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Edited by Robert P. Langley

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The Oregon Way...Continued (Part 2 of 3) (By Robert P. Langley)



Few people know that:

“Until the late 1960s, US correctional facilities subscribed to the goal of rehabilitation – the belief that positive personal change could maximize incarcerated people’s post-incarcerated success and reduce crime. In the early 1970s, this goal was largely abandoned, and the United States entered an era of mass incarceration. Increasingly overcrowded correctional facilities transformed into dehumanizing, punishment-oriented regimes. Despite an emphasis on institutional security, many correctional facilities became plagued by violence, sexual assault, and suicide. Incarceration under these conditions has deeply negative physical and psychological effects[.]” (AJPH Perspectives, 9/1/2020, Vol. 110, no. 51). (Underline added).

In my view, criminal justice reform may begin in the judicial system, but it becomes manifest in the correctional system. How society treats people after they’ve been incarcerated is mutually related to how people treat society upon their release. Under Article I, section 15, of the Oregon Constitution, AICs have a constitutional right to rehabilitative services during their incarceration. “Laws for the punishment of crime shall be founded on these principles: protection of society, personal responsibility, accountability for one’s actions *and reformation.*” *Caleb v. Beesley*, 326 Or. 83, 96 n. 4, 949 P.2d 724 (1997). (Emphasis added). The fact that protection, responsibility and accountability precede “reformation” in the constitution makes it no less significant (notably, reformation embodies

the principles that precede it). My personal view is ODOC should exist – in major part – for the reformation of AICs since the protection of society, personal responsibility and accountability are congruent with reformation and are of less value without it. On the whole, what good is taking personal responsibility and accountability for your *last* crime if you leave prison with the propensity to commit *future* crimes? How does this protect society and/or ameliorate recidivism? It doesn't, but *reformation* can.

Recently, I've read a lot of materials about the Norwegian Way (they believe that people go to court to get punished and they go to prison to become better neighbors) and the Oregon Way (it's about prioritizing employee health and wellbeing by normalizing the correctional environment and, in turn, improving the outcomes for incarcerated people); not to mention, a number of other publications discussing prison reforms and/or correctional officer health and wellness programs. Last week, it was pointed out to me that in all of the publications on the topic of the Oregon Way, "staff wellness" seemed to be its *primary* mission, while "AIC wellness" appeared to be an *afterthought*.

First, I don't necessarily agree with that assessment, therefore, my response is, "So what? Self-interests have always been used as a proxy for other peoples' interests. And, besides, a rising tide lifts all boats...right?" What's more, I think there's a natural order to making a correctional institution healthy and, in my opinion, staff wellness measures have to precede AIC wellness measures in order for ours to be accepted. Otherwise, it's like selling your car for gas money. That is to say, it would be difficult to benefit from one without the other, especially, when so many of our problems are interrelated and require a commitment from both sides to resolve.

Second, although the Oregon Way's objective may pertain primarily to staff wellness, when you consider the history of where we've been, the fact that AIC wellness is even mentioned is – in itself – a noteworthy achievement. Think about it, after decades of being subjected to correctional policies that were so demented they produced "a correctional workforce riddled with high rates of early onset chronic disease, behavioral health struggles including substance use disorders and domestic violence, mental illness, and Post Traumatic Stress Disorder," the Oregon Department of Corrections (ODOC) finally said enough is enough. (*Transforming Prison Culture To Improve Correctional Staff Wellness And Outcomes For Adults In Custody "The Oregon Way,"* by Cyrus Ahalt, Colette S. Peters, Heidi Steward and Brie A. Williams; hereinafter: "*Transforming Prison Culture*").

In 2018, ODOC Director Peters expanded on this point by writing:

"Oregon's investment in corrections staff health and wellness came from a very dark, sad place. In 2012, we had four staff suicides in a 19-month period and have continued to see staff suicides in the years since. The Oregon Department of Corrections relies heavily on research to inform our decision making, but when we looked to the research for guidance, there wasn't any. Researchers have studied police officers and firefighters, and the military has made great strides around PTSD, but there was nothing looking at health and wellness specific to the corrections profession. Given this dearth of research, we invited Portland State University to conduct research on the mental health and well-being of our officers, and the Oregon Health Sciences University to study the physical well-being of our staff.

