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MINNESOTA DEPARTMENT OF CORRECTIONS

REPORT FOR THE FISCAL YEARS 1960, 1961 and 1962

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To The Honorable Elmer L. Andersen
Governor of Minnesota
State Capitol
St. Paul 1, Minnesota

Dear Governor Andersen:

We hereby respectfully submit a tri-annual report dealing with the organization and operations of the Department of Corrections. We chose the interval between August, 1959 and June 30, 1962 rather than the usual two year period because we thought it appropriate to cover the period since the creation of the Department.

We believe the Department's mission in the prevention and correction of juvenile delinquency and youthful and adult crime can best be carried out through a coordinated and vigorous program in a single department of corrections. The forces leading to crime and delinquency are too vast to be met effectively by disjointed and spasmodic efforts.

The wisdom of all of those who worked for the creation of the Department of Corrections in 1959 is beginning to reflect itself in improved public services. Much remains to be done if we are to make a substantial breakthrough in this major social problem. We are confident, however, that with the cooperation and support of the executive branch of government, the legislature, the public, the judges, law enforcement officers and related public and private agencies this will be achieved in Minnesota.

Will C. Turnbladh
Commissioner of Corrections

MINNESOTA'S NEW OFFENSIVE AGAINST CRIME AND DELINQUENCY

The people of the United States have come to realize the fearful human and financial waste caused throughout their country by crime and delinquency. The federal government, through "White House Conferences", has emphasized the magnitude of the problem which each state must face. The burden of fighting delinquency rests with the individual states; they must cope with their particular problems in the manner which bests suits the needs of their people.

Minnesota launched a new offensive against crime and delinquency in 1959 by creating the Department of Corrections. This move brought the adult correctional institutions (operated by the Department of Public Welfare), the Youth Conservation Commission, and the State Board of Probation and Parole under one central authority. This centralization has eliminated overlapping services, provided central direction and coordination to previously disjointed phases of corrections, reduced costly duplication, and broadened the scope of experience for career professionals.

The department attacks anti-social behavior on a wide front. It operates all state correctional institutions and camps. It directs a state-wide system of probation and parole. It helps communities establish programs to prevent crime and delinquency. It conducts research, trains its personnel in the skills of rehabilitation, and inspects jails and lockups.

About 1,000 people are involved in trying to solve the problems that the Department of Corrections is charged with handling. The Commissioner of Corrections is appointed by the Governor for a six-year term, "without regard to political affiliations." In turn, the Commissioner appoints two deputies: One to head the Division of Adult Corrections, the other to head the Division of Youth Conservation. With the exception of Heads of Institutions, all correctional employees are selected through the Civil Service system. These 1,000 employees include prison and reformatory correctional officers (formerly called guards), houseparents and special school counsellors in institutions for women and young people, teachers, parole and probation officers, clerks, stenographers, and maintenance men.

The department's employees are only a part of the correctional process. The other part is the private citizen. All of the best correctional services in the world are useless if the private citizen does nothing to assist the professionals in the field.

