



Corrections Briefings

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Recruiting for a New DOC Director

When longtime DOC Director Dave Cook retired in July 2002, his deputy — Ben de Haan — agreed to become interim director. However, Dr. de Haan soon announced he would accept a position at Portland State University and would not seek permanent appointment as director. On September 1, 2003, Deputy Director Nick Armenakis added “interim director” to his title and responsibilities, but he, too, plans to retire this fall.

A nationwide search for a new director began July 1, with more than 250 letters and accompanying announcements sent to corrections agencies and officials across the country. The announcement begins:

“The Oregon Department of Corrections is conducting an executive search to fill the position of director. This challenging opportunity will require an individual with an extensive background in modern correctional practices and policy, an outstanding track record in management, and a passion for leadership. The successful candidate will also demonstrate innovative guidance in effecting organizational growth and development while managing the department’s continuing expansion.” Additionally, the governor expressed his desire that the new director keep the goals of the Oregon Accountability Model in place as the department moves into the future.

Last month a committee comprising a cross-section of the criminal justice system, including representatives from labor, community corrections, sheriffs, jails, police chiefs, district attorneys and the DOC reviewed applications and narrowed the candidate field. In September a different selection committee that included agency heads, former directors, labor, and a representative from the governor’s office interviewed several candidates but did not advance any names. The DOC and the Department of Administrative Services are working together to continue the search.

Alternative Incarceration Program Approved

On June 24, 2003, Governor Ted Kulongoski signed House Bill 2647 into law, authorizing a new alternative incarceration program focusing on inmates with drug and alcohol addictions.

“Eighty percent of people entering prison have serious alcohol and drug problems,” says DOC Assistant Director for Programs Scott Taylor. “Substance abuse is a clear criminogenic risk factor. Dealing with addiction before inmates return to our communities is good for public safety.”

OREGON DEPARTMENT
OF CORRECTIONS

The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

THEODORE R. KULONGOSKI
GOVERNOR



The new program will build on successful interventions that have been refined at Shutter Creek Correctional Institution over the nine-year history of the Summit “boot camp” program. The new program, however, will not be based on a military model, but will incorporate a proven research-based curriculum that focuses on alcohol and drug treatment and cognitive thinking. Admission criteria will be similar to those of the Summit Program and will exclude sex offenders, offenders convicted under Measure 11, and offenders not eligible for a prison term reduction by the courts.

Mr. Taylor reports the program will begin later this year and will be offered at Powder River Correctional Facility in Baker City for men, and at Coffee Creek Correctional Facility in Wilsonville for women.

“Inmates will spend six to nine months in a highly structured and regimented routine for 14 hours each day,” says Mr. Taylor. “Inmates who successfully complete the residential component of the program will be transitioned to the community for an additional 90 days to establish stability and demonstrate behavior changes. Inmates who violate the terms of their release agreements will be returned to prison to complete their sentences.

“We expect graduates of the new program to have lower rates of recidivism than the overall inmate population,” concludes Mr. Taylor. “Another benefit is that both the sentence reduction and the transitional leave will help reduce the demand for new prison beds.

Savings Plan Yields Future Benefits

The Department of Corrections has long encouraged inmates to save money for their release, with mixed results. As part of the Oregon Accountability Model’s reentry component, the department is considering a policy requiring mandatory savings by inmates so they can build up funds to use upon release.

Powder River Correctional Facility in Baker City began a pilot of the Inmate Reentry Savings Account in April. After six months, if sufficient data exists to evaluate the

effectiveness of the concept, the DOC will decide whether to implement the Inmate Reentry Savings Account system-wide.

For the duration of the pilot, all inmates at Powder River will have a minimum of ten percent from the following sources placed into his Inmate Reentry Savings Account:

- Wages from certified jobs
- Hobby Shop sales
- Inmate work programs awards
- Money orders/certified checks
- Social Security checks

The ten percent mandatory savings is deducted from the total amount deposited – before any other debts are collected.

Upon release, inmates are issued an Oregon Trail Debit Card that allows them to access their reentry money and any other balance they may have in their inmate trust accounts.

Feature Story:

Work and Programs Component of the Oregon Accountability Model

Editor’s Note: Every issue, Corrections Briefings is describing in detail a component of the Oregon Accountability Model. This issue focuses on work and programs. For more information or to see past issues, please visit the DOC Web site at www.doc.state.or.us.

The Oregon Accountability Model encompasses the simultaneous, coordinated and efficient implementation of many Department of Corrections initiatives and projects that provide a foundation for inmates to lead successful lives upon release.