The results of these studies were staggering. One in three of our staff have symptoms of PTSD. The average life span of an individual that has spent their career in corrections is 58 years, which is 16 years shorter than the lifespan of 74 years for an average adult male. Physically, more than 90 percent of staff were obese or over weight, 93 percent had hypertension or prehypertension, cholesterol and triglycerides were high, and good cholesterol was low. We saw an increased risk of certain cancers, high stress, alcohol abuse, and sleep deprivation issues, with corrections officers working in maximum-security facilities at the highest risk.” (Colette S. Peters, *National Institute of Justice, Investing in People: Improving Corrections Staff Health and Wellness*).

It is regrettable ODOC took so long to become self-aware and AICs and staff had to suffer while they did... But now that we're here, who cares that we had to wait until it “became increasingly clear to many correctional leaders” that “the poor health and wellbeing of residents and staff alike” had reached an “epidemic proportion” before anything changed? (*Transforming Prison Culture*).

Personally, I'm not going to look back and ask for reparations, I'm going to look forward and insist on reforms that promote AICs wellness. Just think...if the previous correctional policies were so toxic that they caused ODOC's workforce to die 16 years before the end of their life expectancy, imagine the impact on AICs.

Help!



Furthermore, since progressive correctional policies aren't always welcomed, and are even trickier to implement (especially, ones that frustrate generational and/or antiquated ways of thinking), just the fact the ODOC decided to pursue “a more humane and dignity-driven approach to correctional work that prioritizes more normalization of the prison living and working environment” is remarkable. (*Transforming Prison Culture*). I can remember when I first heard about the Oregon Way, I was like, “Damn, do you mean to tell me OSP is finally going to provide AICs with an opportunity to grow through their incarceration instead of being deliberately damaged by it? If so, thank you... *Now let's get to work.*” In other words, don't tell me about the pain; *show me the baby!*

ODOC's recognition that *staff wellness is interwoven with our own* is an enormous step forward; potentially, it can be the basis for innovative reforms and holistic correctional policies. The challenge we face is accepting that *our wellness is interwoven with theirs*... An undertaking that requires us to learn how to embrace grace and dignity (a sense of belonging and being included) *after* being subjected to decades of dehumanizing correctional policies that not only made us adversaries; but passed on “deeply negative physical and psychological effects” over the course of our incarceration. (*AJPH Perspectives*, 9/1/2020, Vol. 110, no. 51). For instance, one prerequisite of the Oregon Way requires both AICs and staff to accept responsibility for their own wellbeing by dismantling some of the institution's socially constructed barriers that impede both of our wellness:

“Studies show that what makes the job more satisfying and less stressful for Cos is often the same set of factors that create a prison environment more tolerable and less damaging to AICs – respectful, interpersonal relationships between Cos and AICs” (*Barquin, et al., 2019*)).

In this sense, the Oregon Way promotes a self-fulfilling philosophy. Rhetorically speaking, once we're provided with an opportunity to ascend, inherent within the opportunity is the responsibility to contribute to the wellness of not only ourselves but of others. In my view, the essence of the Oregon Way suggests – at least initially – if we accept responsibility for our own wellness, we can use the adverse conditions and challenges of our environment as an arena to compete against our former selves; learning mindfulness, gaining autonomy, self-awareness and reflection, unconditional respect, gratification and resilience by learning to becoming a part of a societal fabric that will give back in

direct proportion to which it receives (remember, societies are designed to ingratiate and reward those who possess these values). Alternatively, failing to meet this challenge will bear the same consequences as doing something overt and/or harmful towards others and ourselves (essentially, reinforcing the values that contributed to our incarceration and worse).

Depending on our vantage point we're all bound to perceive the Oregon Way differently. It reminds me of a story that I heard on an OPB radio show when I was housed on death row that went kind of like this:

Back in the 1700s there was a Secretary of the Navy who wanted to celebrate his nation's greatest navel battle by commissioning a painting depicting their victory. So, he sent word out to all of the artists informing them of his desire and letting them know that if they wanted to seek the commission for the painting he would be willing to interview them. Within a couple of weeks, several of his nation's best artists were interviewed, however, during the winnowing process his mind kept returning to this one particular artist, who although he had interviewed her twice before, decided to have one last meeting with her before offering her the commission.