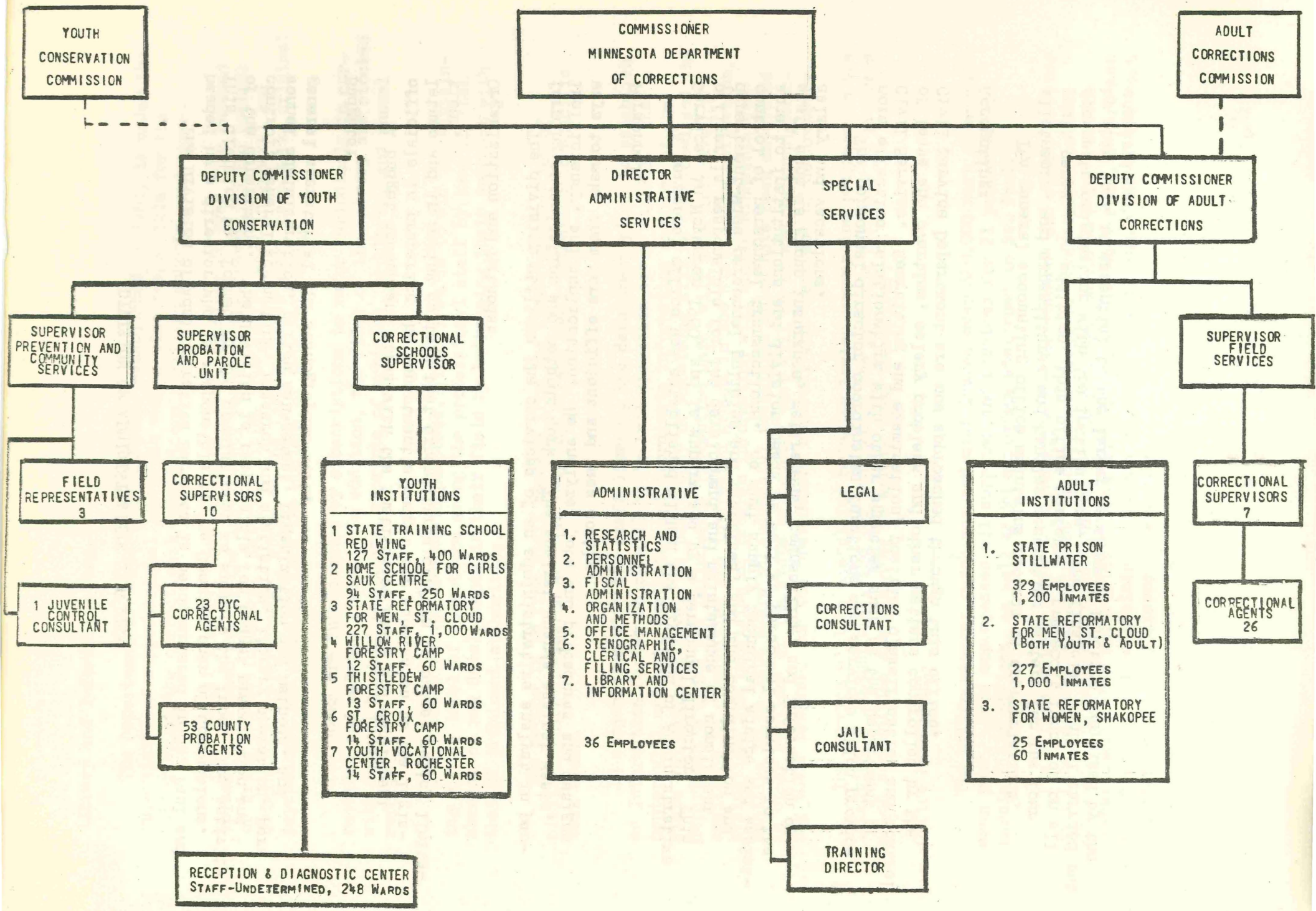
What can the private citizen do to help in the war against delinquency? He can take an active part in citizen action programs. In this way he can make the road back to society easier for the person paroled from an institution. The parolee does not want pity; he needs a chance to re-establish himself in the community. If he is given no responsibility, it is certain that he will feel none--and this is one of the major causes behind the failure of many parolees to "make a go of it on the outside." Everyone, from the employer who gives a job to a former inmate, to the people who help run youth clubs, is

helping to cut down the population of our correctional institutions.

This report of the first three years of the Department of Corrections will show the department's goals, how these goals are being approached, and the progress the department has made.

The primary functions of each segment and the relative success that it has experienced will be examined. A description of the position that each branch has in the overall structure of the department will help to illustrate how the centralized authority has been effective in utilizing funds and personnel within the department.

Each branch has its own particular problem areas which can best be solved by coordination with the central office. Here, problems can be viewed in a broad perspective and the accumulated experience of staff members representing many areas of corrections can be brought to bear. The goals of the department--rehabilitation and prevention of criminal careers--are common to all its branches; only the methods used to meet specific problems are different.


YOUTH CONSERVATION COMMISSION
COMMISSIONER MINNESOTA DEPARTMENT OF CORRECTIONS
ADULT CORRECTIONS COMMISSION
DEPUTY COMMISSIONER DIVISION OF YOUTH CONSERVATION
DIRECTOR ADMINISTRATIVE SERVICES
SPECIAL SERVICES
DEPUTY COMMISSIONER DIVISION OF ADULT CORRECTIONS
SUPERVISOR PREVENTION AND COMMUNITY SERVICES
SUPERVISOR PROBATION AND PAROLE UNIT
CORRECTIONAL SCHOOLS SUPERVISOR
SUPERVISOR FIELD SERVICES
FIELD REPRESENTATIVES 3
CORRECTIONAL SUPERVISORS 10
1 JUVENILE CONTROL CONSULTANT
23 DYC CORRECTIONAL AGENTS
53 COUNTY PROBATION AGENTS
YOUTH INSTITUTIONS
1 STATE TRAINING SCHOOL RED WING 127 STAFF, 400 WARDS
2 HOME SCHOOL FOR GIRLS SAUK CENTRE 94 STAFF, 250 WARDS
3 STATE REFORMATORY FOR MEN, ST. CLOUD 227 STAFF, 1,000 WARDS
4 WILLOW RIVER FORESTRY CAMP 12 STAFF, 60 WARDS
5 THISTLEDEW FORESTRY CAMP 13 STAFF, 60 WARDS
6 ST. CROIX FORESTRY CAMP 14 STAFF, 60 WARDS
7 YOUTH VOCATIONAL CENTER, ROCHESTER 14 STAFF, 60 WARDS
ADMINISTRATIVE
1. RESEARCH AND STATISTICS
2. PERSONNEL ADMINISTRATION
3. FISCAL ADMINISTRATION
4. ORGANIZATION AND METHODS
5. OFFICE MANAGEMENT
6. STENOGRAPHIC, CLERICAL AND FILING SERVICES
7. LIBRARY AND INFORMATION CENTER
36 EMPLOYEES
LEGAL
CORRECTIONS CONSULTANT
JAIL CONSULTANT
TRAINING DIRECTOR
ADULT INSTITUTIONS
1. STATE PRISON STILLWATER
329 EMPLOYEES
1,200 INMATES
2. STATE REFORMATORY FOR MEN, ST. CLOUD (BOTH YOUTH & ADULT)
227 EMPLOYEES
1,000 INMATES
3. STATE REFORMATORY FOR WOMEN, SHAKOPEE
25 EMPLOYEES
60 INMATES
CORRECTIONAL SUPERVISORS 7
CORRECTIONAL AGENTS 26
RECEPTION & DIAGNOSTIC CENTER
STAFF-UNDETERMINED, 248 WARDS

