent success rate.

The vocational education staff has developed, maintained and monitored an individual competency based curriculum in the trade and industrial vocational-technical programs.

##### Medical Care

The workload of the Medical Department has increased with the steadily rising inmate population. Efforts have been made to refine and reorganize methods of documentation and record keeping.

Contract hours have been expanded for the in-house dentist, physician and optometrist. The list of specialists that are used for outside consultations has also been expanded.

The department has developed a Disaster Plan and, with community participation and critique, exercised both a disaster drill and a fire drill in the past year. Relating to this, four staff have recently completed CPR instructor certification training and have conducted their first class; certifying eight inmates in basic life support. We hope this can be expanded to include CSC staff, more inmates and Mercer staff.

##### Recreation and Activities

A well-rounded activities program was provided to Mercer inmates including intramural sports, movies, holiday tournaments, musical entertainment, varsity sports and free leisure time activities.

The 1981 varsity basketball team made Pennsylvania correctional sports history by becoming the first regional facility to earn a berth in the season's championship playoffs.

A newly formed Inmate Activity Committee has proven to be a valuable tool in obtaining inmate input into institution activities and has assisted with various activities.

Through the efforts of the institution's Maintenance and Activities Departments, a practice boxing ring was built for use by the Mercer boxing squad and two weight training rooms

were opened for use by the entire inmate population.

##### Records

During the summer of 1981, the Records Department was reorganized and moved to a new location within the Building No. 2 Treatment Services complex. The move consolidated the department and improved overall efficiency. The file capacity of the record area was improved by allocation of a storage area for past case files and records.

The use of polaroid film was instituted in the Records Department and provides an instant picture for all new commitments. Further refinements to the photo lab have been recommended for the following year, and the laboratory has proven to be an asset to the Records Department.

##### Religion

Religious services during Fiscal Year 1981-82 saw increased inmate involvement. The chapel was moved from its former location in Building 13 to the Stranahan Building Recreation and Education Complex. This physical change successfully increased capacity

and provided the flexibility of using the new chapel as both a religious center and multipurpose room.

The Protestant chapel continues to provide a Drug Awareness Now group program. Both Catholic and Protestant chaplains offer counseling and meet with all new commitments shortly after arrival.

##### FISCAL

The cost of personnel services for the 1981 Fiscal Year budget amounted to \$2,530,000. This included the addition of five new corrections officer positions and a library assistant I.

Total operating expenses amounted to \$599,000. From this allocation, a non-recurring maintenance project was completed to install stainless steel razor wire on the roof edge of four buildings not enclosed within the perimeter fence, and purchase of Concertina stainless steel barbed tape for the entire perimeter fence for added security. Commons Building No. 13 was converted to a forty-bed dormitory-style housing unit at a cost of \$15,000, and over \$12,600 was spent to double cell 127 rooms.

The major item of equipment purchased for the fiscal year was the exterior Module 14' x 16' Walk-In freezer at a cost of \$15,848. Beds, lockers and furnishings for Building No. 13 housing unit cost \$20,000; four floodlights were added to light up dark corners of the compound perimeter fence, cost - \$1,261; \$2,100 for additional food transporting equipment to meet the demands of feeding a larger inmate population; and \$2,328 for two submersible sewage pumps.

##### INMATE COMPLAINT SYSTEM

During the year, the complaint system processed 214 complaints; resulting in an average rate of 17.8 complaints per month.

Our greatest areas of complaints appear to be: institutional procedure, 70; inmate/officer, 51; food service, 47; and medical, 16. These four areas constitute 86 percent of the inmates' complaints.

The complaint system continues to provide a suitable means of allowing the inmates to express their concerns.

**END**