The Oregon Accountability Model has six components. Each of these components stands on its own as a project or a part of the Oregon Department of Corrections’ organization and culture. However, woven together these six separate components form a



stronger fiber that strengthens the department's ability to hold inmates/offenders accountable for their actions and DOC staff accountable for achieving the mission and vision of the department.

Research shows meaningful work is known to contribute to the success of inmates upon release. The department's correctional programs contribute to inmates' preparedness for work. Department programs include education, cognitive change, vocational training, mental health, and alcohol and drug treatment. These programs give inmates a solid foundation of skills and attitudes they need to gain employment and succeed in the workplace. Most Oregon inmates have a job while incarcerated to further develop practical work habits while providing on-the-job experience.

Work

Work assignments expose inmates to good work habits, valuable skill building, teamwork and a realistic understanding of employer expectations, all of which contribute their success upon release. Inmate work activities fall into four categories:

Oregon Corrections Enterprises (OCE)

OCE is a semi-independent state agency charged with operating the department's industries programs and private partnerships. OCE manages commercial laundry operations, a garment factory, a furniture factory, a metal shop and a services division.

Oregon Corrections Enterprises also partners with private sector businesses to employ inmate labor and develop industries both inside and outside of correctional institutions.

Institution-Based Small Business

Many prisons have small, self-supporting businesses that fulfill a demand of the department. Inmates who participate in these endeavors develop specific work skills that are transferable to Oregon's labor market.

These programs largely support DOC operations and other agencies within the State of Oregon. Some examples are mattress repair, boot repair, wood products, sewing, mending and embroidery.

Community Work Crews

Prisons throughout the state partner with agencies, municipalities and non-profits to make very tangible contributions to Oregon communities while inmates gain valuable work experience. Work accomplished by community crews includes:

- Community beautification projects
- Maintenance and upkeep of city, county and state parks, greenways and highway litter patrol
- Forest and wetlands restoration
- Fire fighting and fire camp support
- Project assistance with Oregon Food Bank

The Department of Corrections is committed to ensuring that community work crews do not displace civilian workers or replace workers who have been laid off or terminated.

Community Service Projects

Charitable work is performed by inmates as a service to Oregon communities. These offer opportunities for inmates to demonstrate responsible work ethics and habits. The tasks enable inmates to repay a portion of their debt to society by improving the quality of life in our communities. Beneficiaries of community service projects include:

- American Red Cross
- Museums
- Boys & Girls Clubs
- Little League
- Cemeteries
- Social services agencies
- American Cancer Society



Programs

To prepare people for living and working in the community, the Department of Corrections assesses every inmate at intake and uses the information to create a corrections plan for each person. The plan specifies the programs each inmate should complete before release to increase their chances for success in the community.

Education

English as a Second Language (ESL): ESL focuses on improving English language skills of inmates who are non-native English speakers.

Adult Basic Education (ABE): ABE targets inmates with very limited literacy skills. It is designed to develop reading, writing, computing, communication, problem solving, and other skills necessary to function in a work setting.

General Education Development (GED): Inmates are encouraged to earn their GED while incarcerated. The GED has five subject areas: writing skills, social studies, science, interpreting literature and the arts, and math.

Work-Based Education Programs: Work-based education combines hands-on work experience with classroom vocational instruction.

Alcohol and Drug Treatment

The department offers five levels of alcohol and drug services to inmates. In order of increasing intensity, they are: Alcohol and drug education, twelve step meetings, group treatment, pre-release day treatment, and residential therapeutic communities.

Mental Health

Several levels of mental health treatment are available in Oregon prisons along with individualized case management. Mental health services are targeted to inmates with severe or persistent mental illness or who show high suicide potential.

Religious Services

A wide range of services in more than 30 religious faiths are available to inmates. Chaplains and volunteers provide study programs, music programs, serious illness/death notifications, and pastoral counseling to meet the mandates of the U.S. Constitution, Oregon State Constitution, and judicial decisions.

Cognitive Classes

High-risk offenders generally lack the cognitive, behavioral, and social skills necessary for success as productive members of society. In order to reduce recidivism, periods of incarceration need to be augmented by programs designed to address these deficits. Programs such as Breaking Barriers, Pathfinders, and Cognitive Self-Change make up the continuum of cognitive programs available to inmates.

The ultimate goal of the Oregon Accountability Model is to improve public safety. The model ties together many concurrent and interrelated efforts of the department and its partners into a cohesive strategy to reduce recidivism and influence inmates to become productive citizens.