So began their final meeting, "Tell, me again how you would paint the ship's cannon fire?" asked the Secretary. "Well, when I paint the cannon fire it will be like you're standing next to it, the booming will shake the ship's deck and it will feel like a small earthquake under your feet..." "Yes, yes," interrupted the Secretary, "That's exactly what it feels like, go on." So, the artist continued, "Black smoke will fill the air making your eyes water and it will be so thick that you'll grasp for breath and feel like you're unable to breathe...your ears will be ringing so loud that it'll feel like your head is going to explode." "Yes, that's exactly right!" declared the Secretary. The artist continued, "You'll be able to hear the whistling of the cannon balls' flight through the air and the explosions and splintering of wood as they crash into the sides of the ships. Fires will break out. Men will panic, officers will be shouting orders and others will be screaming out in pain from their wounds...you'll be able to hear, smell and see the face of death upon the shipmen." "Of course," said the Secretary, "a small price for victory, go on." Thus, the artist continued to describe her vision of the entire naval battle to the Secretary and, in the end, being completely satisfied that she would paint the battle scenes as he remembered them. He offered her the commission.

While the artist was off painting the picture, the Secretary busied himself by arranging a ceremony for the painting's unveiling. He invited distinguished guests from across the nation to a special dinner and, afterwards, when all of the guests were gathered around the painting, the Secretary pulled a rope lifting a shroud that covered the painting and revealed it for the first time... For a moment there was a stunned silence as the crowd stared at the painting in horror and disbelief. Then some of them started to scream and cover their faces. Others lost their footing and fell to the ground as if there was an earthquake. Many of them were bent over covering their ears as if they were trying to prevent their heads from exploding! People were stumbling about choking and grasping for breath, as if the air was full of thick black smoke. Mothers grabbed their children and hid their faces in their waist so they couldn't see the painting. Men were screaming out in agony and rolling along the ground as if they had been shot, burned or pierced by pieces of exploding wood. Finally, in fear, all of the guests ran away from the painting crying and screaming.

Outraged, the Secretary immediately ordered the military to go arrest the artist and put her in jail. So they did and when the Secretary went to visit her he began yelling at her, "What did you do? You've ruined me!" Stunned, the artist said, "What are you talking about? I painted the picture exactly how you described it." "No you didn't!" shouted the Secretary. "Yes, I did!" answered the artist.

You see, despite spending a significant amount of time together describing the details of the painting, they completely misunderstood each other. And, although they used the same language to describe the battle scenes, the difference was, when the Secretary spoke about the painting he was describing the "glories of war" and when the artist spoke about the painting she was describing the "horrors of war." Both were accurate in their descriptions, but mistakenly assumed the other saw the painting from their perspective.

With this in mind, the ODOC has described the Oregon Way like this:

"In the 1970s and 80s, the U.S. experienced a national crime wave which gave rise to a "tough on crime" abandonment of rehabilitation in most jails and prisons and ushered in an era of mass incarceration. Despite an emphasis on institutional security and control in the following decades, U.S. jails and prisons became increasingly dangerous and unsafe. Currently, violence, sexual assault, and suicide remain disproportionately common in U.S. correctional facilities and the poor health and wellbeing of residents and staff alike has reached epidemic proportions. In this context, the Oregon Department of Corrections (ODOC) developed the "*Oregon Way*" to improve staff health and wellness by enrolling in a correctional culture change program developed and facilitated by faculty at the University California San Francisco and Santa Cruz ("UCSF"). The program focuses on restoring a commitment to rehabilitation, dignity and humanity as core to correctional mission and practice, modeled off the Norwegian approach to corrections.

* * * *

By the turn of the 21st century – with a correctional workforce riddled with high rates of early onset chronic disease, behavioral health struggles including substance use disorders and domestic violence, mental illness, and Post Traumatic Stress Disorder (PTSD) – it became increasingly clear to many correctional leaders that something had to change. New efforts to re-professionalize and improve the correctional workforce emerged, "guards" became "correctional officers" with professional expectations and standards focused on far more than the use of force and turning of locks (Fettig, 2016; Peters 2018). In this setting, in 2017, the Oregon Department of Corrections (ODOC) enrolled in the University California San Francisco ("UCSF") correctional culture change program to develop the "*Oregon Way*" focused on improving employee health and wellness. Building on the ODOC's "Oregon Accountability Model" for correctional officer health, established in the 1990s, their partnership with UCSF drew on the Norwegian approach to corrections to develop the "*Oregon Way*" by transforming environments inside Oregon's correctional facilities and restoring a focus on improving outcomes among adults in custody as core to its correctional mission and practice.

