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A CORRECTIONAL INSTITUTION FOR MONTANA

UNDERGRADUATE THESIS IN ARCHITECTURAL DESIGN

by

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at

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INTRODUCTION

INTRODUCTION

MY DECISION

I have been aware of the need for a correctional institution in Montana to replace the present out-moded Montana State Prison in Deer Lodge for several years. My interest in designing the physical facilities of such a complex was aroused by a large number of news stories concerning the prison in the last two years. I finally decided I wanted to try to make a valuable contribution to the state institutional bodies which try to help, rehabilitate, and guide those broken, injured, or erring persons in the society. I chose the correctional institution because it is a project which must be undertaken, but one which few wish to start or push forward to a desired completion. It is challenging to try to break the reins held by public through their moral and social attitudes and through their legislature, which ties or unties the purse strings.

DEFINITION AND PURPOSE

The correctional institution is a society within normal society, composed of individuals who have demonstrated a social deviancy requiring their separation from normal society and an attempt at their rehabilitation and correction. It is the goal of this institution to return these wayward people to society with a state of mind and

manner which will make them able and willing to cope with the problems of that society and to act in it as useful, productive individuals. It is a goal not highly impractical; just unpracticed.

DESIGN GOAL

Presently, the prison administration is planning the removal of the maximum security facilities from downtown Deer Lodge to the prison farm, three miles west of town. The process is projected over ten years, to 1979, with a final cost estimated at $6,855,000. Since it will be a piecemeal operation, necessitated by the lack of one large appropriation for the relocation in total, the eventual complex will probably be discordant and without the goal of a correctional institution as its principal operational mandate. It will also be an inefficient operation, costing the taxpayers more in the long run, provided they permit the expenditures, than it would to build all at once. The sequence of construction set out in Table V is the administration's priority. This sequence indicates a priority for space, not for the functioning of the correctional institutional institution. Both priorities should be recognized and achieved as soon as possible together.

The purpose of this thesis is to provide a physical facility which will permit the operation of the goal of the correctional institution. The design will be meant to provide an irresistible option to the plan of relocation

the administration is about to start. To be irresistible it must more than satisfy the desires of the administration for effective and efficient operation. Then the public must accept it. I also must make the complex compatible to the site as well as to the inmates and the program of rehabilitation. However, the first, and most important, body to be satisfied will be I, the designer.

CONDITIONS
CREATING
A NEED

CONDITIONS CREATING A NEED

Montana State Prison was built by 1894 without much planning for its future uses other than retention of the criminal. It has become one of the most antiquated prisons in the country due to a lack of planning, a non-progressive legislature, and a budget demand far exceeding the ability of the state to fulfill. Consequently, the physical facilities are outdated and overused, and the custodial and administrative personnel are overworked.

Presently, the administration area is crowded with many more functions and personnel than can work together without chaos and extra effort beyond the point of efficiency. The cell block, built in 1912, has a mechanical lock system which has been worn out by constant use. The cells, with dimensions of 8 feet by 6½ feet, were built to house one inmate, but often accommodate two. The dormitory space, which was originally the food service and dining area, is one space crowded with many bunkbeds and footlockers. There can be no privacy in the dormitory. The industries area, which houses the print and typing shops, shoe and furniture repairs, and laundry and clothing assembly, has inadequate space and equipment for effective execution of the work. The guard towers completely lack any sanitation facilities and have inadequate heating units. They also have many blindspots, hampering complete observation of the grounds and men.

The food service building was built as a temporary structure to be used only five years. It has been used seven years now and will not be replaced in the immediate future. Because it was built as a temporary structure, the plumbing system is deteriorating badly, and the food-preparation equipment requires many expensive repairs. The bench arrangement for inmate eating is very unpleasant and undesirable according to present-day practices of rehabilitation.

For some functions there is a total lack of proper facilities. The school, which has a capacity of about 80 with three teachers, has no individual classrooms. The single area used in teaching grades from one through twelve has no acoustical or sight barriers, and few teaching aids. Many more of the inmates would like to go to school, but there is no room for all of them to attend at one time.

According to Montana law all young, first offenders must be housed separately from the other inmates. This is impossible at Montana State Prison because there are no provisions for this isolated housing. (However, I am glad to say, the architectural firm of Hoiland and Zucconi, Great Falls, has just been appointed to design such a structure.)

Presently, there are no enclosed physical recreation facilities within the walls or on the farm. All activity must take place in the yards, rain or shine, warm or cold.

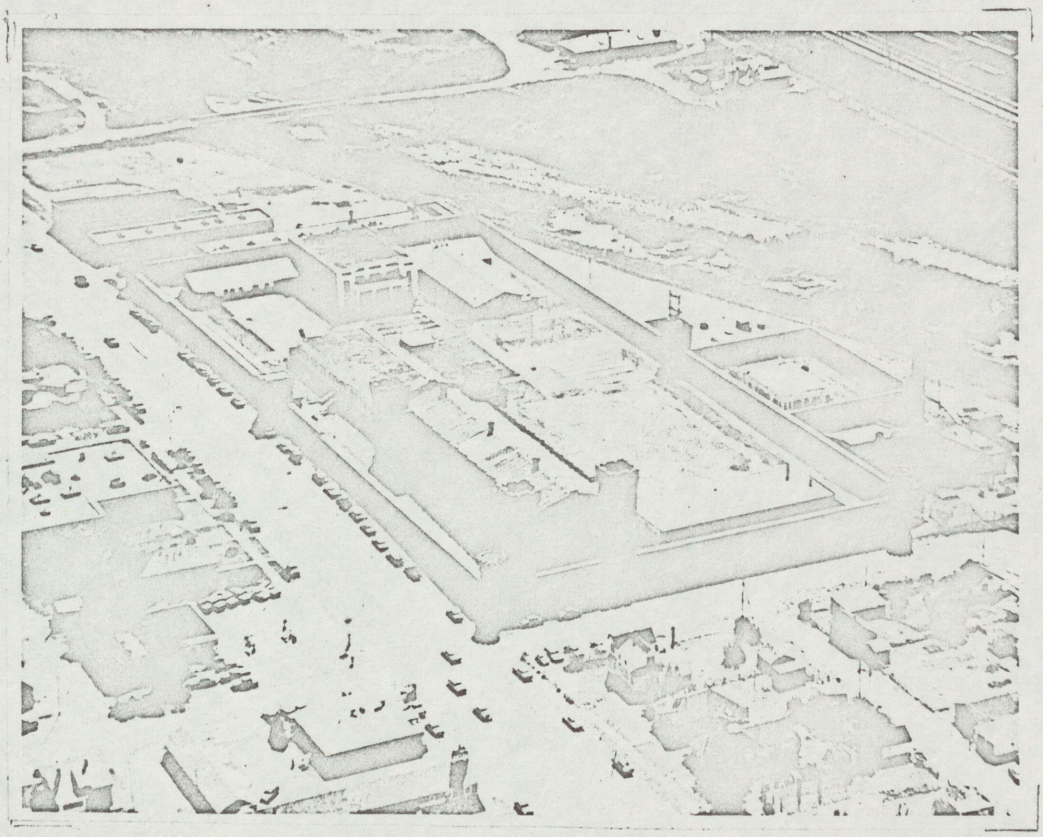
The administration has been attempting for two years to erect a metal structure to contain basketball, volleyball, shuffle board, weight training, and boxing areas, but has only the floor slab laid in place. This is a very important facility for inmates to release their energy, especially in the winter when the weather is foul. It has been delayed by a denial of funds from the state legislature.

All these functions besides a hospital and a maximum security area, all serving 300 inmates and 50 administrators and custodians, are enclosed in a compound which does not have adequate space to contain them with full, sure security. There are also no aesthetic relationships between the buildings within the wall. Nor is there much efficient use of existing space, although the precautions necessary for security partly hinder efficient use.

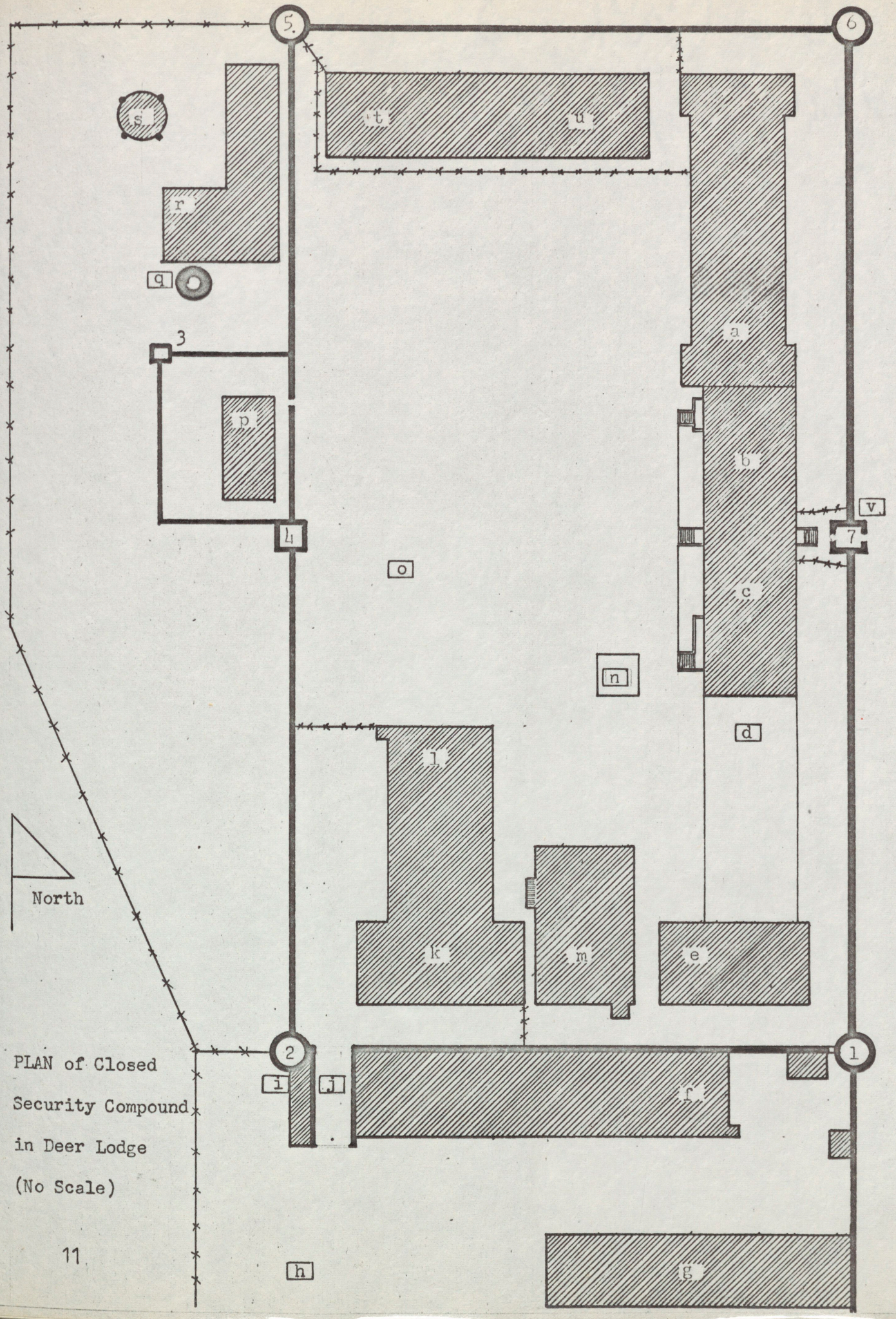
The institution is in the process of moving the total prison operation to the prison farm in a step-by-step process as the funds are appropriated. This long-range building program will take ten years to complete, ending in 1979. Since this relocation is being done with no total plan, the results are liable not to be much more organized and efficient than the present facilities are. There is too much dependence on regimentation and subjugation of inmates for security purposes and not enough rehabilitation. This relocation demands adherence to a plan to produce a physical plant with rehabilitation and correction as

paramount goals. The present facilities are specifically and only for retention, not rehabilitation.

See the following 12 pages for illustrations of the present facilities.



Closed Security Complex in Deer Lodge



PLAN of Closed Security Compound in Deer Lodge (No Scale)

KEY TO COMPOUND IN DEER LODGE

a. Cell House

b. School

c. Inmate Administration and Social Services

d. Area for New Gymnasium

e. Industries (Print Shop)

f. Industries (Laundry and Clothing Assembly)

g. Industries (Upholstry, Furniture and Shoe Shops)

h. Trustee Visiting Area

i. Shake Down Room

j. Truck Sallyport

k. Kitchen

l. Dining Hall

m. Theatre

n. Boxing Ring

o. Recreation Area (Basketball, Volleyball, Shuffleboard)