Behind the Scenes: Work Crews Begin with Planning and Preparation

With the fire season upon us, the Department of Corrections' inmate work crews are operating at full throttle. So is the training that supports those crews.

All spring and summer, the DOC Staff Training Section worked closely with Inmate Work Crews Manager Debra Slater, institution work crew coordinators, and a variety of other managers and staff from the department and other public agencies to meet the demand for inmate work crews.

Over the last few months, DOC staff conducted:

- Personal safety training for Oregon Department of Forestry staff from Coos Bay and South Fork Forest Camp.



- Personal safety training for the U.S. Department of Forestry personnel at Bend in preparation for the Deschutes Conservation Camp.
- Camp commander training for DOC captains and lieutenants from around the state preparing for remote multi-institutional fire camps to open (as the fire season needs arise).
- Work crew supervisor review and an introduction to the “3 R’s” (Role model, Reinforce, and Redirect) for more than 40 Oregon State Hospital work crew supervisors.
- Work crew supervisor training for Oregon Correctional Enterprises staff.

The department sends approximately 700 minimum-custody inmates out on work crews each day during the summer, providing more than 100,000 labor hours a month on projects including firefighting, fire prevention, park maintenance, and road-side cleanup.

Inmates Save a Piece of the Past and Reflect on the Future

(The following is excerpted from an article written by Maret Pajutee, District Ecologist, Sisters Ranger District and the Deschutes National Forest.)

Mountain tops have always been places for reflection and soul searching. Recently, while dismantling the historic Black Butte lookout tower wreckage to salvage metal hardware and timbers, inmate crews from the Deschutes National Forest/Department of Corrections work program took time to reflect. As they perched on the 6,400-foot summit of one of Central Oregon’s prominent landmarks, they marveled at the beauty of the Cascade mountain vistas and spoke of their lives, their mistakes, and their hopes for the future.

Keith of Portland sees a change in his future and credits the unique program forged between the Department of Corrections and the Deschutes National

Forest: “I never really learned about a work ethic before. This program gives people work skills, confidence, and feeling of accomplishment. I feel like I’ve been part of history today taking apart this old tower. How can you sit up here on this mountaintop and not feel blessed? We’ve all paid our price and being able to give back to the community is pretty important to all of us. I want to fight fire this summer and search out avenues to find employment when I get out. These guys will be out in three years or less. They’ll be your neighbors...”

Jeff of Medford was awed by the view and the task:

“This is the first time I’ve done something like this. I’ve never seen so many mountains so close together. It’s beautiful. For committing crime and doing time, here I’m able to contribute back to society for the mistake I made. Most of us are getting trained to be fire fighters this summer. We’re excited about that. I’m glad I was

able to be a part of a little bit of history. It’s something I’ll never forget.”

Vincent of Florence spoke of his love of teaching music: “I’m originally from St Louis. I’m a classical musician and I play seven instruments. I praise God I have the opportunity to get up here and do something constructive. I’m glad I can help. It’s a beautiful place and I really feel blessed I had a chance to do this. “

Jeff of Salem explained how work benefits the inmates: “It’s good for inmates to get out and learn and get some experiences. It gives us something good to do. I enjoy doing positive things. It prepares our minds for getting out. It’s been a blessing for me to be out here.”

Troy of Portland is looking forward to his release: “Today’s my 38th birthday, and it’s my last birthday in the DOC. I’ll be out in 25 days. This is an experience—one I’ll never forget. I thank Captain Forbes for this opportunity. He’s the best corrections officer I’ve known. I’ve got a job in highway construction when I get out, and I can’t wait to get my job back in society.”

Fast Fact:

Want more information about the Department of Corrections? Check out the DOC’s Web site: <http://www.doc.state.or.us>