* * * *

As evidence emerged about the adverse impact of harsh correctional environments on officer health, equally concerning studies were published showing the profound negative toll special (restrictive) housing can take on the health and well-being of people in prison.

* * * *

In partnership with UCSF's correctional culture change program, ODOC has identified and begun implementing novel work to further advance staff wellness in corrections by significantly reducing exposure to stress and violence in officers' daily work lives and improving staff members' feelings of autonomy on the job and connection to the meaningfulness of their work, coupled with profound cultural transformation of Oregon's prisons. The result is an embrace of a more humane and dignity-driven approach to correctional work that prioritizes more normalization of the prison living and working environment. As this effort continues, further research and program evaluation by ODOC and UCSF are forthcoming describing an evidence-based Oregon Way of thinking and redefining successful correctional work for the 21st century which takes the best of the "Norwegian way" and adapts it for use in Oregon." (*Transforming Prison Culture*).

Importantly, the five phases of UCSF's Cultural Change Program (referred to above) consist of:

1. Policy Leader Immersion Program. An intensive, facilitated immersion program in the Norwegian Correctional Service for department of corrections and government and policy leaders.
2. Correctional Cultural Change Immersion Program. An intensive, facilitated immersion program for correctional officers including an on-site job shadowing and learning experience with Norwegian prison officers.
3. US-based Correctional Officer Training in Norwegian Correctional Principles. An interactive 40-hour training in the US by Norwegian correctional officer trainers using the UCSF/Norwegian cultural change curriculum to achieve a humanistic, rehabilitation-focused correctional culture.
4. UCSF Program for Sustained and Enhanced Cultural Transformation. Support from the UCSF team and their network of technical assistance providers and international partners, including technical input on policy and practice reform, collaborative efforts to identify and develop pilot units in participating correctional systems for organizational and educational change, facilitated ongoing collaboration with Norwegian partners to support and evaluate new policies, procedures, and units; organizational strategies (e.g., developing new staff plans), new workforce recruitment strategies; developing new opportunities for continued leadership development and training on a national level; and sustainability planning.
5. UCSF Cultural Change Program Evaluation. The UCSF team works with participating jurisdictions to develop individualized measures of performance and success,

"As one officer stated: 'This work is as much about staff wellbeing as it is about treating our adults in custody with respect.' Another stated: 'This program helps us treat inmates like individuals...but staff benefit too. It improves job satisfaction and our interactions with each other. It is hard to help people in prison get better when we ourselves are not better. This program makes it easier to interact with a more humanistic approach.'" (*Transforming Prison Culture*)

collects and analyzes data, and iterates new interventions in response to emerging program evaluation data. It disseminates results within institutions and systems and to the broader national and international correctional communities.

ODOC's participation in UCSF's cultural change program began with phase 1 in September 2017 and phase 2 in September 2018. Phase 3 was implemented in February 2019 and phases 4 and 5 are ongoing as of September 2019. Preliminary findings from the ODOC's participation demonstrate the critical role that broader prison reform, in particular efforts to dramatically transform correctional culture and practice, has to play in investments in staff wellness. (*Transforming Prison Culture*).

In a *brief* overview, the ODOC has painted their perspective by investing in a three-pronged approach to staff wellness encapsulating:

1. Environmental interventions (remodeling break rooms, providing staff gyms, outdoor walking paths and eating spaces, spaces for social engagement, bringing in more comfortable furniture, providing cell-phone lockers, etc.).
2. Family wellbeing programs (a family orientation program that draws on Dr. Kevin Gilmartin's "Emotional Survival for Law Enforcement" to provide families with practice discussions of the work-related stress their loved one may experience, how to identify and respond to common systems of stress like hypervigilance, and resources available for help and support; Semi-annual family wellness events with high rates of participation and health-promoting events like health food trucks, yoga, cycling, nutritionists, archery experts, a salsa cook-off, face painting, craft projects, and others; Wellness fairs that include support across a variety of dimensions such as financial management workshops, nutritionists, yoga and mindfulness practices, and others).
3. ODOC has sought to foster an ongoing culture of health and wellness across its institutions to ensure staff wellness extends into the daily lives of its staff. Related efforts include: establishing wellness committees at each institution; providing healthy options for staff food during shifts; promoting and supporting regular fitness events; ongoing employee surveys and solicitation of staff feedback on wellness initiatives and new ideas to promote wellness and health; fostering a culture that allows for conversations regarding wellness via an internal communications strategy which highlights wellness and wellness efforts as critical to correctional work and modeling behavior at the leadership level. (*Transforming Prison Culture*).