p. Maximum Security Compound

q. Stack

r. Heating Plant

s. Water Tower

t. Storage

u. Hospital

v. Main Entry

Tower Seven -

Main Entry



Cell House



Tower Six



Heating Plant



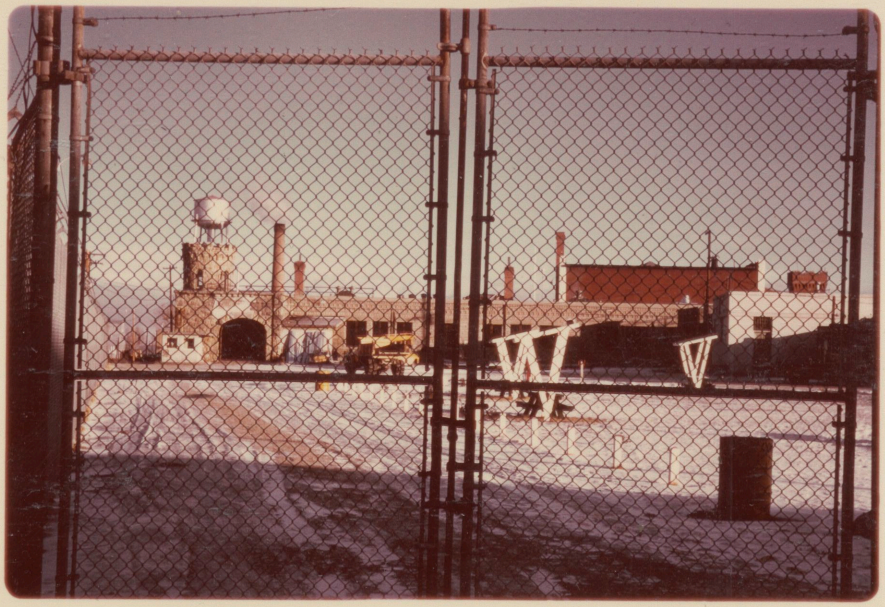
West Side



West Side



Trustee
Visiting Area
In Foreground
Truck Sallyport
In Wall



Tower One





Cell House
And
Administration
Building
From
Tower One



Tower Two
From
Tower One

Industries

Building



Food Service

And

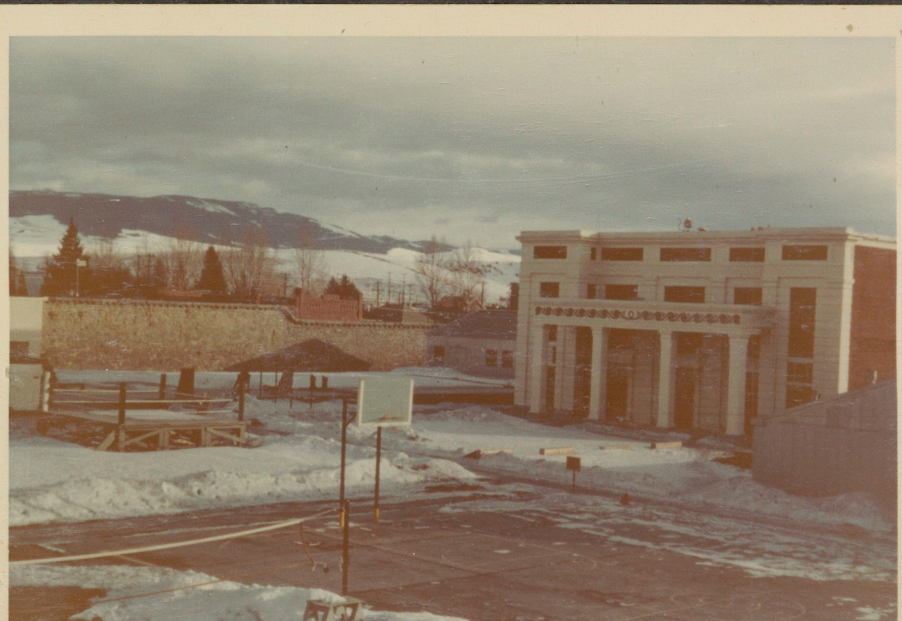
Dining Hall



Theatre

And

Recreation Area



Administration Building - Social Services



Administration Building - School



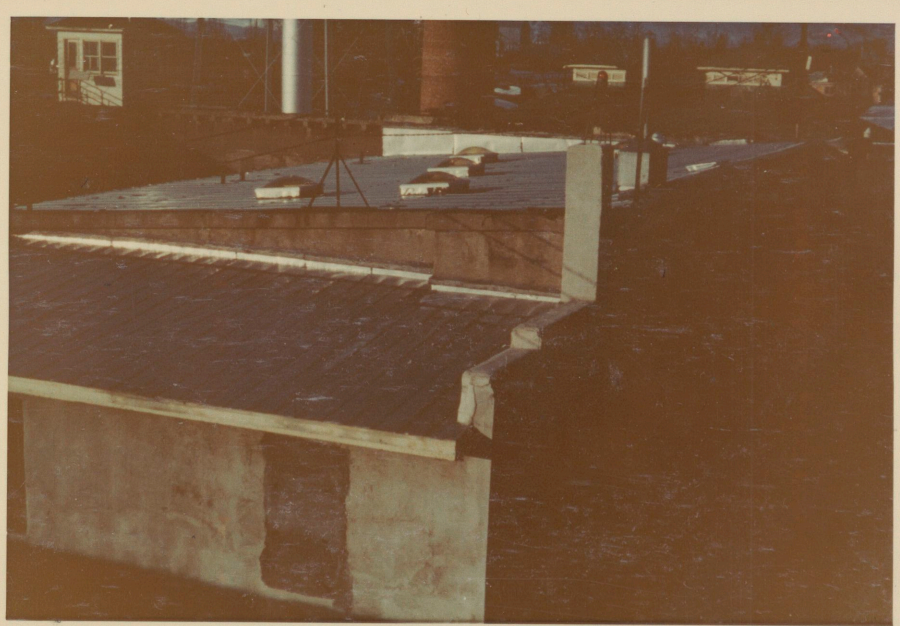
Cell House



Hospital



Maximum Security Quarters



Cell House
And
Tower Six
From
Tower Five





Trustee
Visiting
Area



Administration Building



Warehouse

LOCAL CONDITIONS

LOCAL CONDITIONS

The site for the new Montana State Prison is on the present Prison Farm in Powell County in Southwestern Montana, thirty-nine miles northwest of Butte, eighty-five miles southeast of Missoula, and fifty-five miles southwest of Helena. I first questioned the wisdom of the location of the prison, isolated so far from the areas of refined culture, trade, and educational institutions which could attract the caliber of correctional and rehabilitative professionals necessary for effective criminal reform work. However, the officials whom I interviewed at Montana State Prison felt the location was not a stigma in attracting these people, but the low salaries of state employees were the major barriers. They pointed out that the site is in an excellent security area with high mountains all around and few people to help escapees or be intimidated by them. In addition, the prison possesses 33,000 acres of state land and leases 5000 additional acres; acreage which would be very difficult and costly to obtain in the more highly populated areas. See a map of the area in Figure 1.

The Farm buildings lie in Sections one, two, eleven, and twelve of Montana Township 7 North, Range 10 West about three miles from Deer Lodge. (The new prison complex will be situated in these sections.) To the west Mount Powell, in the Flint Creek Range of the Deer Lodge National Forest, looms dominantly in the sky as its foothills graduate down

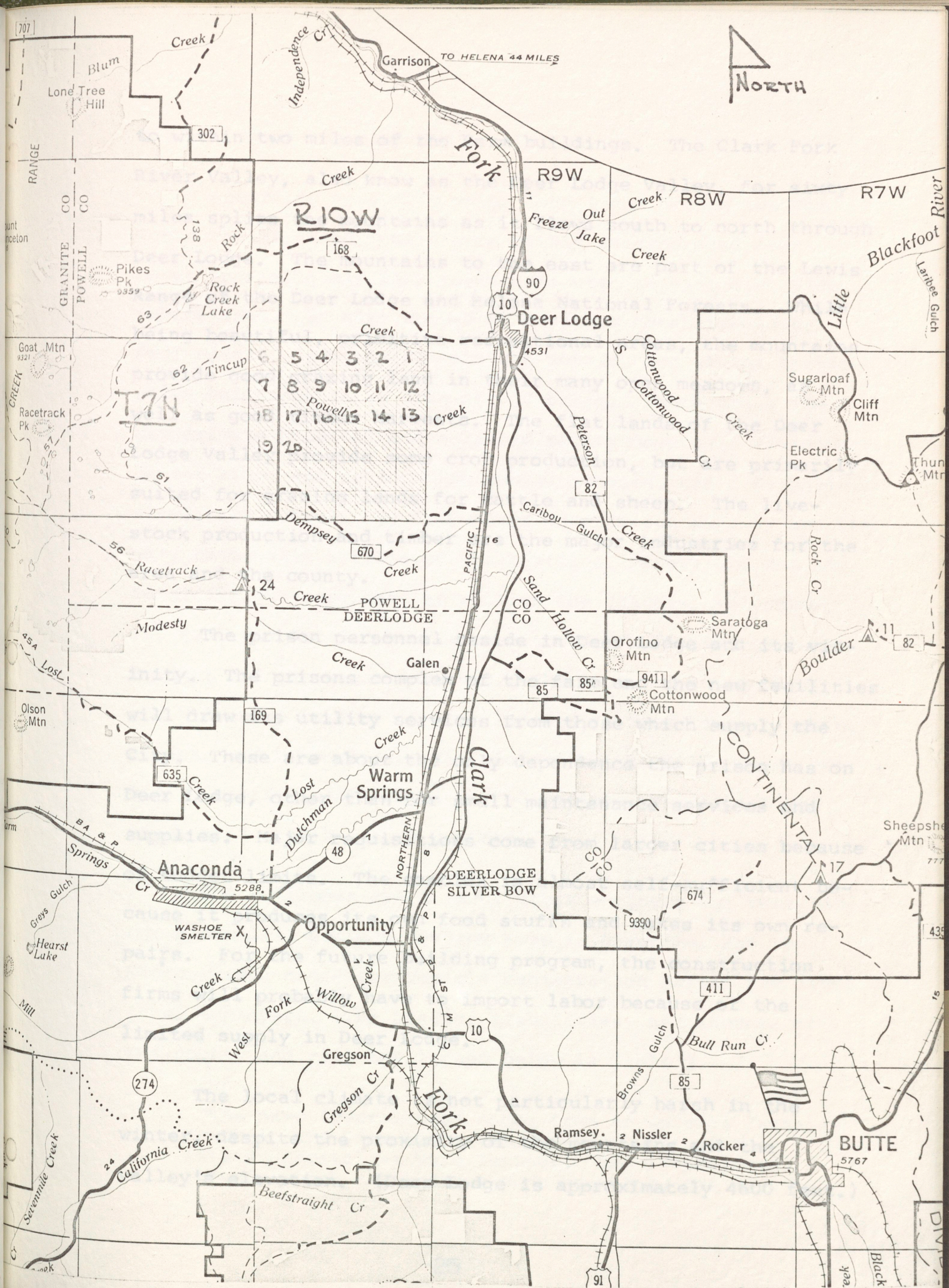

NORTH
TO HELENA 44 MILES
Garrison
Deer Lodge
Anaconda
Opportunity
Warm Springs
Galen
Gregson
Ramsey
Nissler
Rocker
BUTTE
5767
Clark Fork
Little Blackfoot River
Continental Divide
R10W
R9W
R8W
R7W
T7N
POWELL CO
DEERLODGE CO
SILVER BOW CO
Rock Creek Lake
Pikes Pk
9359
Racetrack Pk
Goat Mtn
9321
Lone Tree Hill
Olson Mtn
Modesty
Dempsey Creek
Tincup
Lost
Dutchman
Willow Creek
Fork Willow
West Fork
Mill
Greys Gulch
Hearst Lake
Springs Cr
Gregson Cr
California Creek
Beefstraight Cr
Sevenmile Creek
Independence Cr
Freeze Out Jake Creek
Peterson
Caribou Gulch Creek
Sand Hollow Cr
S Cottonwood Cottonwood Creek
Cottonwood Cr
Rock Cr
Boulder
Sugarloaf Mtn
Cliff Mtn
Electric Pk
Thun Mtn
Saratoga Mtn
Orofino Mtn
9411
Cottonwood Mtn
Sheepshead Mtn
9390
Bull Run Cr
Browns Gulch
Larribee Gulch
Pacific
Northern
B A & P
L & P
M ST
WASHOE SMELTER
5288
Black
Divide
168
302
169
635
670
674
411
85
82
90
10
48
91
274
707
138
63
62
61
56
45A
24
16
11
17
15

FIGURE 25

to within two miles of the Farm buildings. The Clark Fork River Valley, also know as the Deer Lodge Valley, for sixty miles splits the mountains as it flows south to north through Deer Lodge. The mountains to the east are part of the Lewis Range of the Deer Lodge and Helena National Forests. While being beautiful, primitive recreational areas, the mountains provide good grazing land in their many open meadows, as well as good timber harvests. The flat lands of the Deer Lodge Valley provide some crop production, but are primarily suited for grazing lands for cattle and sheep. The livestock production and timber are the major industries for the area and the county.

The prison personnel reside in Deer Lodge and its vicinity. The prisons complex of the farm and the new facilities will draw its utility services from those which supply the City. These are about the only dependence the prison has on Deer Lodge, other than for small maintenance services and supplies. Major requisitions come from larger cities because of budget limits. The complex is almost self-sufficient because it produces its own food stuffs and makes its own repairs. For the future building program, the construction firms will probably have to import labor because of the limited supply in Deer Lodge.

The local climate is not particularly harsh in the winter, despite the proximity of the mountains and the valley's elevation. (Deer Lodge is approximately 4600 feet.)

Table 1 shows the climatic statistics.

According to a city water bond issue prospectus for September 27, 1966, there were within incorporated Deer Lodge approximately 1200 residences with an estimated 5100 inhabitants. It also showed 86 business establishments, four hotels, eight apartments and motels, and eleven institution buildings in an area of 810 acres. There are a 50-bed private hospital and a 35-bed county hospital, elementary, junior high, and senior high public schools, and a Catholic elementary school. J. C. Penneys Company and Safeway are the only nationally affiliated chain stores. There are bus and motor freight services, as well as the Chicago, Milwaukee, St. Paul and Pacific Railway and the North Pacific Railway freight and passenger services. The division terminal of the Milwaukee Railway is also located in Deer Lodge. Butte, Helena, and Missoula are the closest metropolitan areas providing recreational and higher educational facilities and major trade and business centers.

The railroads are a major urban employer for Deer Lodge but a sawmill, Cominco Company Mine in Anaconda, and the State Prison and Motor Vehicle Registration Bureau are other chief employers. The assets, liabilities, and incomes of the county and city are listed below in Table 2.

> "The name 'Deer Lodge' comes from an unusual landmark in the Deer Lodge Valley--just west of the State Hospital at Warm Springs. The ash-colored mound, which resembles a huge haystack, has been

TABLE I CLIMATIC CONDITIONS (17)

	Mean Temperature (1931-1955)	Mean Precipitation in inches (1931-1955)	Average Snowfall in inches (12 yr. ave.)	Mean Maximum Temperature (15 yr. ave.)	Mean Minimum Temperature (15 yr. ave.)	Average Number of Days with 0.01 inches or More Precipitation (12 yr. ave.)	Prevailing Wind Direction
January	20.8	.40	6.0	32.7	10.7	5	S
February	25.5	.33	5.2	36.2	11.6	5	N
March	32.2	.54	5.6	42.3	17.2	4	N
April	43.0	.65	2.7	54.7	27.0	5	N
May	50.8	1.52	1.2	63.2	33.7	8	N
June	57.1	2.21	0.3	72.1	40.2	7	N
July	64.9	1.21	T	81.3	47.2	5	N
August	62.7	.79	0.1	79.4	42.2	3	N
September	58.9	.93	0.4	70.0	35.5	5	N
October	44.7	.64	3.0	58.7	27.0	4	N
November	31.7	.55	6.6	42.3	19.5	3	N
December	24.6	.51	6.1	33.8	12.6	4	N
Annual	42.7	10.28	49.0	55.6	27.0	58	

Frost Data (16 yr. ave.)

Ave. date of last killing frost in spring	June 11
Ave. date of first killing frost in fall	September 6
Latest date of killing frost in spring	July 7
Earliest date of killing frost in fall	August 15

formed by deposits from a sulphurous hot spring which bubbles from its top. Because deer were so abundant in near-by marshes, and because they used the mound as a salt lick, the Indians called it the 'White-tailed Deer Lodge'." (16)

In 1864 the Deer Lodge Town Company commissioned a surveyor to lay out a one-mile square town. To this planning Deer Lodge owes its pleasantly wide streets, Court House square, and its orderly residential arrangement. Before 1864 the community was known as Cottonwood and Spanish Fork. From 1860 to 1900 the area was the center of numerous mining operations producing gold, silver, lead and zinc. In the 1860's vigilante justice was administered in the area to reduce and prevent the violence and robbery, which centered around the mining operations.