3/63

DIVISION OF ADMINISTRATIVE SERVICES

The Division of Administrative Services is headquartered in St. Paul and headed by a director who is responsible to the Commissioner of Corrections. This division was formed by the commissioner to support the front line activity of the department. The division is responsible for budget preparation and control, general accounting, research and statistics, library operation, personnel administration, office management, organization and methods, and general secretarial and stenographic work.

Budgets:

A budget accountant works with the institution heads and department officials in preparing the department's budget for submission to the legislature and in making certain that expenditures conform to budget policy limitations.

Organization and Methods:

The division utilizes the services of an administrative analyst in performing organization and methods work. The analyst guards against waste, inefficiency, and duplication. He analyzes jobs and procedures and designs ways to make them more efficient and less costly.

Personnel:

A personnel office was established within the Division of Administrative Services in November 1960, and is supervised by a personnel director. This officer is responsible for the development and maintenance of consistent department-wide personnel policies and practices, and the coordination and control of personnel transactions. He must supply technical advice and assistance to institutions and division heads as well as personnel services to the staff such as group insurance, retirement, counselling, and information on salary and vacations.

The personnel director coordinates functions and services which provide more effective relationships with other agencies such as the Department of Civil Service. Recruiting and examination, position classification and control of leave and overtime, salary problems and other matters controlled by the Civil Service Department are now approached through this office.

Accounting:

The general accounting office maintains records of appropriations, allotments, and expenditures and handles accounting matters for the four youth camps. In addition, this office performs a pre-audit function on all documents originating with the institutions. The financial control carried out by this unit is essential to the larger management function exercised by the commissioner.

Library and Information Center:

The Department of Corrections library, established in 1961, is under the supervision of a professional librarian who is also responsible for the libraries at the correctional institutions, training schools, and camps.

The central library, located in St. Paul, consists of over five hundred volumes published during the last twenty years on the prevention and control of crime and delinquency. Selected titles from social work in general and criminology in particular, works on the family, group work, case work, criminal psychology, and penology form the nucleus of this collection.

The books are supplemented by subscriptions to major periodicals in corrections and related fields. In addition, the files of the library are stocked with several hundred pamphlets, reprints of articles, brochures, and annual reports.

The library serves two basic purposes. The first is to aid in maintaining a high level of competence among the professional staff by keeping them abreast of new developments in their field by butressing their judgment with that of prominent authorities.

The second is to free staff members from the time-consuming job of bibliographical research so that they may direct their attention to specific task areas.

In conjunction with the staff library, the department plans to establish an Information Center which will be in full operation early in 1963. The center will collect, evaluate, and coordinate information acquired at the state and national level. A basic body of knowledge will be developed and the department's Crime and Delinquency Prevention Unit, will make information available to communities and interested groups in the state. The collection, evaluation, and provision of program information will enable Minnesota communities to be kept aware of successful techniques which have been developed in other sections of the state or country that will be of aid in supplementing their programs for the prevention, control, and treatment of delinquency.

The service will be useful for bringing tested prevention programs to the attention of communities, and for evaluating the probable efficacy of programs which communities are planning to embark upon themselves.

Office Management:

The office manager purchases and distributes over $20,000 work of supplies each year. This encompasses all supplies and services for 21 probation and parole field offices, as well as 90 employees stationed in St. Paul.