ODOC's implementation of the Oregon Way is a work in progress, and although it doesn't address AIC wellness in equal measure to staff wellness, neither does it ignore it. In fact, indications are ODOC is taking note of our plight (e.g., "UCSF drew on the Norwegian approach to corrections to develop the "*Oregon Way*" by transforming environments inside Oregon's correctional facilities *and restoring a focus on improving outcomes among adults in custody as core to its correctional mission and practice.*" - *Transforming Prison Culture*). As far as AIC wellness goes, I believe a lot of the roots are growing beneath the soil and even though they may not be visible, they are present. In fact, hope reminds that me they're planted in the same soil as the "staff wellness" programs; *so we know it's fertile*. At present the Oregon State Penitentiary is what change and a new direction looks like. Is it perfect? No. From the Lifers' Unlimited Club's perspective, we lack educational programs, vocational training programs, mental health programs, drug and alcohol programs, etc. Therefore, in order to

secure our own wellness we have to step forward – in cooperation – with ODOC and nurture its growth.

Finally, since the same correctional policies damaged AICs and staff alike, we're asking ODOC to permit the Oregon Way to offer us health, wellness and reformation programs too. With that said, history teaches us that we can't sit back and assume they will. We need to become active and responsible partners in the pursuit of our own wellbeing and, in my view, it begins with supporting "staff wellness" programs in direct proportion to wanting our own. (RPL).

Editor's Note:

On occasion, the gravity of the institution's cultural norms and values can pull me back to my former way of thinking. And, trust me when I say that I'm familiar with the "us vs. them" mentality and what it's like to observe the world from that perspective – *where the circumstances of your life can make you feel so low that you have to reach up to touch bottom!* Nevertheless, the normalization efforts at OSP invite you away from that perspective and towards a new viewpoint. They say you can unlock the past and explore the new simply by embracing the freedom of your choice. Now, will embracing the Oregon Way make you sprout wings and grow a halo? It's doubtful... But it will provide you with an opportunity to reset your thinking; which can bring you to a mindset where you can choose to stop living beneath your worth while you grow into your potential. Once there, you'll no longer have to reach up to touch bottom. ~ Peace ~ (RPL).

Holiday Photos With Felix

Please know that if you're interested in getting a holiday themed photo taken with Felix, all you have to do is approach Mike (Felix's handler) when he's out and about and he'll make the arrangements for you. Mike has set up a really nice a Holiday themed setting in the barn for picture taking during night yard. If you're unable to see Mike and/or go to night yard, then send a kite to the Lifers' Club Clerk and he'll make sure Mike receives your request. The photos are by CD-28 and cost \$1.00 each; of course, you'll have to wait until your CD-28 clears before you receive your photos. All of the proceeds go towards paying for Felix's upkeep. (RPL).



Counting Down the 100 Books to Read Before You Die (Trust book recommendations from real people, not robots)

Continuing from September 2021's newsletter...

19. Charlotte's Web by E.B. White

Wilbur, the runt of his litter, is spared from certain death, thanks to a little girl named Fern. But his life



takes a turn when he is sold to Homer Zuckerman, who eventually plans to butcher him, and meets a kind-hearted spider called Charlotte. *Charlotte's Web* is a staple of children's literature — and the bestselling children's paperback of all time.

18. Charlie and the Chocolate Factory by Roald Dahl

Eleven-year-old Charlie Bucket's life is turned upside down when he finds a Golden Ticket that gives him access to Willy Wonka's Chocolate Factory. So are young readers' heads, as they experience the magic of the Chocolate Factory (and Oompa-Loompas) for the first time in Roald Dahl's cherished children's book.

17. The Catcher in the Rye by J.D. Salinger

Meet Holden Caulfield: a teenager who, with no plans in mind, decides to leave his boarding school in Pennsylvania and head back home to New York. In *The Catcher in the Rye*, J.D. Salinger has created perhaps the original "cynical adolescent" — and a wistful story about the meaning of youth.