The cattle industry started soon after the mines opened, but sheep raising started several years later. By 1880 the Utah and Northern Railway had reached Deer Lodge as its most northern terminal. It was heavily used until the Northern Pacific Railway was completed at a location between Gold Creek and Garrison, Montana in 1883. By 1908 the Chicago, Milwaukee and St. Paul Railway had completed a terminal at Deer Lodge as the headquarters for the Rocky Mountain Division.

In 1866 the first church was built for the Catholic mission, and in 1876 a Catholic church and parochial house were finished, replacing the first structure. The Protestant Episcopal Society was established in 1871, but did not

TABLE 2 FINANCIAL STATISTICS (18)

City of Deer Lodge (1966)

Estimated Market Value	$16,988,375
Assessed Value (40% of actual)	6,075,350
Taxable Value	1,754,584
General Obligation Debt	12,500
Sewer Revenue Bonds Outstanding	108,000
Special Assessment Debt	2,400
Water Revenue Bonds Outstanding	165,000

		City Share
Powell County Debt	$255,000	$ 66,326
Powell County High School Dist. #1 Debt	375,000	97,538
Powell County School Dist.#1 Debt	211,000	110,501

Population 1966 (est)	5100
1960	4681
1950	3779
1940	3278

Tax Collection History (fiscal year)

1965-1966	$ 72,507.32
1964-1965	74,363.97
1963-1964	69,458.70
1962-1963	66,857.27
1961-1962	58,223.69

Bank Deposits at Deer Lodge Bank and Trust Co.

1965	$ 6,783,330
1964	7,137,116
1963	6,910,884
1962	6,615,913
1961	6,170,949

TABLE 2 (continued) (10)

Current Statistics (to June 30, 1967) for Deer Lodge		
Current Assets	$	194,437.92
Fixed Assets		653,220.15
Special Improvement District Assets		330,855.20
Total	$	1,178,553.27
Current Liabilities	$	24,461.12
Fixed Liabilities		269,600.00
Special Improvement District Liabilities		700.00
Total	$	294,761.12
Receipts		
Taxes	$	78,696.48
Fines and Forfeitures		7,866.10
Licenses		7,473.40
Fees, Rentals, and Collections		28,812.26
Permits		100.00
Water		53,763.67
Sewer		37,620.24
Others		198,852.66
Transfers		89,286.44
Total	$	502,371.25
Total Expenditures	$	488,289.14

build until 1878. In 1872 the Presbyterian Church organized and built a meeting house in 1874. The Christian Church, established in 1880, built its building in 1884 while the Methodist Episcopal Church organized in 1873.

The Deer Lodge Hospital was founded in 1862 with its physicians serving as surgeons for the town and the penitentiary. Saint Joseph's Hospital, established in 1873, was operated by the Sisters of Charity until 1963, when it was leased by Powell County. The first prison structure was built in 1870 on a twelve-acre reservation. City school was established in 1865 and quickly expanded, moving in three years from a log cabin to a large, frame structure. The Montana Collegiate Institute, organized in Deer Lodge in 1878, was successful for thirty years until the state started its university system, providing positions for the Institute's faculty. In 1914 the college closed its doors. Saint Mary's Academy began in 1882 and has continued to the present.

As a weekly journal, The New North-West was first issued in 1869. In the 1870's it tried to maintain itself as a daily publication, but failed. Another paper, the Weekly Independent, competed with the first paper for several years, but finally moved to Helena. Another weekly supplanted The New North-West until 1915 when it absorbed a local rival, the Powell County Post and became The Silver State Post as it exists today. (8)

SITE

CONDITIONS

SITE CONDITIONS

The new prison site is a nearly flat plat of land covering four sections in Montana Township 7 North, Range 10 West, falling about 185 feet in a distance of approximately a mile from west to east. Deer Lodge is three miles east and Mount Powell is about two miles to the west. The southern boundary of the site is a gentle bluff rising 200 feet in approximately 1000 feet. Since the only trees are around the farm administration buildings, the site appears rather barren. There are willow thickets at the western edge where Tin Cup Creek enters and runs across the center of the site in a ditch dug for it. The only other vegetation is range grasses. Many of the adjacent fields are plowed and seeded to crops. The site's most immediate neighbors are the city airport and the cemetery.

Since there are no natural barriers to weather, the wind from the north sweeps most of the snow off. There are drifting conditions in the winter. During freeze-thaw cycles the lower part of the site (eastern side) is flooded and frozen with deep layers of water and ice as the creek fills with ice. The western mountains are build-up masses for storms which drop an annual average of ten inches of rain and 49 inches of snow.

Water for the site is provided by Tin Cup Creek and pumped to a 70,000 concrete reservoir on the southern hill. There is a three-inch natural gas line from Deer Lodge to

the site. A High-voltage power line also serves the farm. Although a five-acre sewage lagoon with an eight-inch effluent line feeding it is located on the eastern end of the site, there probably will have to be additional sewage facilities. The other utility connections will also be increased.

A county road from Deer Lodge cuts through the site in a course providing access to the many recreational features in the mountains. It is used in the winter by hunters and in the other seasons by chiefly local vacationers. It is paved to the farm administration buildings and is a graveled route from there. See Figure 2 for a map of the site. Also see the following 7 pages for views from the site and existing structures on the site.

x x x x CHAIN WIRE FENCE

EXISTING BUILDINGS

PRISON PROPOSED BUILDINGS

SCALE 1" = 300'

NORTH

PUMP HOUSE

DAIRY

SECTION 4
SECTION 3

SECTION 2
SECTION 1

COUNTY ROAD

10,000 GAL. RESERVOIR

1ST OFFENDERS PRISON

DORMITORY POWER CONTROL

MEDICAL RESEARCH

TOWER

TOWER

TAG PLANT

ROTHE HALL DORMITORY

12 VOLT 3 PHASE LINE

12" WATER MAIN

SLAUGHTER HOUSE

METER HOUSE

POTATO CELLAR

EQUIP. MAINT. CENTER

VEHICLE MAINT. CENTER

WAREHOUSE

FEED PLANT

BLOCK PLANT

BLACKSMITH SHOP

OFFICE

RESIDENCE

DUPLEX

DUPLEX

10 CAR GARAGE

SINGLE RESIDENCE

IMPLEMENT SHEDS

GRANARY

BARNS

SAWMILL

PLANER SHED

POULTRY UNITS

SWINE UNITS

3" CAST MAIN LINE 300 PSI

5 ACRE SEWAGE LAGOON W/ 8" EFFLUENT TO FIELD

Approaching

Site



Approaching

Site



Farm

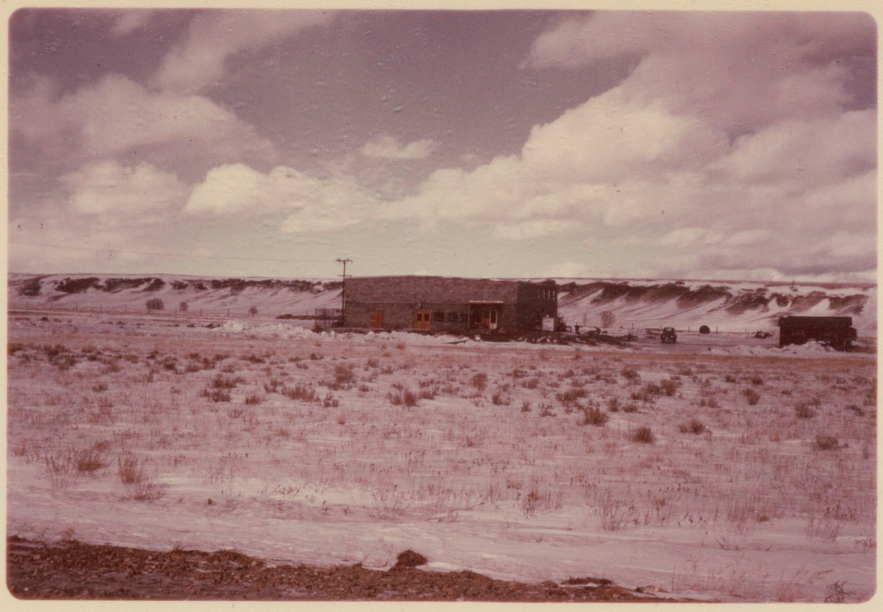
Administration

Buildings



Dairy

Looking North



Looking Northwest



Mount Powell

Looking West





Looking South



Rothe Hall

Looking Southeast



Looking East

Looking East



Looking Northeast



Vehicle And
Equipment
Maintenance
From
Slaughter House



Rothe Hall
From
Slaughter House



Block Plant
And Sawmill
From
Equipment
Maintenance



Rothe Hall



Rothe Hall
And
Guard Tower



Tag Plant
And
Guard Tower





Slaughter House
From
Rothe Hall



Deer Lodge
As Leaving
Farm

THE BOUND AND THE WARDERS

INTRODUCTION

In the captive society there are two basic groups of people making the society. They are the bound and the warders. One body is the absolute governor of the other. However, both parties must work together for the society to function without too much conflict. In the punitive penal institution the warder has a domineering role of keeper and enforcer, to only maintain custody and security of the bound. In the correctional institution the warder works closely in the rehabilitative process as counsel and guide for the bound, while maintaining custody and security with a minimum of overt dominance.

THE BOUND

The bound in this closed society come from all walks of life. However, the majority are social deviants from the lower economic level of society and have less than a high school education. They have lived a life of hard knocks with little opportunity or hope to live a better life than they did while outside the walls. The personality make-up of the bound society is as complex as that of the outside society, but it is much harder and more pessimistic than that outside. See Table III and IV for inmate statistics.

Left to itself with only tight security for custody, maintained by aloof guards, the inmate society would develop

TABLE III

STATISTICS (14, SUPPLEMENT)

RECEIPTS	1963	1964	1965	1966	1967
Received regular:	432	371	324	284	236
Received a new number:	6	3	3	4	2
Violated Suspended sentence:	7	15	20	22	24
Returned Parole Violators:	105	103	78	81	80
Returned from Galen:	8	5	5	3	1
Returned from Warm Springs:	26	11	14	13	8
Returned Probation Violators:	2	3	6	3	2
Returned by Court Order:	0	2	1	2	0
Returned from Escape:	3	7	4	3	4
TOTAL RECEIVED:	589	520	455	415	357
RELEASES					
Parole Regular:	262	243	301	239	177
Parole in custody:	19	23	32	21	28
Discharge regular:	172	167	199	149	132
Discharge in custody:	11	4	4	3	2
Discharge & remains:	4	3	3	4	2
Discharge by Court Order:	7	3	8	2	5
Discharge-balance suspended:	26	22	34	18	18
Transfer to Warm Springs:	29	11	16	11	10
Transfer to Galen:	9	10	7	2	1
Escaped:	3	6	4	2	7
Deceased:	6	1	3	2	2
TOTAL RELEASED:	548	493	611	453	384
TOTAL NUMBER RECEIVED:	589	520	455	415	357
TOTAL NUMBER RELEASED:	548	493	611	453	384
TOTAL NUMBER PROCESSED:	1137	1013	1066	868	741
COUNT AT START:	674	715	742	586	548
COUNT AT END:	715	742	586	548	521
AVERAGE DAILY COUNT:	675	720	669	558	529
FEMALE COMMITMENTS:					
New Commitments:	20	12	12	9	13
Number released:	9	14	22	9	13
TOTAL PROCESSED:	29	26	34	18	26
PAROLE VIOLATORS:					
Number paroled:	281	266	333	260	205
Number Violated:	105	103	78	81	80
Percentage returned as P.V.	38%	39%	23%	31%	39%

Note: All figures in this report on new inmates received during the year. Does not include figures on those presently incarcerated.

TABLE IV (14 Supplement)

CRIMES COMMITTED BY THOSE RECEIVED:	1963	1964	1965	1966	1967
Forgery & other check charges	37%	34%	35%	31%	33%
Burglary	27%	29%	29%	29%	24%
Grand Larceny	12%	14%	14%	13%	15%
Using Auto W/O Consent	5%	5%	5%	5%	2%
Assault	5%	4%	5%	5%	5%
Robbery	3%	3%	3%	5%	5%
Manslaughter					4%
Rape					2%
Lewd & Lascivious Act on a Child					
Non-Support of Minor Children					
Murder					
Malicious Destruction of Property					
Injuring a Public Jail					
Receiving Stolen Property					
Extortion					
Escape from State Prison					
Procuring Woman for Immoral purposes					
False Use of Telephone					
Petty Larceny with Prior					
Carrying Concealed Weapon					
Possession of Narcotics					
Giving Beer to Minor-2nd Offense					
AVERAGE TERM RECEIVED:					
1963:	3 years, 6 months, 15 days				
1964:	3 years, 3 months, 24 days				
1965:	2 years, 0 months, 21 days				
1966:	4 years, 0 months, 8 days				
1967:	3 years, 7 months, 11 days				
MONTANA RESIDENTS:	1963	1964	1965	1966	1967
	75%	76%	88%	76%	75%
THOSE WITH NO PRIOR COMMITMENTS:					
	48%	52%	52%	55⅓%	54%
AVERAGE AGE OF THOSE RECEIVED:					
	32	31	31	29	30
RACES:					
White	78%	76%	77%	73%	72%
Indian	12%	16⅔%	19%	18%	19%
Indian/White	6%	5%	1%	4%	6%
Mexican	2%	1⅔%	1%	⅓%	1%
Negro	1%	½%	1½%	½%	1%
Spanish	1%	½%	⅓%	3%	1%
All others:				1%	1%
RELIGION:					
Protestant			61%	60%	52%
Catholic			34%	38%	45%
No Religion			5%	2%	3%
AVERAGE EDUCATION (not vertified)					
1963:	9 years, 6 months				
1964:	9 years, 8 months				
1965:	10 years, 1 month				
1966:	9 years, 8 months				
1967:	9 years, 6 months				

its own government system directed towards the benefits of the leadership. The high authority, to whom all would pay tribute, would be the toughest, meanest, and usually the best con-man of all the population. He would have his lieutenant-henchmen to enforce the graft and collect the "protection" money from the weakest men, who remain at the bottom of the social scale. Many newly commited toughs challenge the king, and eventually he would be dethroned by someone stronger or smarter. It would be a vicious circle, producing men harder and more corrupted than when they entered the prison.

In the closed society there is no socially acceptable outlet for sexual urges and needs. This condition is very hard on most of the inmates. Consequently, many who were not homosexuals outside develop into them behind the walls. Those who have been homosexuals find the society still as hard to live in, although there is great demand for their way of life. The treatment and custody personnel can not permit any such activity, but there is tremendous pressure from the other sex-starved inmates for any kind of outlet. The weak would be exploited by the stronger, more aggressive inmates if there is no control provided by the administration.