Work Crew Briefs

- Inmate fire crews from Shutter Creek Correctional Institution in North Bend were deployed to the first fires of the season on June 29. Three crews of 30 inmates, with Department of Forestry supervisors, were dispatched daily to the Sulphur Springs Fire near Mapleton. The Department of Corrections will continue to provide sack lunches, fire fighters and fire camp support crews to the Department of Forestry throughout the fire season.
- Work crews from Two Rivers Correctional Institution in Umatilla recently enhanced the community by picking up wind-blown paper items from the Finley Butte Landfill, cleaning up the Morrow County Sheriff's Shooting Range, removing old trees and planting new trees for the City of Echo and ODOT, and prepping and painting the ARC of Umatilla County building. Additionally, inmates repackaged 21,000 pounds of potatoes which were shipped via DOC trucks to the Oregon Food Bank in Portland.
- The Deschutes Conservation Camp, a partnership between the DOC and the Deschutes National Forest, wound up its 5th season in July. One hundred and five inmates have worked six days a week since the spring to make the forest healthier and safer. Among other things, inmate workers piled slash on 5,499 acres of forest to reduce the fire danger.
- For the first time, the Deschutes Conservation Camp will have a fall season this year; for approximately six weeks before the snow falls, minimum custody inmates will return to continue their work for the National Forest Service.
- Inmates at Coffee Creek Correctional Facility in Wilsonville built a wheelchair ramp for a disabled 95-year old citizen so that he may participate in activities outside of his home. Materials were donated by a local business and the plans were drawn up by a high school class.
- Seventy quilts made by Coffee Creek inmates using donated fabric were given to the Salud Medical Clinic in Woodburn and to "Freedom in the Son" for a women's in Kenya.

Retirements Prompt Many Staff Changes

Retirements have had a big impact on the Department of Corrections. Between December 1 and May 31, 100 people retired. In comparison, for the first eleven months of 2002 only 76 people retired. The impact has been felt from the security staff through the director's office. The loss in terms of experience, institutional knowledge and wisdom cannot be quantified.

On the bright side, those vacancies that will be filled create new opportunities for other generations of staff. Some familiar faces in new places due to retirements and attrition that Corrections Briefings readers may need to note include

- Superintendent, OSP: Brian Belleque
- Superintendent, SCI/MCCF: Mike Gower (from Oregon State Police)
- Superintendent, SCCI: Sharon Blacketter
- Superintendent, TRCI: Guy Hall
- Asst. Superintendent, General Services, CCCF: Martin Herron
- Asst. Superintendent, General Services, EOCI: Ken Robertson
- Asst. Superintendent, Program Services, EOCI: Chris Popoff
- Asst. Superintendent, Security, EOCI: Tom Cupp
- Asst. Superintendent, Security, OSP: Jerry Long
- Asst. Superintendent, General Services, SRCI: Mark Nooth (from Massachusetts)
- Asst. Superintendent, Program Services, SRCI: Judy Gilmore
- Asst. Superintendent, Program Services, TRCI: Dave Pastor
- Asst. Superintendent, Security, TRCI: Garret Laney



- Administrator Correctional Treatment Services: Dr. Arthur Tolan
- Administrator of Internal Audits: Denise Teixeira
- Administrator, Intake and Assessment: Kevin Hormann
- Administrator, Rules and Hearings: Carolyn Schnoor
- Administrator, Workforce Development: Nichole Brown
- Chief of Institutional Operations: Bill Hoefel
- Chief of Security: Paula Allen
- Investigations Administrator: Randy Everitt
- Manager, Central Accounting: Tom Ruddiman

Briefs

- The expansion of the department's warehouse freezer is near completion. The existing freezer has approximately 22,000 square feet of space that holds about \$1.3 million in inventory. The new expansion will add only 7,200 square feet to the operation, but because of the unit's high-density design, it has the capacity to hold approximately 24 semi truckloads of product that equates to roughly \$1 million in inventory. The net savings? Additional freezer capacity enables the department to increase its money-saving spot buys on frozen food products.
- A new 100-bed housing unit was opened in June at Powder River Correctional Facility in Baker City. The unit will help alleviate system-wide pressure for minimum-custody beds.
- In mid-July, the community organization, "Through a Child's Eyes" (TACE), brought together inmate moms incarcerated at Coffee Creek Correctional Facility, their kids and members of the community for special activities including treats, crafts and games. Sponsored by the Wilsonville Rotary Club, DOC staff volunteers and members of the prison's advisory committee worked with the Rotarians to encourage meaningful family interactions. The event was open to minimum and medium custody inmates who had six months of clear conduct and who were enrolled in, or had successfully completed, parent education classes.
- An important component of the Oregon Accountability Model is building appropriate, strong family relationships. Toward that end, a pilot project to increase family visiting and potentially relieve visiting room crowding began at Oregon State Penitentiary on July 14. The three-month test will allow minor children on an inmate's approved list to visit weekday (non-holiday) mornings without points being deducted from the inmate's allotment.
- Inmates in the Athletic Club, Multi-Cultural Club and Music Program at Snake River Correctional Institution held fundraisers to collect \$1,200 that was donated to the Ontario Aquatic Center to fund free swimming passes this summer for children under age twelve.

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