16. Catch-22 by Joseph Heller

Captain John Yossarian, a U.S. Army Air Forces B-25 bombardier, longs to return home. But that is a little hard when he is situated in the middle of nowhere — or, more specifically, the fictional island of Pianosa in the Mediterranean Sea. A searing satire that is defining of its times.

15. The Brothers Karamazov by Fyodor Dostoevsky

In a testimony to Albert Einstein's admiration of *The Brothers Karamazov*, novelist C.P. Snow once wrote, "The Brothers Karamazov — that for him in 1919 was the supreme summit of all literature." You can step into Einstein's footsteps yourself by reading this powerful, stirring meditation on God and the power of free will.

14. Brave New World by Aldous Huxley

One of the giants of the dystopian genre. Having already shaken up the literary world when it was first published, *Brave New World* is relevant even today as it urges readers to ask questions about autonomy, hedonism, and our definition of "utopia."

13. The Book Thief by Markus Zusak

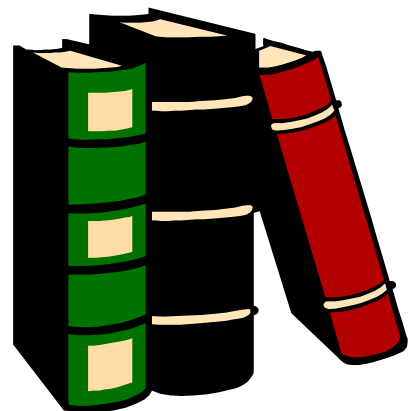
This children's book has an unmistakably distinct narrator — Death. Set in Nazi Germany, it follows Liesel, a young girl in her new foster care home. As the world around her begins to crumble, Liesel must find solace in books and the power of words.

12. Beloved by Toni Morrison

The winner of the Pulitzer Prize in 1988 and a finalist for the 1987 National Book Award, *Beloved* is Toni Morrison's magnum opus about Sethe, a former slave whose house may or may not be haunted by the ghost of the baby she had to murder. A peerless work about slavery, race, and the bonds of family.

11. As I Lay Dying by William Faulkner

As William Faulkner attested: "I set out deliberately to write a tour-de-force. Before I ever put pen to paper and set down the first word I knew what the last word would be and almost where the last period would fall." This is the grueling story of the Bundren family's



slow, tortuous journey to bury Addie, their wife and mother, in her hometown of Mississippi.

10. Anne of the Green Gables by L.M. Montgomery

To read Anne of the Green Gables is to fall in love with its characters — particularly its protagonist, a fiery young girl with an imagination the size of castles. From coming-of-age arcs to the occasional drunken episode, this beloved classic by L.M. Montgomery has it all: laughs, pain, and heart.

The Elements of Ethics For Professionals (By W. Brad Johnson and Charles R. Ridley)

Resist Coercion

In a field of electrical current, a resistor is an entity that slows down or totally obstructs the flow of electricity. To effectively impede the electrical current, the force of a resistor must be more powerful than the force of the electrical energy. Regardless of its size or constitution, a successful resistor must be capable of impeding the free flow of electrons from one area of the circuit to their intended destination.

In human interactions, we often think of resistance as something negative, something that impedes constructive change. But picture this: Instead of electricity flowing through a circuit, imagine a coercive force, a dangerous agenda, or a conniving plan rushing through your professional setting. Will you have the grit and fortitude to slow it down or stop it altogether? Will you resist, or will you acquiesce? Failure to resist may have dire consequences – both for those you serve and for your own moral health.

We are all coerced at times during our careers. We are coerced when someone – often a power holder or someone with positional authority – marshals force or intimidation. The person attempts to coerce us into compliance. Sometimes coercion is overt and direct. You may be browbeaten, bullied, or threatened. Sometimes coercion is covert, subtle, and indirect. A colleague might state in no uncertain terms that you would be wise to participate in covering up the facts, or a boss might insinuate that your employment hinges on bending the rules. You might be excluded socially or labeled a “whistle-blower” for not participating in the cover-up.

These are only a few of the strategies that you might witness or actually have experienced. But coercion by any other name is still coercion. Whether overt or covert, the intent behind coercion is to force you into behavior unbecoming of an ethical professional. The dubious behavior may involve an unethical act or a transgression by omission - looking the other way when you should be acting as a resistor.