This sexual drive is not excessively abnormal in most inmates, although there are quite a few true homosexuals in prison for their tendencies. The lack of full-

time activities to keep the inmates mentally and physically busy permits the inmate's mind to wander. And most often he has only the lack of sex and the lack of freedom to think and worry about. The sexual problem is a constant condition which has not been solved in any institution short of sterilization. Indeed, there may be no treatment or program which can keep sexual contemplation out of the inmates' minds.

There are certain attitudes among men confined which, while not universal, are sufficiently common to deserve consideration when planning for the correctional institution. The four major attitudes are listed below. (5,4)

1. Almost all inmates have a constant craving for liberty. This desire often creates antagonism against the institution and leads to resistance to acquiring knowledge, skill, and new viewpoints. It often causes moodiness and disagreeability and worry for the inmate.

2. Most prisoners have a suspicious attitude towards fellow inmates and supervisors, often with veiled antagonism.

3. There is emotional tension resulting from institution isolation and monotony which often causes emotional psychosis of "stir-drunk", "stir-crazy", or "stir-simple". It develops into a barrier to interest in self-improvement by causing numbness, daydreaming, wishful thinking, and feelings of useless effort.

4. Public opinion from other inmates and supervisors may adversely affect the desire of the inmate to better himself. Ridicule and disrespect can cause the inmate to withdraw into himself.

INMATE CLASSIFICATION (5)

"The type of individuals who escape and the reasons for their decisions are many and varied. Some are the type that would not be deterred even if the odds were heavily against them. Included in this group are mental deficients, mentally defectives, neurotic and psychopathic persons, some with uncontrollable compulsive urges, especially in the sexual field. There are others who act impulsively without weighing the costs, perhaps under the stress of anger or passion; others who plan carefully for parole, but whose cupidity or predatory desires usually outweigh their caution; still others whose recklessness makes unfavorable odds more rather than less attractive, and many besides who do not know whether the odds are in their favor or not and do not even care.

"The selection of inmates for trustee status is based largely on the type of man he has been in the past. The manner in which he has conducted himself within the institution and the probable actions he can reasonably be expected to follow in the future.

"The basis for selection rests in part with the following documents which are collected during the early period of incarceration.

1. Medical reports.
2. F. B. I. records.
3. Verified social histories.
4. Prison work record.
5. Conduct record.
6. Religious activities.
7. Psychiatric reports.
8. Educational records.
9. Mail censor's reports.

"Some desirable qualifications which are sought in each inmate are as follows:

1. Average physical and mental health.
2. Good civilian work record.
3. Close family ties.
4. A business, property, or good job to return to.
5. Individuals who have served a substantial portion of their sentence.
6. Stability within the institution.

"Individuals who are automatically disqualified as trustees are:

1. ESCAPEES: Inmates who have perpetrated any escape from any adult institution within the last eight year period.

2. DETAINERS: The placement of a detainer by law enforcement agencies for prosecution in this state or any state disqualifies the individual. Detainers filed against a man already classified as a trustee will result in his being returned to a close security status.

"Many individuals have personal traits which make them "Poor risks". Some of these traits are very apparent while others may develop after a man has become a trustee. Supervisors of trustees must learn to know each man and watch for development of any such trait which will cause his retention as a trustee to be a security breach.

1. EMOTIONAL UPSET: Individuals who normally are good risks can become potential escapees due to an emotional crisis, wife being unfaithful, divorce, sickness in family, turned down or set back by the Parole Board.

2. STOOL PIDGEONS: Informers are shunned, disliked, and discriminated against to the point where prison life could become unbearable, hence - escape.

3. PUBLICITY SEEKERS: Recognition by one's fellow man is a basic driving compulsion. If an individual is unable to obtain it in any manner, he may escape for that purpose alone.

4. HYPOCHONDRIACS: Individuals with imaginary ailments or dread of illnesses are apt to use poor judgment if they do not receive the constant medical attention to which they feel they are entitled.

5. FLOATERS: Individuals who in civilian life maintained no real home or family ties. Those who plant no roots anywhere but instead are driven by a wanderlust compulsion especially when spring weather arrives.

6. IMMATURITY: Those men who have never really grown up; whose judgment is impaired by faulty, impulsive, immature thinking.

7. THE VERY YOUNG: These young men are usually very apt to be led into trouble by other inmates.

8. DISAGREEABLE: Those with disagreeable or objectionable personal habits. The prisoner who snores exceptionally loud, who has definite body odors, offensive or obnoxious talkers, crude eating habits, reluctance to take a shower, may be "picked on" to the point where he may in discouragement run away.

9. MALINGERERS: Desiring to injure others, defamers, liars, or spreaders of slander are poor risks.

10. GOLD BRICKS: Those individuals who are reluctant to carry their share of the load are not acceptable to other members of the crew.

11. AGITATORS: These individuals do not normally run off, but by their constant efforts all trustees are in a turmoil from which one or more might try to escape.

12. MOODY: Some men are subject to periodic moods of depression which adversely affect those near them.

13. SEXUAL PERVERTS: These individuals are usually shunned by the majority of the population. Being completely ostracized or ignored can cause an escape.

13A. PEDOPHILIA: Sexual attraction of an individual for or towards a child.

13B. HOMOSEXUAL: Sexual attraction of an individual for or towards a member of the same sex.

13C. BISEXUAL: Sexual attraction of an individual more or less equally toward or for both sexes.

13D. MASOCHISM: A type of behavior characterized by pleasure from experiencing maltreatment, self-inflicted or by another.

14. MENTAL CASES: The instability of these individuals requires any additional breakdown due to the various types and probable actions to be expected. Individuals endowed with weak emotional and personality structures are limited in their ability to adapt to the environmental changes within a prison. Thus, borderline cases often deteriorate after incarceration.

14A. PSYCHOSIS: A severe mental disorder which may or may not be associated with an organic disease, usually characterized by partial or complete loss of contact with reality and may or may not include symptoms of delusions or hallucinations. It is thus a disturbance of the intellect as well as of the emotions.

14B. PSYCHONEUROSIS: (neurosis). A severe functional mental disorder less severe than psychosis, in which the intellect remains intact for the most part though severe disturbance of the emotions may exist.

14C. SCHIZOPHRENIA: A type of psychosis involving withdrawal from the world of reality, regression to earlier patterns of adjustment, symptoms of delusions or hallucinations or both, usually ideas of persecution.

14D. PSYCHOPATH: Any individual with pathological instability but not outspoken mental derangement. The intellectual functions usually remain intact.

14E. DEPRESSIONS: Lowering of vitality, feelings of unhappiness to deep despondency. Pathologically, this refers to a mood of pronounced hopelessness and feelings of inadequacy or unworthiness.

14F. SADISM: A type of behavior characterized by pleasure in maltreating other individuals.

14G. PARANOID: Referring to a condition in which false beliefs are held contrary to reality. These beliefs are delusional and are not dispelled by realistic evidence to the contrary.

"The following CUSTODY CLASSIFICATIONS are in effect at this institution:

MAXIMUM CUSTODY: Confinement to a cell - never leaves the cell unless under escort of a custodial officer.

CLOSE CUSTODY: Confined at all times within the prison walls and to a work situation in which there is opportunity for close supervision.

MEDIUM I CUSTODY: Confined within the prison walls or compound at all times, but may be assigned to most work situations within these confines.

MEDIUM II CUSTODY: May go outside the walls or compound under supervision - for example, the work details which go out with an officer or officers and work in the gardens, do maintenance work, work on ranches, etc.

MINIMUM CUSTODY: May be assigned to the ranches and to other work situations where they are frequently beyond eyesight of any civilian personnel.

They must be accounted for at each meal, at 10:00 PM when lights and TV are turned off, and periodically during the day and night."

GENERAL DUTIES AND RESPONSIBILITIES (15)

"The purpose of this institution and each of us employed here is to help you to help yourself while you are here. Our job is to keep you here for a certain designated period of time until proper authority tells us we can release you, and if possible, send you out a better man than when you came in. (DIRECTED TO INMATES.)

"The employees have orders and rules which they must obey and carry out, and it is absolutely necessary that you, while you are here, obey and carry out to the letter the orders and rules which the officials are obligated to enforce.

"If you wonder how you can expect to be treated while here--you can expect to be treated like a man as long as you think and act like a man. Unless you show us otherwise, we naturally assume that you are a gentleman. You will be given a registry number for the purpose of keeping your records, property, mail and accounts straight and not mixed up with someone else's.

of the program you can which will aid you in improving yourself. If you have a question or a problem, put in a request to the proper person or department. You will be seen by someone regarding it as soon as can be arranged. If it is a really urgent matter, mark your request urgent. If you are in doubt as to whom you should place your request with, ask your supervisor.

"If you have a personal matter and you want to contact the Warden or Deputy Warden, you may ask the keeper for paper and envelope and write a sealed letter to either of them. The keeper must account for each envelope issued for this purpose, so write your information in these cases promptly and turn your sealed letter back to him for immediate delivery.

"You may write three letters per week to people on your authorized correspondence list. Don't discuss institutional matters or mention other inmates in your letters, or they must, of course, be rejected. If it is necessary to write an additional letter for any reason, a request for extra privilege must be properly filled out and submitted with the letter for approval of the Warden or Deputy Warden.

"You will be granted three hours visiting each month. Persons must be approved and placed on your approved visiting list PRIOR to coming for a visit. Visiting inside the institution will be every day except Sundays and holidays. Forenoon visiting will be between the hours of 8:00 a.m.

and 11:30 a.m. and afternoon visiting between 1:00 p.m. and 4:00 p.m. You may use your three hours as you see fit; three one-hour visits, a two-hour and one-hour visit or a three-hour visit. But remember, once you have used your three hours for the month, whether in the first part of the last part, you will not be entitled to any visiting time until the next month. Use of any part of an hour will cancel out the hour entirely. Be sure you notify those who might visit you of these regulations so they will not make the trip here for nothing. With the distance involved for most people to come for the purpose of visiting, we believe this will be to everyone's advantage.

"Make use of as much recreation as you can, take advantage of as much as you have an opportunity to, attend the church service of your choice each Sunday, keep yourself and your quarters clean and neat, and remember, always conduct yourself as the kind of man that you are.

"The Warden may use any means available to him that he deems necessary to maintain the custody of all state prison inmates and to maintain the security of the prison, prison inmates and prison employees.

"No man will sign any protest or petition in conjunction with other inmates. He will make his own complaints or protests either in writing to the Warden or Deputy Warden, verbally after properly addressing his supervisor, or by request for interview.

"You are to be addressed by your name always; in addressing any employee, you will use either his title, Mr. or Sir, as a matter of proper respect.

"When a man comes to this institution his past doesn't much matter. It makes little difference to us whether you're a millionaire or a tramp; everyone receives the same considerations, privileges and treatment as long as he conducts himself properly. To repeat, the rules are the results of experience with thousands and thousands of men and are designed so that you and all the rest can have an even break and "do your own time". Maybe you feel they don't fit your own case perfectly, but remember this, they also have to fit ALL the men, so please keep that in mind. We are sure you will not find a single rule difficult to obey or carry out, or one which will cause you to lose your self-respect or dignity.

"When you are assigned a job, respect it and do a good job. Before you can be considered for a job change, you must have a satisfactory performance rating from your work supervisor. Remember "Good Time" must be earned; it is not given. You may earn from <u>one day to ten days per month</u>; or you may not earn any if your attitude, behavior and performance on the job doesn't merit good time.

"We want you to take advantage of everything you can the <u>RIGHT</u> way while you are here. Participate in any part

"Inmates will never assemble in protest. Any such action will be interpreted as open rebellion and will necessitate use of force in any form to break up any such assembly."

THE WARDERS

The governing body of the prison adminstration has the custody officials as the closest authoritative personnel to the inmates. Their position creates the most resentment and hatred in the inmate body. They are the visible human authority who confines the bound, and are symbols of the authority, which many feel, has dealt them injustice.

In the correctional institution the custodial personnel must maintain a dual role of guard and as treatment officer. They should do, along with the total correctional staff, as much as possible to overcome the domineering role they have. I think that a major step for this step-down role would be identification with the rehabilitative processes and close contact with the inmates. It should be as much the desire of these individuals to see good citizens step from behind the walls as it is of the rehabilitative personnel.

In many institutions of the past the custody personnel have been hideously cruel to the inmates. There has been little concern for their wards other than as degenerate, despicable scum who deserve to be treated anyway

which will make them obey and buckle under. The pay, which has never been much more than the bare minimum to get by on, cannot draw as many highly dedicated men with rehabilitative abilities and understanding natures as would be desired. Consequently, the rate of turnover is high, demanding a constant search for able men.

The following are rules guiding the prison personnel. I think some should be changed, but they are in effect now and will be used.

POLICY AND PROCEDURE FOR EMPLOYEES (5,2)

"Our reason for existence is the presence of the inmate body. Our job is threefold:

1. Protect society from these convicted felons and to save the inmates from themselves through strict discipline.

2. To do our utmost to return each and every inmate to society a better citizen and an asset to his chosen community.

3. To save the taxpayer of Montana every cent possible through efficient and effective administration. The Warden cannot accomplish this without 100% cooperation from the entire staff.

"The best techniques of human relationships must be applied wherever possible. Progress can only be made if every inmate has respect for every supervisor in the institution.

"Relationships between employees or between employees and inmates, must be on a business-like level in all cases where institutional management is concerned. Every officer and employee shall be held responsible for the efficient performance of duties assigned and for the proper supervision of any inmate detailed to work under his supervision.

"Any officer or employee of the institution, irrespective of the class of service to which he may have been appointed, is expected--during emergencies--to perform any services or duties of which he may be deemed capable, including custodial duties, when so required by the Warden, or his next in command.

"Employees must enforce rules of the institution--not make them. They may only resort to disciplinary action when inmates don't comply with the rules. The desired effectiveness will best be achieved when duties are performed as a cooperative team. All are responsible for security; no one can be indifferent to it."

GUIDELINES IN HANDLING INMATES (5,3)

1. Use quiet, but firm, demeanor in dealing with inmates.
2. Use no indecent, profane, or abusive language.
3. Do not use undue familiarity with inmates nor encourage such from them. Be firm and fair to maintain respect and prestige.
4. Address inmate by his last name; never with Mr. Only let inmate address officer by Mr., Sir, or Officer.

5. Receive no gifts or promise of gifts from an inmate or his family.

6. No employee may take an inmate from state property for other than state business, and only with permission of the Warden.

7. Without Warden's permission, employees will not write letters regarding inmates to any person, office, or institution concerning an inmate's sentence, time left, physical well-being, mental health, job assignment, conduct record, detainers, eligibility for parole, or parole plans.

8. No employee shall secure a parole program for an inmate without permission of the Warden and the Parole Board.

9. No employee may correspond with prisoners, ex-cons, or their families, or with persons outside the institution concerning the affairs of the prison or inmates, except those in line of duty.

10. Don't convey any written or verbal messages except through regular channels in transaction of prison business.

11. Employees can not bring any packages into the prison, or take any out except through regular channels.

12. No employee will give inmates cash for any purpose.

13. Ex-cons are not permitted on state property without Warden's permission.

14. Employees shall not discuss one inmate's case with another inmate.

15. There are to be no personal services rendered by inmates for employees apart from regularly assigned work.

16. Direct concern about any inmate's conduct or record to the Warden.

17. Strike or hit inmates only in defense, or to prevent escape, or to prevent injury or harm to person or property, or to quell a disturbance of any type. Use only enough force to accomplish the desired result.

18. Any inmate may write a personal, confidential letter to the Warden, sealed, and not censored except by the official to whom it is addressed.

19. Active tuberculosis inmates may not see visitors without the consent of doctor.

20. Employees may not discuss prison or personal affairs while within hearing of inmates. Nor can they inform inmates of reports and information regarding them.

21. Show no employee rules or regulations to inmates.

SUPERVISION OF INMATES (5,5)

The following are tried and tested principles and techniques of inmate handling. "It is not our intent to crucify; neither is it our intent to coddle."

1. Recognize each inmate as unique and handle differently, but with no favoritism. Reward as is earned; discipline as is warranted.

2. Calmness and poise usually accomplish much more than bluster.

3. Bullying usually arouses resentment and antagonism, which may result in worse difficulty later.

4. Suggestion is a powerful prime-mover of human action.

5. Reasons with orders usually give cooperation and understanding.

6. Loyalty to a group is a powerful incentive.

7. Appeals to strong feelings of concern, such as a man's family, his parole, or his better side, are usually very effective.

8. Suggestion of alternate action to that desired by the inmate may be much wiser and helpful.

9. Sometimes decisions can be put to the inmate after discussions of the outcome of various courses of action.

10. Forcing of acceptance of a policy is often not effective because it causes resentment.

11. Doing just the opposite of what the inmate expects has the element of surprise and often gets good results.

12. Impossible and unfulfilled promises cause disrespect, distrust, and resentment towards the promises.

13. With certain mentalities and personalities, briefness and directness are more effective; with others, a fuller development of causes and logic work better.

14. A correction officer should not be too anxious to reveal completely to inmates what he knows and thinks.

15. The inmate should be shown by manner and actions that the correctional officer believes in his worth as an individual. Little can be done to improve a person convinced of his own worthlessness.

16. "No" should be used judiciously, convincingly, yet logically.

FUNCTIONS

INTRODUCTION

A penal institution, or as more recently labeled, a correctional institution, whether minimum, medium, or maximum security, is a unique society; a total oligarchic society within a society, almost completely independent of ties with normal society. Most institution administrations desire as much independence from the normal society as can possibly be developed. This viewpoint has developed from two attitudes forced on the administration by society and its spokesmen, the legislature. These are the fear of criminal infringement and the social ethic of economic prudence.

The latter attitude has been the foundation for the tremendous growth and development of the United States. It is based upon the theory of taming the frontier by individual diligence, stern discipline, sacrifice, and strong faith. What a man earned and developed was his own, and was used with prudence and care. His elected representatives transposed this conservative nature into their policies of tight appropriation for institutional support. The criminal was incarcerated because of actions over which he had the only control--his own free will. And there were, and still are, many more-worthy institutions between whom the relatively few funds had to be dispersed. This conservative nature is especially evident in the agricultural states which have not felt or seen that they needed a

strong social conscience when dealing with penal institutions. Most feelings in these areas were to put the criminal away where he belongs without doing much more than the minimum to keep him alive.

When the prison administration has to get along on a paucity of funds, it must run the institution as conservatively and as efficiently as possible. This means that most often the prison tries to become very self-sufficient, but often goes without many of the necessities for proper management. Hypothetically, complete independence connotes high sufficiency and probably high efficiency. Although this independence is not completely possible, it is very nearly achieved in the penal colony's isolation from the outside.

The first administrative attitude develops from ancient history, although penal isolation as punishment of social offenders has only developed in the past 400 years of history. Originally, offenders suffered either death, corporeal punishment, or banishment for their infringements. The prisons recorded in history were usually places of detention before trial or before execution of punishments. The statement "A prison ought to be maintained for holding men, not for punishing them" by Ulpian, a Roman jurist, was the philosophy for prison use followed up to the eighteenth century. (3,1) Society has always punished its wayward members in the interests of self-preservation.

The safety of righteous (or at least unexposed) citizens has been of paramount value to the survival of the order in society.

HISTORICAL DEVELOPMENT

Punishment was strong, with the purpose of making the offender pay for his wrong, of a deterent to others who may have had a will to commit the same act, and of a preventative measure against the offender repeating his crime. Mutilations, branding, flogging, public shaming, restitution, fines, banishment, transportation, or personal revenge was often the punishment meted out or demanded by society or the injured party. There were some exceptions, however, to the general punishment attitudes. As early as 1275 in England, men were specifically imprisoned for rape, and in 1576 in Germany for blasphemy and petty thievery. (3,6) There were other cases of ancient individual incarcerations, but never as social policies.

Imprisonment for punishment sake is the child of the industrial revolution, as evidenced by the fact that the poor were the first to be sent to prison, where they were used for free labor. Before the industrial revolution there was a large supply of cheap, even slave, labor, and it was cheaper to punish by the methods mentioned than by imprisonment. However, at the start of the Renaissance period there arose the problem of what to do with the vagabonds, idle, and dissolute who had accumulated because of

the movement of serfs and peasants into the towns.

Starting in 1553 England, then Amsterdam, Germany, Switzerland, and France established work houses or houses of correction where the petty criminals, insane, orphans, and poor could be housed, often times drawing small wages for crude jobs, and sometimes receiving medical, religious, and educational help. It was not long, however, before this benevolence ceased. In most cases no definite sentence was specified; indeed, the inmate likely died in prison because he could not pay his fines, his keep forthe prison home, or demonstrate some means of self-support.

In nearly all prisons the wardenship was bought, bestowed upon, or inherited by a man who was expected to run the institution as a business enterprise for his own profit. They were not considered cruel warders, but necessarily callous to succeed and keep from becoming dissolute themselves. Norah Loft in The House at Old Vine wrote the following passage, spoken by a rural jail keeper in 1645, which is particularly typical of the jailor's dilemma and the prisoner's plight. (3,14)

> When you get a chap..what is tried and found guilty, but ain't delivered from gaol by way of a whipping or the stocks, what can I do? I don't run a free lodging house, do I? Porridge, and a bit of bread, now and then, is the best I can do, and at that I'm out of pocket...There's another thing--straw. Cheap, but it ain't free...You clump down your good money to be gaoler year after year, and you make just enough profit to keep yourself alive from them waiting a trial that can afford to pay for comforts.

The fee system, which the gaoler used to make his profit, made of most prisons only a sure means of slow death for the prisoners. The mortality rate in prisons was five times that of the free population before the reformations started in the seventeenth century. (3,16)

The major cause of the high death rate was the gaol fever, usually typhoid or typhus. Few prisons had infirmaries, and there was very little concern for the treatment of the illnesses other than isolation or quarantine. These diseases were of an epidemic or everpresent nature because of the persistant contagion of filth and vermin, medical innocence of the times, and the physical layout of the prisons, which was most often one large room where no segregation of inmates by either sex or age was practiced or permitted. Sexual promiscuity, intemperance, fighting, quarreling, and overbearing noise were the other common features of these atrocious abodes.

One reason for these malignant conditions was the inadequate space within the buildings. As imprisonment solely for punishment grew, the same buildings which had previously been used only as detention houses had to accommodate many more prisoners within the same walls. Another reason was that many prison sublessors were absentee keepers who let hired men actually run the prison. As a matter of course they were not highly humanitarian, and they made very little money. Since they naturally wanted

to make more, there were gross inequalities of privileges and treatment between those who could pay and those who could not.

As labor unions organized and legitimate labor developed its political power, the use of prisoners for private labor for profit diminished, and prisoners became idle. However, in some prisons "idle work" or "made labor" in the form of the treadmill or the crank became an alternative by which the prisoner qualified for his meals and his privileges. He had to turn the machine a specified number of revolutions for various privileges. Breaking stone and picking oakum were other means of inmate labor common in Europe and America in the eighteenth century.

By the eighteenth century transportation of ciminals and use of hulks for criminal housing had become quite prevalent as the physical facilities became crowded beyond even absurd capacities. All of the modern colonial powers practiced transportation of criminals to their colonies or frontiers. England, France and Russia are the three with the most notoriety about their systems. Russia's Siberia, France's Madagascar and French Guiana, and England's West Indies, British North America, Sierra Leone, and Australia have all been described in vivid accounts by surviving warders and prisoners, depicting the atrocious indignities and conditions. The previous description of the land prisons also could be applied in a nautical version for

the transport ships. Transportation was not abolished completely until after World War II when the French announced an end to their system.

England was most notorious for the use of hulks to house convicts. After American independence England had no outlet for its undesirables, because Australia had not been discovered. They reconditioned old ships and anchored them in the harbors, in which, when first used, the convicts had the choice of being housed or being hanged. They were designed for the most severe and effective punishment of the most flagrant and hideous male offenders. Usually, the criminals were taken ashore during the daylight hours to perform the hardest public works. The English abolished their hulks in 1862, after they had claimed Australia and could transport criminals there. (3,42) Although England had the most notoriety for the hulks, at least one American state had a hulk. California rigged out an old Spanish galleon and used it to house convicts while they were used to build San Quentin on San Francisco Bay.

Many socially conscious and humanitarian individuals and organizations who saw the sorrowful conditions of the prisons became loud spokesmen for prison reform in the seventeenth and eighteenth centuries. The Quakers were the leaders, almost 100 years ahead of the major reform movements, as William Penn in 1682 established prisons which were to be "workhouses, free as to fees, food, and

lodging, where felons were to make compensation by working as bondsmen". Corporeal punishment and the death penalty were abolished by the Quakers. (3,44) Many early reformers advocated absolute solitary isolation, but soon others saw grave threats to the mental stability of the prisoners if absolute solitary were employed. John Howard and Elizabeth Fry, the two most noted advocates of reform at the end of the eighteenth century, opposed solitary confinement. The term house of correction began to be used to describe attempts of administrations to reform and train the less dedicated criminals. There was a great deal of publicity created by Howard and Fry, which resulted in legislation aimed at alleviating most of the atrocious conditions in England. However, these two had as great, if not greater, influence in other countries as they had in England.

Establishment of new prison facilities began in the 1800's, following the lead set in New York and Pennsylvania. The first prisons in America were known as penitentiaries where an individual might achieve penitence or reform. Although the strongest reformers' philosophy was strongly against solitary confinement, one of the two forerunners of new prison construction employed it as the proper correctional system. Its correctional philosophy was based on the individual's desire to change his own attitudes. This facility, Cherry Hill, constructed in Philadelphia by 1829, was built and operated with the purpose of being a model to the world.

> The building was circular, with all the cells opening outward, each into a small walled exercise yard. The prisoner in each cell worked, ate, and slept in it, and took his exercise alone in his own yard. He saw no other human beings except prison officers and official visitors from outside, including clergymen; one or another of these visited him frequently and regularly, talked to him to find out his "state of mind" and to exhort him to better things, and left him reading matter. He was brought into the prison blindfolded, and throughout his term--which might mean for the rest of his life, for there were many lifers--he never saw either the rest of the prison or any of his fellow inmates.
>
> The cells were fairly large, for they were workshops as well. Only work that could be done by a man alone and in a cell could be carried on. This included such handicrafts as spinning, weaving, dyeing, and shoemaking. The work was all done for private industries and the profit went to upkeep of the prison. (3,66)

This isolation was instigated as a religious penitence for soul searching and meditation by the Quakers. The prisoner was well provided with food and clothing, and sufficient air, light, and exercise, but was strictly isolated to think about his crimes and repent of them, thus to return to society as a well-adjusted man. Another such installation was later built in Pittsburgh, known as the Western Pennsylvania Penitentiary. This Pennsylvania system drew high praise from most visitors, but they did not realize its effects on the prisoners. Charles Dickens, who had experienced the horrors of the English debtors prison, visited Cherry Hill to strengthen his concern for

prison reform. His conclusion as follows gives an impression of its effects on the prisoners.

> In its intentions, I am well convinced that it is kind, humane, and meant for reformation: but...very few men are capable of estimating the immense amount of torture and agony which this dreadful punishment, prolonged for years, inflicts upon its sufferers. (3,67)

The Auburn or Congregate system, first established in Auburn Penitentiary in New York in 1816 and later in Sing Sing in 1825 by sincere reformers, was the major alternative to the Pennsylvania system. Sing Sing was deliberately built on the principle that "to make any impression upon convicts there must be suffering, and to make any adequate impression, such suffering as will excite feelings of terror". (3,68) In the prison, convicts worked together in large shops, but slept and spent all nonwork hours in solitary cells. They exercised together but in strict silence, reinforced by the wire cat-o'-nine-tails, which was also used liberally in the workshops. The prisons were built with inside cells, back to back; much like peas in a pod. Most prisons built in America copied the Auburn system, chiefly because of the ease with which they could be turned into profitable factories, as a trend which eventually became more emphasized than reform.

Several reformers started a "mark system" as a form of indeterminate sentence under which the inmate, by earning so many marks, could earn his freedom. The marks were given

for proper conduct and industry, with subtraction of marks for misbehavior. This system with modifications was used and developed chiefly by the British Empire, but most of the European countries more or less copied it after the middle of the eighteenth century.

The majority of the new prisons in Europe employed the single cell layout with great emphasis upon solitary isolation for at least part of the sentence, a modification of both the Auburn and Cherry Hill systems.

Although most of these reforms were started to alleviate the horrible living conditions and cruel physical treatment of prisoners, they very seldom were employed as reform measures, but as more expedient means of discipline.

Another development, which started in America, was the initiation of reformatories for young offenders. Although there were earlier attempts than the 1876 American step to house youthful offenders, they did not attempt any special rehabilitative methods. The first, Elmira, New York, Reformatory, blossomed with the most reform measures that had ever been employed in any one institution, and more than would be used in most other such institutions for many years to come. It had schools, religious care, a form of self-government, a library, a prison paper, a gymnasium, an athletic field, a band, a glee club, vocational and artistic training, and a method of earning the way out for any offender. However, its high starting ideals were not

fully carried through; in fact, it failed not only because the age range of inmates was too great (up to 30 years old), but because it was founded on custody and security, not rehabilitation. All other American reformatories copied Elmira, both its mistakes and its good points. They all became conventional prisons for young offenders: preparatory schools for adult criminals, but at least they were another reform idea. (3,85)

This first wave of prison reform came at the end of the eighteenth century and carried into the first of the nineteenth. But then it died down, and many of the penitentiaries and reformatories, which had been thought of as the cures for the horrible conditions of the past, degenerated into conditions which were almost as bad as before. Neglect, legislative frugality, loss of zeal for the mark system, commercialization of inmate labor, taxpayers' protests about extravagance of the systems, emphasis on security and custody, and public fear-syndromes were all causes for the degeneration of the ideals.