What happens when professionals fail to resist coercion? Sometimes lives are lost. On January 28, 1986, the space shuttle Challenger exploded just after liftoff, killing an entire crew of talented astronauts. A subsequent investigation revealed that several flight engineers had serious misgivings about the launch and the effect of the unusually cold weather on several pieces of equipment. Feeling public and financial pressure to stick to the launch schedule, NASA officials effectively silenced the few engineers who initially went against the grain. Several had recommended aborting the launch. Slowly, many of these professionals capitulated and fell silent. They became ineffective resistors.

Anticipation is the best counter to coercion. Nothing compares to readying yourself mentally, refusing to be taken off guard, and having the courage to withstand coercion's force. Preparation is the second line of offense in countering coercion. Discuss the problem with trusted colleagues and friends. Find out how others have handled their own bouts with coercion. Develop a mental script for responding to the inevitable coercion encounter.

Key Components:

- Actively resist efforts to coerce you to comply with unethical or unlawful practices.
- Seek supportive consultation from trusted colleagues when coerced.
- Be vigilant to both overt and subtle varieties of coercion.
- Remember that resisting is a necessary method of avoiding harm. (RPL).

Note: As an aside, I recommend reading *The Elements of Ethics For Professionals*. It would be impossible for anyone to read this book and not come away with a better understanding of how integrity, loyalty, justice and respect play a vital role in the quality of our lives. (RPL).

Quotes to Ponder

"If you want to know your past, look into your present conditions. If you want to know your future, look into your present actions." – Unknown

"In reading the lives of great men, I found that the first victory they won were over themselves...self-discipline with all of them came first." – Harry S. Truman

"It takes the hammer of persistence to drive the nail of success." – John Mason

"The highest courage is to dare to be yourself in the face of adversity. Choosing right over wrong, ethics over convenience, and truth over popularity. These are the choices that measure your life. Travel the path of integrity without looking back, for there will never be a wrong time to do the right thing."

GOGI Notice...



Even though OSP's COVID-19 protocols have derailed the current GOGI class... You can still sign up for future classes by sending a kite to the GOGI Facilitators (Steve and James) in the Activities Department.

So, if you'd like to learn some simple tools that – if practiced – will help you make better decisions... Get signed up for a future class!

"You are today where your thoughts have brought you; you will be tomorrow where your thoughts take you." – James Allen.

GOGI can help you learn how to let your thoughts take you to a better tomorrow. ~ Peace ~ (RPL).

Lifers' Unlimited Club Newsletter

Oregon State Penitentiary
Activities Department
2605 State Street
Salem, Oregon 97310-0505

Lifers' Unlimited Club 2021 Calendar

Unfortunately, due to COVID-19 protocols all events are semi-closed until social distancing restrictions are lifted. We will, however, do our best to keep everyone advised as events open up and/or our circumstances change. Thank you for your patience.

Courtney McFadden, Staff Advisor
Lifers' Unlimited Club
Phone: 503-378-2289
Email: courtney.d.mcfadden@doc.state.or.us

Just a reminder the Lifers' Club Pop-Up BBQs are going to be week-to-week now that fall is here. When we're able we'll try to coordinate one – weather permitting – however, nothing is going to be certain until next spring.

Lifers' October Birthdays! Here's wishing you all a happy and satisfying birthday!

DARYL FAULKENBERRY – 10/5
MICHAEL MCDONNELL – 10/6
JESSE ALLEN – 10/6
DAVID CARTER – 10/8
MIKE WASHINGTON – 10/9
BRADLY CUNNINGHAM – 10/14
DANIEL LOPEZ-ROMERO – 10/17
TIMOTHY AIKENS – 10/25
ROBERT BROWN – 10/25

~*~*~ WE ALL HAVE UNLIMITED POTENTIAL ~*~*~

Lifers' Unlimited Club Executive Body

President:	Robert Kelley
Vice President:	Marty Wendt
Secretary:	Juan Solis
Treasure:	Jeff McCarty
Facilitator:	Stephen Weavill

Mission Statement

The purpose of the Lifer's Unlimited Club is to unite the incarcerated men of OSP with a goal of improving the quality of life for those inside and outside of these walls. The club will work with charity programs, informational services, youth speaking panels and other positive programs. We cannot change the past, however, we believe through rehabilitation and pro-social behavior we can create a more productive future.