The growth of probation and parole, the application of the indeterminate sentence, more revision in woman's and young offenders' reformatories, and the state use of convict labor rather than for private contract, marked the start of another reform movement in the United States in the late nineteenth century. Another change, attempts at convict self-government, has carried this reform up to

modern times. I will go into this with more detail because it, along with excellent social services, may be the means for inmates to develop their self-esteem and ability to cope with and thrive in society.

This system of self-government was started when Thomas Mott Osborne, with the cooperation of the governor of New York and the warden at Auburn, founded the Mutual Welfare League in 1814 at Auburn. (3,107) The prisoners disciplined themselves, with power developed in an elected body serving for three months before other elections. From its ranks this body elected judges who constituted the disciplinary board. Any decision could be appealed to the Warden's Court, composed of the warden, the principal keeper, and the prison doctor. There was a permanent secretary and a sergeant-at-arms, who was chief of police with inmate deputies. The shops were run completely by the delegates; no guards entered. They ran an employment bureau and a commissary, and controlled all recreation and entertainment. Discipline inflicted was suspension or expulsion from the League.

Osborne's major mistake in this highly successful program was the inclusion of all inmates in the League. There are hardened criminals who cannot and will not be changed. Membership should only be open to those who would adhere to the organization's principles, with a period of probation before admittance. Variations from the League

in other institutions included some members of the prison staff on the councils and, instead of complete self-government, a cooperative system, which did not administer discipline, but decided general policy. Also, regimentation of routine and institutional, uniform clothing was changed to the more casual actions and dress of the regular, outside community.

This system of self-government must be properly set up, organized so that the inmates may not set up a kangaroo court system with its powerful con-bosses and the prison inmate code governing the inmates' activities. If these bogus situations are filtered out by the proper organization and hidden controls provided for checking blatant abuse, the system will surely give the inmates a chance to build self-reliance. The system will work because the inmates allowed to participate will want the system to work for their own benefits in making their terms as pleasant and as short as possible.

Today's penology has the goals and methods which will first provide protection and safety for the free society, then the remedial treatment of the criminal to return him useful and lawabiding to society. It has developed from the realization that man is the product of complexities of environmental influences acting on him constantly. However, the states' codes were drawn up considering every human exactly like others, not requiring special, personal help.

A radical change of viewpoint is necessary to change the outmoded codes to permit speedier reform of criminal treatment.

Very recently, with California penology leading the way, there has developed the correctional-community concept using the indeterminate sentence. In this community the functions center around the social services thought necessary for the changing of criminals to adapt to the pressures, activities, and mores of normal society. Centered around individual counseling by psychiatrists, psychologists, sociologists, case workers, ministers, and physicians and guided group therapy, the system attempts to force the inmate to realize his own problems and the necessary means to reduce them. It is a liberal step demanding great patience by the advocating administrators to convince legislatures of the necessity of changing the laws and increasing appropriations needed for its proper development. Most American prisons, especially Federal, but also state, realize the high potential of this system, and are implementing it as best and as quickly as they can with the means that come slowly from the legislatures.

I have briefly shown the development of prisons as they are presently administered. I have done so to prepare a foundation for the functions which I think a modern progressive correctional institution should have. They are also the functions that the Montana prison officials would

like to have. I am, however, by no means an expert, but from my research, I have seen many good attempts which failed because of public ignorance or lack of foresight. It is my amateur status, immature penological philosophy, and my limited familiarity which will affect the innovative degree of my design, since I can only know the reforms developed in the past and hope that I can employ them nobly and righteously. But I still hope to produce, if I can, some penal innovations - certainly not innovations for innovation's sake, but discoveries necessary to strengthen my design.

FUNCTION OF THE CORRECTIONAL INSTITUTION

A correctional facility as a self-sufficient community is a contradiction when the basic task of the institution is one of rehabilitation for normal participation in society. If the institution is to be maintained with security and custody as its first considerations, as it seems it must, there must be definite provisions to set up the framework of the bound society to be as close as possible to outside society. Because inmates are social deviants, they must be set right if possible, and permitted to function normally in society without being more than jellyfish; that is, they must not lose their character or integrity. (I should not draw absolutes about the classification of inmates as social deviants. Many offenders have been placed in prison because of one lapse in their conduct; many would not permit another. They are hardly less than normal social characters, and often do not need imprisonment. In fact, many become hardened criminals from their prison experience. This development is a result of faulty codes as well as the structure of the institution. Many courts now realize this malpractice, and as a result, are employing more and more suspended or conditional sentences. However, there is a need for confinement of many of the convicted to provide guidance for their adjustment.)

With this attitude about the social role of the detention institution, as that is what it actually is in

the correctional sense, the facilities should allow a program in which the entire staff functions as a treatment team with complete de-emphasis on the "keeper" role of the officer. While the individual confined will benefit from favorable accommodations, he will undoubtedly be more affected by the individual and group experiences resulting from his associations while incarcerated. Therefore, the main treatment influence is mediated through the use made of relationships among inmates and between inmates and the total staff.

The treatment program requires great expansion from that meagher system which Montana now administers. Employment of psychiatrists, psychologists, sociologists, and more social workers and case workers are necessary for progress with any speed. These professionals, along with physicians, ministers, and other prison officials would form the social service unit, which would be the heart and the brain of the institution, to which all other functions would be coordinated and administered. This unit would employ educational and vocational training, recreation, and religion as invaluable partners in preparing inmates. Emphasis would be placed on developing integrity through personal diligence and advancement. This whole system would put humanitarianism back into the prison program, allowing the inmate to develop self-reliance and self-respect.

Discipline and security, though necessary, should be handled in such a manner that they enhance the character, rather than degrade the dignity of the individual. The institution of inmate government would further this ideal because the self-governed (and that would mean self-disciplined) would be operating a system for their own good, causing and solving their own problems. This would again develop individual maturity in the inmate's relationship to his society and also guide his actions in outside society when he is freed. This structure would produce an atmosphere as close as can be hoped to that of freedom.

Another step in the integration with free society would be the introduction of outside professionals and artists to lecture, entertain, and visit as much as possible, and the ability of inmates to venture outside under exemplary conditions with supervision to participate in free society, such as working, entertaining, being entertained, and learning.

Delbert E. Frost, the associate warden at Nevada State Prison lists the following five as functions of the correctional institution. (7,11)

1. Determination of academic and vocational inadequacies and programming to fill existing voids.
2. Cultivation of skills directed to achievement of constructive, tangible results.

3. Enhancement of rational forethought, orderly attention to duties and responsibilities, and regulation of time.

4. Development of desire for attainment of realistic, acceptable, long-term goals and incentives to persevere.

5. Emphasis on qualities, characteristics, abilities, and propensities from which improved personal and social adjustment shall be derived.

As a maximum security unit (the only penal institution) for male felons of Montana, the institution will necessarily house both maximum and minimum security risks. This means a complex structure of security in departments like social services, where both types will be intensely treated, possible at the same times. The design will demand care in not perceptibly differentiating between the two divisions if division is deemed necessary, although each type of inmate should realize the differences between the treatments and the facilities as an incentive for improvement.

The correctional system would be designed for 600 to 800 inmates, as this seems to be the range of commitments numbers. This size of population would dictate employment of at least three of each professional treatment personnel, one physician, and three case workers and social workers.

Each inmate should be treated and should feel as an individual in an atmosphere developed to eradicate his hostility and resentments towards authority and society.

I think employment of these social services in the proper physical environment can achieve the desired correction and rehabilitation.

FUNCTION OF ADMINISTRATION

There are two functions of administration in the correctional institution. One deals with the necessary functions of a state agency run like a business operation. The other is the penal administration of government and custody.

The first operation provides facilities for the chief executive, the Warden, who has his own personal secretarial staff. The Warden is responsible for the immediate management and control of the institution: responsible, as a nonpolitical, appointed official, to the Governor. He is both the head of the business administration and the penal administration: the final decision maker concerning immediate policy and actions. There should be a conference room, in addition to his office and secretary pool, where he may meet with parole boards, legislative committees, professional groups, and various other councils.

The Business Office deals with expenditure control, inmate pay plan, office procedures, budgeting, and inventory control. The Accounting Department, as a part of the Business Office, keeps a double set of accounting cards for each inmate as well as manages the "Inmate Account"

fund and the Band Trust fund held in the local bank. Personnel payroll and requisitions and claims for the commissary and warehouse are processed in accounting. The department also maintains such records as a claims ledger for expenditures, ranch production for institution consumption, commissary and warehouse issuance, trading accounts with other institutions, the Public Employees Retirement System, Social Security quarterly reports, and state and Federal income tax reports. It also handles all of the mail, both incoming and departing. (The social service department will handle mail censor.) These bookkeeping duties require quite a large secretarial staff in a typing pool, in addition to the business manager and his private secretary. A switchboard and operator are also necessary.

The Property and Equipment Department, as a part of the Business Office, is set up to maintain complete capital inventories of all prison property and buildings; maintain a cost economy and accounting system for all prison vehicles, engineering and ranch equipment, based on a policy of preventive maintenance; maintain an inmate driver program and operator and mechanics schools; and check all expenditures within the maintenance program. It is also required to maintain a property control system to eliminate duplication of capital items required by different departments; furnish specifications to the business manager for vehicle

and equipment requirements; control a maintenance program; and insure the highest standards of efficiency and operation for all equipment.

The Personnel Director, employing secretaries as needed from the typing pool, will be the employee director and processor. He will be the chief interviewer for determining the qualifications of custodial and treatment applicants. His office and its duties will be closely tied to the social services and to the Warden. He is also charged with the public relation duties in conducting tours and talking to visitors. The complete business facility requires provisions for 20 to 25 people. (12,28)

The Penal Administration is headed by the Deputy Warden, who has direct command over the custody officers. He is the intermediate between the Warden and the custody and treatment employees, as well as the inmates in dealing with disciplinary and treatment problems. His public duty is to insure security and discipline for the public and inmate safety and welfare. He would be the top security official to work closely with the social service group. He has a difficult task of being on the correctional team while also insuring security and discipline. His dual role is necessary for both the administration's side and the inmates' side. He is the symbol to the inmates of authority which they must recognize in any society. But the Deputy Warden must be wise and fair to not overextend his power.

The Deputy Warden's facilities shall contain his office, his secretary's office, a conference room, and his captain-of-guard's office. He will be closely associated with the social service unit, perhaps in the same building.

FUNCTION OF SOCIAL SERVICES

The central function, or the heart, of the correctional institution is the Social Service Department. Two or three psychiatrists, psychologists, and sociologists, case workers, and social workers, a physician and a chaplain, all on full-time status, would be the professional personnel of this unit. The deputy warden and his custody staff, the educational facilities, the industrial and vocational department, and the recreational program would all be very closely related to the department in an intense program of analysis, diagnosis, counsel, treatment, work, learning, and play for each inmate. Because the custody staff is employed 24 hours daily, the program can be extended for more than just eight hours daily. The parole board will also work very closely, getting to know each inmate case, insuring much better release judgment.

The structure of the program will center around inmate counseling in both group and individual situations. With a positive form of inmate government, self-discipline and self-respect, in relation to the closed society, will

be developed to function as closely as possible to that in free society. I hope that all inmates can participate, but there may be some incorrigibles who just can not conform. These people will be the chief concern of the psychiatrists, but they will not be excluded from the treatment program.

The following excerpt describing social education is from the Manual of Correction Standards.

> Broadly conceived, the major objectives of social education are to help the men through a study of themselves and the society in which they live to so organize thinking that they will be able to critically examine their basic attitudes and personality patterns and through such evaluation grow in their ability to readjust their thinking. Their motivations, and their behavior along the lines of progressive, personal, and social adjustment... this part of the education program would be arrived at by improving the individual's ability to live with himself, to see things as they really are, accept other individuals with understanding and help him with ordinary day-by-day social situations. (14,19)

Upon admission to the institution the inmate is isolated for medical and mental examination for about two weeks. In this time he is oriented to and indoctrinated with the policies of the institution and the responsibilities and behavior required of him. From the examinations he is classified to his status in the prison. By his actions and the processes of the social program he may move either up or down the classification scale. The higher he goes, the more privileges he obtains and the closer he

gets to freedom. The system is a reward-incentive process. When the inmate nears parole, he will start a re-entry program, which will be set up to make the final preparations for freedom. Hopefully, this need be only review of the revelations and training gained in the correctional process, but it will be aimed at releasing the anxieties developing just before re-entry.

Direct contact with the outside is important for the inmate to maintain hope and keep his sense of reality. The visiting and correspondent programs will be very useful to the correctional process. However, these need not be the only contacts with the outside society. I think, work, entertainment, recreation, and education outside the compound could be arranged for those inmates considered good security risks. These privileges may be used as valuable security and discipline tools.

Although mail correspondence for the inmate may be a security risk, it often is more important to the institution by revealing, through censorship, pressing personal problems for the inmate or his family. It also indicates strengths and progress of the inmate. Because of the nature of the disclosures of important personal and family conditions, censorship will be under the direction of the social services department. The mail will be received from the business office and then censored, and the process reversed for out-going mail. No limits will be placed on

the number of letters the inmate may receive, but he may write only three letters a week without special permission.

Each professional will have his own office, closely related to large lecture and council rooms. The council rooms must accommodate from 30 to 50 inmates and employees. Since there will be much secretarial work, a secretary pool will be necessary with appropriate filing and storage space. The visiting facilities will also be included in this department. The department shall have a close physical relationship with the chapel, school, infirmary, and the Deputy Warden's department. There may be offices provided for the chaplain other than those in the chapel. The mail room with its sorters and censors will be necessary. A canteen may be provided for use by visitors and inmates. A job placement officer shall also have an office, working within the social services department.

FUNCTION OF RELIGIOUS SERVICES

The institution will be staffed with two full-time chaplains, who will serve the needs of Protestants and Catholics. Since there are so few Jews incarcerated, there will be no need for a Rabbi. The chaplains will perform their services according to their church tenets and the policies of the institution, closely assisting the social services department. They will have the responsibility of ministering to the religious needs of the inmates in Sunday

services, discussion groups, instruction, and observance of religious holidays, and also give group counseling with other staff.

Since chapel attendance is voluntary and there will be two different services, the chapel need not be planned to house more than 60 percent of the total population. There will be confessionals, sanctuary, choir area, sacristy, nave, narthex, and chaplain offices.

FUNCTION OF THE SCHOOL

Proper education and training are the basis for the correctional operation. Since the inmate school average is only through the eighth grade, there is a definite need for education. (14,46) The nature of confinement also gives the inmate realizations of his own knowledge and an awareness of time, which work together to create a desire for academic improvement for most. The aim is to at least provide the education through high school so that each and every inmate may receive a high school diploma. Correspondence courses may be arranged also.

Since there are inmates with all levels of education, the school system must offer a total program from elementary instruction through secondary studies. The diverse program would include the regular courses required of all Montana schools for accreditation, and also any special courses which the staff could teach with competence. The teachers

would also be intimately involved in the social service counseling program. The system is part of total official Montana School System directed and regulated by the Montana State Department of Public Instruction. Until recently, the staff has not been large enough to fulfill accreditation requirements, but now has the authority and means to expand by acquiring four more teachers for a staff of eight. (22) The conditions in this confined society could produce one of the best educational systems in the state, if it is given the means.

The enthusiasm shown by the inmates indicates that the facility should accommodate close to, if not more than, half of the population. This would require at least eight classrooms, laboratories, offices, council rooms, conference rooms, and many teaching aids with proper storage. Some of these rooms could be used mutually by the school and the social services. An elaborate, diversified library is an invaluable necessity in the educational process. Since inmates read far more books than free people, the library should be professionally staffed and stocked with as many books, references, and periodicals as possible.

FUNCTION OF INDUSTRIES

The work performed by the inmates will not only be a rehabilitative and correctional process for him, but will be also an operation which can be diagnosed by the social service professionals to help direct the treatment

for the individual. Work will also make the sentence go faster by keeping the inmate busy and interested. However, the work must be useful, providing training which can be used outside.

There are now too few trades and industries maintained in the institution, resulting in most prisoners not working full-time, and less than efficient operations where more men than necessary are working. The industries now offered are chiefly for maintenance of the institution. They are the print shop, shoe shop, upholstery shop, laundry, clothing assembly, sign shop, and the tag plant. The farm, as a total operation, provides work for the lowest security risks in planting, harvesting, cattle, hog and poultry raising, slaughtering, vehicle and equipment maintenance, saw mill, cement-block plant, and feed mill.

Although many of the inmates have rural, agriculture backgrounds, they were often breaking the law trying to escape from this condition. Although the work on the farm employs many inmates in healthy conditions, I think it is a mistake for the administration to consider this work training for these individuals, which can be constructively used to earn a living outside. I do not think the farm should be relegated a lesser role, but I do think its function should be recognized and other industrial and vocational programs added. (Its first and foremost function is to provide food to all of the State institutions.)

There have not been any other industrial and vocational operations maintained because of the fear of free labor that some threat to its livelihood would arise from the introduction of non-salaried-production materials to the open market. This is a threat to some extent, but the cost of maintaining prisons and law enforcement agencies threatens society's pocketbook more. A legislative policy, different than that which is in effect, could be established to regulate the sale and production of any such materials, to safeguard infringement on labor's domain. If valuable training programs were maintained in industries which produced services and products demanded by society, the rehabilitation of inmates would be furthered, and society would be benefited by a useful member. Training by a professional in the trades, such as electrical, plumbing, carpentry, drafting, and masonry would help the inmate gain a position in freedom.

I will provide facilities for training shops for the above trades as well as those already maintained. Each will have a class room, a laboratory area, where applicable, for experimental work, and an office for the master of each trade.

FUNCTION OF RECREATION

The recreation program is provided to develop mental health as well as physical fitness. Like the work and training programs, it would provide physical outlets for

the inmates, but it would be a less serious, more playful atmosphere. The inmate can loosen up. It is designed to channel the misdirected aggressiveness, belligerence, courage, and cunning of new inmates into beneficial and commendable uses. In using leisure time well, the inmate releases built-up energy and despondency. Again the social service professionals could analyze the actions of inmates during periods of recreation, and apply the observations to his correctional program. The program should be directed by trained supervisors, possibly from the school or the social services.

Team sports are to be emphasized, but individual development will be just as healthful and important as team prowess in learning sportsmanship. Basketball, baseball, football, volleyball, shuffleboard, boxing, weightlifting, and horseshoe pitching are carried on now, but tennis, gymnastics, handball, soccer, wrestling and others could be introduced. Hobbies and crafts performed in leisure hours are other valuable recreational activities. Studios for art work and leatherwork should be provided. The physical plant for the physical recreation activities would be chiefly a gymnasium with various spaces to house indoor sport activities. Outdoor activities would be accommodated on the grounds immediately surrounding the complex of buildings.

A multi-purpose auditorium will be close to the gymnasium where assemblies, movies, lectures, cultural programs, and music training will be given. The functions carried on within its bounds will be passive compared to the physical activities of the gymnasium. Studios to house hobbies and crafts performed in leisure hours as other valuable recreational activities will be provided. These will be fine art laboratories designed to facilitate ceramic work, painting, sculpture, and other art techniques. It will have the traditional stage and back-stage area of a theatre with seating for the total population, including employed personnel. Small work areas and practice rooms for musicians will be provided with supervision by a full-time arts and musical instructor. Its activities will be important in the correctional program, because they will give the inmates a chance to experience and participate in activities of refinement and culture.

FUNCTION OF INFIRMARY

"The function of the medical unit is to keep physically and mentally well those who enter well, make fit those who enter ill, and prevent or control all conditions that could cause injury or illness to those committed to the institution." (14,27) It will be maintained just like any hospital. It will maintain the services of a local physician on 24-hour call, who makes rounds daily, performs surgery once-a-week, and sees out-patients twice-a-week.

The contract dentist visits once-a-week, while the optometrist visits every other week, or as needed weekly. Physical health information will be used in the correctional process, and when physical health is detrimental to rehabilitation, attempts will be made to improve it.

A medical research facility already constructed will be used closely with the hospital. Experimentation with drugs and diseases will be carried out with volunteer inmate participation. This facility could be the seed for more medical development in Montana. It could also provide technical and laboratory training for some inmates.

The hospital facilities must contain the general ward, an isolation ward, recovery rooms, orthopedic units, laboratory, examination rooms, X-ray equipment and room, operating room, out-patient provisions, dental and optometry departments, offices for the physicians, pharmacy, and nurse's facilities. Examination of new inmates in their initial entrance period will be performed in this facility.

FUNCTION OF FOOD SERVICE

The food service facilities will provide vocational training as well as the needs of food preparation and service. Maximum efficiency and economy will be achieved by employing a professional steward and using modern kitchen equipment. The manager, with his subordinate chefs, will also be the director of culinary training tied to the

social education program.

The food will be served in a cafeteria style, and the dining room will have tables for four to six inmates, who will be allowed to sit where they please. It will be possible to feed the total population in one sitting. A separate dining room will be provided for the institution staff, but the same fare will be served. There will be a special facility for people with dietary and health problems requiring specially prepared food. The training facilities will contain classrooms and a laboratory used closely with the kitchen. Preparation facilities will include a bakery, kitchen, cold storage, freezer, meat storage, meat cutting area, vegetable storage, and dry storage with an office for the manager.

Since most prison riots have started in dining rooms because of discontent over food preparation, quantity, and quality, security is strongly emphasized there. Usually, a gun cage of some type is situated with complete visual contact for the guards with the kitchen and dining hall. This feature, along with individual, roving officers, will be employed.

FUNCTION OF HOUSING

Since a multi-level classification system will be used for inmate progress, the housing facilities will have to reflect the different security and progress levels. The

incorrigible, unresponsive criminals will require the greatest security. Their housing units will probably be individual cells in a block system not much different than the present basic layout. However, these units will only be a small percentage of the institution, because, I hope, the atmosphere and program of rehabilitation of this society will create a civilized, mature society able to stand on its self-respect and integrity.

Since the preference among inmates and correction officials is individual cells for nightly confinement, these will be the basic sleeping unit. I hope that introduction of natural light and air into the complexes of cells, and giving inmates a freedom of behavior based on his integrity will produce an atmosphere gentle and as non-institutional as possible. Cells which the inmates may lock themselves from the inside for privacy and feelings of personal dominion would be provided. Since only guards would be able to unlock these cells from the outside, and visual control of the passageways between cells would be maintained by guards, undesired intermingling would be constrained. There will be provided dormitory-type quarters for those who will cope with and desire them.

Since adequate facilities are now provided for about 200 inmates on the site, only units for 600 more will be planned. The facilities will contain the cells or dormitories, clothing and linen exchange, toilet and bath areas,

day rooms for hobbies and television, council rooms, central-control office, and possibly a corrective isolation ward. Some cells will have the toilet facilities built-in, and others, with the dormitory, will use community systems. These housing units must emphasize the domain of the inmate and de-emphasize the role of the keeper. This will be accomplished by television observation of the public areas in the units and by development of a designed unit which will be as pleasant for living as possible. Individual living areas will be large enough for a sense of privacy and self-respect. A separate facility will be provided to house the first offenders, to try to insure that they will remain first offenders and to comply with the Montana law.

FUNCTION OF SECURITY AND CONTROL

The nature of the correctional institution is to function as a deprivation of liberty for its confined. This confinement is almost completely against the will of the individual, and thus is the germ for a constant yearning for freedom. The institutional administration must prevent escape and injury to individuals, because that is its duty in the eyes of the public. Therefore, a system of custody and security is maintained.

Custody is insured by confinement within the physical structure of the institution and reliance upon individual integrity, trust, and respect of law and order. Occasionally, when an escape is accomplished, all people involved with

the institution suffer. The official personnel suffer public pressure and condemnation, while the inmate population suffers tightened security and suspicion of hostility and fear of riots, disturbances, or more escapes. For the comfort of both sides of the society, custody must be unbreachable, except by official sanction. The wire fences, towers, walls, and other restraining devices will provide custody insurance.

On the other hand security means internal safety and discipline. Both inmates and officers must be protected from overt hostile actions by either party. Hopefully, the officer selection and training program would prevent official abuse on the one hand, while the correctional and rehabilitative program for inmates would reduce and eliminate hostile and belligerent tendencies on the other. However, hidden and unknown circumstances will be present which could offset any training or development and cause incidences.

The first body to control discipline and inmate activity would be the self-government system, working closely with the social service department. With fellow inmates deciding discipline, pressure to stay within the bounds set by the peer group would maintain discipline for the most part. The presence of correctional personnel would control the remaining hard-core security threats. The chief means of security then, will be human responsibility

and integrity. However, locking systems, television surveillance, and towers outside the walls would be necessary to atone public apprehensions and to intercede when human discipline breaks down.

The personnel selection is based on personal character and behavior record. However, final selection is not made until each man attends an intensive course in human relations, custody and security, and personal methods of protection. The training is based on techniques from the Federal Bureau of Investigation, and all modern methods are taught. Besides these preventive measures, attempts should be made to instill the qualities necessary for leadership and guidance of the inmates. This is not the case now; all security personnel may not form any close relationship with inmates, or encourage that kind of association from him.

The Bureau of Records and Identification maintains prison criminal records and records of the Montana State Bureau of Criminal Identification and Investigation. The records consist of the inmate's commitment paper, photograph and fingerprints, medical record, and history. All "good time" computations are figured in this department. Parole information, detainers, and release processing are also the responsibility of the bureau. There are approximately 20,000 inmate files, 27,000 Bureau of Identification files, 4,000 suspended sentence files, and 250,000

fingerprints on file. (14,34) During escape the office is the central post of state-wide communications with radio and teletype. It presently has a staff of supervisor, assistant supervisor, fingerprint classifier, and publications clerk. This department, the deputy warden's office, and the officers training and administration department would work closely with the social services in the correctional process. The files would be used confidentially by all to aid the rehabilitative program.

The office and training facilities will include classrooms and lecture hall, director's office with a secretary, office and storage for the supervisor of Bureau of Records and Identification and his staff, criminal laboratory under the supervision of the State Criminal Investigator, the armory for control of the institution's arsenal, and a firing range for testing and training with the different arms.

FUNCTION OF SUPPLY

The functioning apparatus of the commodity supply for the institution is the warehouse and commissary. The warehouse has the duty to order all materials and supplies that are needed for the maintenance and upkeep of the institution. It also receives and issues all material used in construction, repair, and the general maintenance of the prison. All warehouse items are cataloged, and a perpetual inventory of all supplies is kept, with several

inmates assigned to help the civilian warehouseman with the bookkeeping. The operation requires a large open space with some office area. There should be a restricted area for security-risk items.

The commissary is designed primarily to function as a clearing house for the purchase and distribution of office supplies, dry goods, clothing, and food for the institution. Supplies are stored here as well as in the warehouse with the same perpetual inventory maintained. Inmates also assist the storekeeper in bookkeeping, inventory, stocking, and delivery to the requisitioning departments. This department also supplies and maintains the inmate commissary. Both the warehouse and commissary could function within the same building. The business manager is the clearing head for all finances and orders for both departments.

FUNCTION OF MECHANICAL

The mechanical system, including heating and utilities, such as electricity, water, gas, and sewer, demands careful consideration from the security angle. Improper control of these facilities could cause havoc and injury to the institution and the total population. Professional personnel should be required to run and maintain these systems, because not only are dangerous commodities involved, but the major operational expense of the institution is the operation of the utilities.

Control of all the utilities will be concentrated in one heating plant. In times of natural disaster or inmate disturbances, there will be an auxiliary plant available, ready at all times. This unit will be centralized outside the compounds for security reasons; all utilities for the compounds may be cut off without entering them. The supply lines for these utilities exist on the site. The sewage system is connected to a drainage field at the lower end of the site, east of the farm complex. Telephone communications will be centralized and controlled in the administration department, where the switchboard will be situated.

AESTHETICS

DEFINITION OF AESTHETICS

The definition by Webster's New Collegiate Dictionary of Aesthetics is "The branch of philosophy dealing with the beautiful, chiefly with respect to theories of its essential character, tests by which it may be judged, and its relation to the human mind; also the branch of psychology treating of the sensations and emotions evoked by the fine arts and belles-lettres". ("Literature of aesthetic as distinguished from informational or utilitarian value.")

There are two components of aesthetic consideration; the good and the beautiful. (12,21) The first is a subjective observation of an object; that is, an observation based on concepts or preconceived notions of what the object ought to be. It is judged by its relationship to the observer's background, training, knowledge, and environment. In short, the good is a relative attribute of an object, be it art or not.

Beauty is an objective characteristic, meaning that this trait is inherent, observable by all without any preconceptions. It is judged by its virgin composition and internal relationships. The elements in their interrelationships make the beautiful; they need no concepts to express their character or the character of the object.

When experiencing a work of art or of nature, the observer, with a sensuous feeling, notices the color or

form in a way molded by the context of his mind. What he feels through his sight process is his emotional reaction to that particular aspect, either relative to the total object or singularly isolated in his mind. His feeling is his own, not necessarily universal. However, the color and form of the object under consideration, be it whole or partial consideration, is inherent or always there. Its existence is reliant upon no condition. The object pleases without necessarily having any meaning other than its existence.

That the object has meaning to the observer ties the good and the beauty. These two aspects are very hard to separate, and they very seldom are. It is through human emotion that most impressions are channeled, and this emotion is developed by conditioning which sets up conceptions. Any human experience is based on the observers mental condition. The degrees of good and beauty give the degrees of the aesthetic value. There may be one without the other, but the good is always dependent upon the concepts of the observer, while the beauty is without the necessity of an observer.

I do think neither of these two aspects is irrelevant for any aesthetic consideration. In a work involving human occupation, neither aspect is more important than the other, although the consideration of the structure is most often a sensory relationship to concepts and experiences. But do

not think of beauty as an innovative aspect, because innovation is only a consideration based upon concepts and experience.

In considering the aesthetics of an environmental structure, it may be easy to say that the good is based upon its function or operation, and the beauty is in its elements. However, it is just as fundamental for the beauty to be in its function and the good to be in its elements. Incorporation of both the good and the beauty in the function and the elements is my task.

THEORY OF ARCHITECTURE

Architecture is the emotion evoked by a physical, man-made environment. This emotion is a sense of trueness or righteousness; only a feeling, but still outlined by the criteria of aesthetics. However, the principles of aesthetics do not define the emotion which is in the architecture. Architecture, as a physical composition, can be a landscape arrangement of space as well as the arrangement of space with walls, roofs, floors, and openings as units composing buildings.

Architecture is the emotion of the purpose of the architect; that is, what he desires his building to be in terms of function, beauty, and structure. When the architect practices his art, he has a purpose of intention which his composition should describe to him when he looks back

and sees it in use. However, what he sees may change as his principles change, but the essence of righteousness should still be there.

Architecture also evokes in the layman emotions or feelings towards it. These should be basic emotions evoked, with honest openness in the person experiencing the environment. The layman's honest integrity will permit the basic emotion to be evoked, not those superficial, dishonest opinions often expressed with petty regard for honest evaluation. I do think that not every layman has this sense innate, and that many will not discover it.

Finally, the composition evokes emotions because of its physical presence before both the architect and the layman. The compatibility of the materials with the natural environment as well as their use for the purpose of the building will both evoke righteous or indignant emotions in the layman and the architect. The indignant cries may not mean the composition is wrong, but that the viewers are not seeing it correctly.

I have said there are three sources of emotion in architecture: the architect, the layman for lack of a better term, and the composition. The last two are essential; there will always be the layman's interpretation and emotion which are provoked by the physical being of the composition. However, the architect may never exist as one individual to

whom the composition may be attributed. Here, the purpose of the composition will be intrinsic with its use. It is true, there will be non-participant architects to interpret the purpose, but they are basically only in the class of layman as observers. They are not the doers.

At this point some people would dichotomize between Architecture and architecture, where 'A' is the culmination and maturation of a composition through the hands of an architect, and 'a' is the evolution of a composition as just a happening through refinement, in terms of expediency of materials and use. I do not believe there can be this kind of dichotomy when both compositions evoke the same strength of emotions and the laymen sense these emotions in both. There may be, and usually is, a different scale of grandeur or nobility of purpose for those with 'A', but they are no more fundamental of purpose than those with 'a'. And they do not evoke a different scale of emotion, although the emotion may be different. For example, the grandeur, nobility, and fundamental beauty culminated in Gothic cathedrals or Greek temples contrast with the rustic humility and essential function of old England's stone and timber barns. Here we must remember that there will be different fundamental emotions for each different category of architecture.

Although I do not wish to dichotomize within the realm of architecture, or Architecture, I think there is a

realm of building composition not architecture. There are compositions that are wrong; sensed by everybody and evoked by the structure to be wrong. If wrongness is the emotion evoked by a composition and sensed by the people, then it is not architecture. True, these compositions may be used by humans, but this does not exclude the wrong. One may wish to say these compositions have no noble, pure essence from which the emotion of them may be evoked, but I think the sense that they are wrong is enough to exclude them from the realm of architecture. It is enough to think in terms of evocative natures of compositions without assigning concrete categories of critical criteria, when the essence of the composition is true in the purpose of the architect, true to the emotion of the layman's interpretation, and true in the nature of the composition.

AESTHETICS AND THE CORRECTIONAL INSTITUTION

The correctional institution, as a peculiar embodiment, involves two very different clients who must be pleased by the structure. They are the paying public, and the inhabiting transgressor. The initial acceptance of the designed institution is dependent upon the benefactors, but the final acceptance, in its proper functioning, is dictated by the inhabitants. For success, both aspects are necessary, because the first gives support and the latter gives efficiency. Initial impact on both parties is the visual perception which is conditioned on aesthetic considerations.

And this perception is derived by both function and form.

I believe that the most important consideration should be the inhabitants' impressions. My foremost concern will be to impose an environment which will most likely make the inmates forget that they are confined. I, indeed, have a momentuous task. The composition of spaces and use of design elements will be my tools to effect the pleasantness of this inclusive living space. However, these features must not be used frivolously or disconnectedly; they must be strongly related to the purpose of the structure and evoke the sense of beauty of architecture.

The structural layout could be highly formal, but I fear this would perpetrate an attitude of institutional presence, if not austerity. Arrangement of space to be as intimate for the individual as possible will be an attempt to permit the inmate to become closely involved with the institutional process. The physical impression should be immediately felt by the inmate, felt in its impact upon his arrival before his confinement.

This arrival impact is the tie between the two impressions of its user, the inmates and the benefactors. The public sense, by moral and educational standards, has already a preconceived impression of what the institution should look like. If this concept is out of date or wrong, it will be my task to sell the administration, as representing the public, my approach based on the philosophy of the

institutional process and my philosophy of architecture. In the concept of the institution, aesthetics are very often considered amenities unnecessary for criminals. Nevertheless, this point of view is contrary to architecture and to correction.

The impression on any free individual, and I would hope, on any sentenced arrival, would be of pride and wonder at the presence of the structure in its environment and at the process of its services. The latter impression is the most important for the continuance of the institution's life as given by the benefactors; however, the benefactors' conclusions will be drawn on the influence of both impressions. And the visual impression can be the most likely cause of suspicion of frivolity and excess, which threatens the public's most sensitive feature, its pocketbook. To create the proper impact on the public can be accomplished by the righteous use of materials, a careful, functional layout, and the careful consideration of the structure to the natural site and the man-made environment.

The site has a beautiful, natural backdrop of mountains. For any structure to try to complete with these features is a slap of disrespect for nature as well as a misconception of the power of any man-made structure. Because of the closeness of these mountains, any attempt at structural monumentality would become ludicrous and absurd. Humilty would be the most fitting expression of any man-

product on this site. But then monumentality would be imcompatible to the desired humanitarian impression necessary for the inmates' resurrections.

Concrete has been deemed by the administration as the major construction material because of its initial impression for economy and formidability for the situation. The using of concrete will be a challenge for an attempt to overcome this formidable impression, reduce its coldness, and produce human-scale spaces with interest. Other materials used to complement the concrete will help overcome its more dreary aspects. I think materials with warmth and broad ranges of color will be excellent purveyors of human-scaled character, if they are used at all times with the consideration of the inhabitant. The use of these other materials may allow the inmates to apply their own tastes and character, but it will necessarily be controlled by the physical presence of the structure, and doctrines of the correctional process.

I have expressed abstract ideas about aesthetic considerations: philosophy which is only words expressing the bent of my aesthetics. These words will be organized as a total concept in the achievement of the physical design of the institution. Only when the structure has been designed and finally built, will these principles be truly revealed and tested as one particular, individual case. However, I believe in the words as time-tested truths which agree with

my nature. They are personal principles, but I hold them not as my own.

ECONOMICS

INTRODUCTION

In 1959 there was a design of a complete prison complex presented to the public for approval by means of a bond issue for more than $5 million. The voters failed to approve it. Since then, the state legislature has provided only piecemeal appropriations for prison construction and expansion. The necessity for providing funds for other institutions which house people not social deviants overrides the demands of the correctional institution. For instance, if there is need for funds to build two gymnasiums for state-supported institutions--one of them at the prison--the other will most likely be built because it is for more worthy and deserving individuals than the inmates are. This is the basic reason for the denial of that earlier bond issue. There may be a need to provide for the prison to change its conditions, but $5 million is too much for it when there are so many other places where that kind of money could be used.

This public attitude will affect any attempt for money requests from the taxpayers. To overcome this attitude the public must be influenced in such a way so that it realizes the importance of providing proper facilities for a correctional institution. It must realize that this appropriation is not extravagance. The re-education of the public will probably have to start with students who will be the future voters. With the goal as familiarizing the public

with the correctional program and prison operations in mind, the prison administration, working through the Director of Education, has chosen four inmates to prepare speeches and discussions to present to high schools across the state. They travel with the Director of Education to the schools, appearing before student assemblies and on state television. This process of education is necessarily slow, but it is a step toward inmate help and public consciousness.

Other means to turn the heads of legislators should be used. The chief means would be tours and lobbying to show them the conditions of the present facilities and the goals which must be reached for inmate rehabilitation. Emphasis must be placed on the importance of rehabilitation for society's sake, as well as for the individual's sake. And with progressive correctional policies practiced within a modern physical plant, the state could become a leader in rehabilitative penology. In considering the nature of the Federal government in its aid policies to states, leadership in the correctional field could mean Federal appropriations.

LONG RANGE BUILDING PROGRAM

The prison Business Office has set out its building plans for the next ten years, to 1979, in a long-range building program, showing the funds necessary to affect complete relocation of the prison from downtown Deer Lodge

to the prison farm three miles to the west. The total cost estimate is $6,855,000 in ten years. See Table III for a break down of the financial requests. The prison administration would like to have all the facilities in one package, but, as shown by the 1959 failure, have little hope for such provision. Hope rests on the design of a publicly acceptable facility and the change of public attitudes towards the institution's aims and processes.

The projects will be financed by appropriations, but some may be eligible for Federal funds in matching-fund arrangements, where the Federal government matches the funds the state provides. Most facilities will be maintained and operated through appropriations, but the tag plant addition will be self-liquidating, and the industries phases could be if the legislature would permit more state use of products from the inmate industries.

The construction of these facilities will be performed by contract labor. In the past, inmate labor has been used for most of the farm construction. However, security measures and the mental attitude of inmates seem to hinder the efficiency of their labor; the time taken to construct these units has been at least double the time required by contract labor. Because of this inefficiency and the desire for quick progress, which is required for success of the correctional program, the administration has decided to use all contract labor.

TABLE V (13)

LONG RANGE BUILDING PROGRAM

STATE PRISON, DEER LODGE

PRIORITY		COST
	69-71 BIENNIUM	
1.	Inmate housing, security fence, towers and lighting Phase I	$1,400,000
2.	Boiler Plant, tunnels and physical plant	500,000
3.	Tin Cup Dam and Reservoir (50% Federal Funds)	200,000
4.	Tag Plant storage unit (self-liquidating)	60,000
5.	Housing for dairy supervisors	30,000
6.	Swine unit	30,000
	TOTAL	$2,220,000
	71-73 BIENNIUM	
1.	Gymnasium and recreation facilities (outside the walls)	$ 250,000
2.	Warehouse and commissary	300,000
3.	Industries building-Rothe Hall area-Phase I	200,000
4.	Ten-car garage	15,000
5.	Replace block plant	50,000
	TOTAL	$ 815,000
	73-75 BIENNIUM	
1.	Treatment Center (Social Service;School, Hospital, Infirmary, and Chapel)	$ 850,000
2.	Industries building--Rothe Hall area--Phase II	200,000
3.	Maximum security building with fence and lighting	250,000
4.	Inmate canteen	20,000
	TOTAL	$1,320,000
	75-77 BIENNIUM	
1.	Inmate housing, security fence, towers and lighting Phase II	$1,400,000
2.	Central dining room--Rothe Hall area	600,000
3.	Industries building--Phase III	200,000
	TOTAL	$2,200,000
	77-79 BIENNIUM	
1.	Administration Building	$ 300,000
	TOTAL TEN YEAR PROGRAM	$6,855,000

To maintain and sustain the institution the administration must prepare an annual budget in advance to present to the Board of Institutions for approval. Each department submits his requests, which are within prescribed limits set by the legislative appropriations. The departments always find that they have more requests than funds to provide for them. This, I suppose, is a problem of all state institutions because of the limited capital base of the state's financial structure. These limits make progress difficult and cause frustration of many excellent programs. The administration can only hope that the design presented for the institution would be powerful enough, yet within such financial limits, that the public would lose an asset too important to it to pass up.

CONCLUSION

CONCLUSION

The correctional process carried on behind the walls of a public institution can raise an atmosphere of public discontent if the public is not made aware of its purpose and methods. The uninformed public has been the chief force withholding the means to instate a proper correctional and rehabilitation process. The prison-sponsored inmate tour of the state is a first step in the necessary movement of public education and enlightenment. This communication can lead to the public's support of the program, thus paving the way for the necessary appropriations.

When I started this thesis, an immediate question can to my mind: Is Deer Lodge the proper location for this institution? I asked the prison administrators this question, and was assured that the answer was Yes. However, I was not completely convinced by their reasons, which were the ownership of the necessary land by the state and the natural-security qualities of the sparesly inhabited region. There was no mention of the area's influence on the correction process. The administrators mentioned that with the proper pay, qualified personnel would be attracted and would find most of what they desired in work and non-work activities.

After writing the major portion of this paper, I concluded that the institution and its process would be best served by location near a university city, either Bozeman

or Missoula. My reasons developed from the needs of the many processes in the correction process. The professional personnel, such as psychiatrists and sociologists, and administrators would have colleagues and research facilities easily available for advice and experimental experience. There would be a highly interested university with its vast facilities near to provide help. In turn the institution would provide an excellent aid for professional training. The culture and diversity of these communities would attract more qualified people, while the size of the community would provide a larger selection of people for its personnel. The medical research facilities could be an infant for the development of a medical school for Montana. The nearness of the university and the awareness of inmates of the atmosphere of knowledge and learning there could build great desire and incentive in the inmates for taking a step to get out of their rut.

For me these reasons are much more important than those of security, because security could be maintained just as well near one of these cities as it is now. However, there is the argument of cost of relocation and abandonment of the present facilities. First, the administration is relocating part of the institution at a cost which could provide the necessary facilities near these cities. Also, the present structure could be used by the state in other ways or sold, and the proceeds applied to relocation. Acquisition of the land, however, would be a major problem.

I do not have all of the arguments for or against relocation to one of these cities. However, I think it should be seriously considered and investigated to see if it would be entirely feasible. Investigation before the fact is much more practical and usually economically advantageous than blind or short-sighted action, which may lead to the realization of mistake or neglect of opportunity.

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THESIS SUMMARY

James W. Coons
Arch. 490 Thesis
Spring 1968

The correctional institution as a place of retention necessarily must consider security and custody as limits to the design.

The functions of the correctional institution are very interrelated, directed towards the rehabilitation of the incarcerated. This close relationship could dictate a solution for the design with the functions very centrally concentrated, permitting close, physical interaction between the professional and custodial officials and the inmates and also with the functions. However, the site, with extensive and natural surrounding features, and the requirement of a high security enclosure, I could not justify a close, compact structure. I allowed each function to have its own physical plant, thus forcing both inmates and personnel to circulate in the open air to get to other functions. If the prison were to be located in another city of greater population and resources as I have suggested in my text, the compact, close structure would very well be a proper, good solution in the urban scene.

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