The office manager also is responsible for maintenance and repair service on office machines and equipment, maintaining adequate inventories for over 200 forms and numerous miscellaneous office supplies, necessary for routine operations. Other activities include supervision of the mail room, department receptionist, and maintaining liaison with other departments. One of the most important of these liaisons is with the central motor pool.

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The department has 30 vehicles assigned from the central motor pool. The assignment, scheduling and requisitioning of these units is handled by the office manager and is an important part of the central services administered by office management.

Research and Statistics:

The Research and Statistics Sections, established in 1960, provides administrative statistics and generates research data concerning problems facing different sections of the department.

All branches of the Department of Corrections benefit from work performed by the research section. The statistical data provided permits administrative decisions for program planning, as well as supporting materials for the initiation and evaluation of treatment programs. To increase the accuracy of rehabilitation prediction and assist in the evaluation of rehabilitative methods, the section collects and analyzes data for thousands of cases.

The section's stimulation of private research by students, and its exchange of information with other states enable the department to move ahead and plan for future needs to meet its program goals. In order to maintain an effective program, this section must expand in the coming years. This expansion must be in personnel and facilities if it is to keep up with the ever increasing areas opening up to research possibilities in corrections. Maintaining expensive programs without evaluation can only lead to poor utilization of Minnesota's resources.

Tables I and II are examples of data available from the Research and Statistics Section.

Table I:

Essentially the same increasing trend exists among cases being supervised on probation and parole as is noted in institutional populations (Table II). The data suggests that over this three year period there is an increasing use of probation and parole among juveniles, youth, and adult offenders. Among juveniles there is an upward trend in the percentage served who violate probation although there was not a significant change in those who violate parole. Youthful offenders show a marked increase in probation violation and a slight decrease in parole violations. Little change is noted in percentage of adults served who violate either probation or parole.

Table II:

The overall inference that may be drawn from this data is that the fiscal year 1960-61 was characterized by markedly increased institutional activity which subsided to some extent in 1961-62. It is apparent however, that there was a consistent increase in the number of institutionalized juvenile offenders with a concommitant decrease in youthful and adult offenders. It may be expected that this downward trend among these two latter groups will not persist since the juvenile increase will soon be reflected in increases in youthful and adult commitments as the juvenile group grows older.

A word of caution must be injected into using this data as conclusive evidence for any of the above noted trends. There are many unidentified factors which may be responsible, such as changes in correctional philosophy, administrative changes, and the use of aggregate numbers for a variety of programs.

TABLE I

TRI-ENNIAL FIELD STAFF CASE LOAD ACTIVITY SUMMARY

	PROBATION									PAROLE								
	1959-60			1960-61			1961-62			1959-60			1960-61			1961-62		
CASE LOAD ACTIVITY	JUV.	YOUTH	ADULT	JUV.	YOUTH	ADULT	JUV.	YOUTH	ADULT	JUV.	YOUTH	ADULT	JUV.	YOUTH	ADULT	JUV.	YOUTH	ADULT
CASE LOAD BEGINNING FISCAL YEAR	207	37	749	176	47	821	190	47	928	948	352	602	935	396	601	956	392	666
TOTAL CASES ADDED DURING YEAR	152	41	423	176	38	479	188	29	526	892	340	457	959	315	496	845	324	524
TOTAL CASES SERVED DURING YEAR	359	78	1172	352	85	1300	378	76	1454	1840	692	1059	1894	711	1097	1801	716	1190
TOTAL CASES DEDUCTED DURING YEAR	183	31	351	162	38	372	199	36	531	905	296	458	938	319	431	884	332	531
CASE LOAD ENDING FISCAL YEAR	176	47	821	190	47	928	179	40	923	935	396	601	956	392	666	917	384	659
PERCENT CHANGE	-14.975	+27.027	+9.61	+7.954	0	+13.03	-5.79	-14.89	-.54	-1.37	+12.50	-.166	+2.245	-1.01	+10.815	-4.08	-2.04	-.105
VIOLATIONS-RETURNED TO INSTITUTIONS	48	6	52	60	9	53	54	10	71	410	96	97	428	110	86	329	84	93
PERCENT OF CASES SERVED WHO VIOLATED	13.370	7.69	4.45	17.045	10.588	4.08	14.29	13.16	4.88	22.28	13.87	9.159	22.597	15.47	7.839	18.27	11.73	7.815

TABLE II

FISCAL YEAR (1959-60)	JUVENILE INSTITUTIONS								YOUTH INSTITUTIONS						ADULT INSTITUTIONS			
	RED WING RECEPTION CENTER	RED WING TRAINING SCHOOL	SAUK CENTRE RECEPTION CENTER	SAUK CENTRE HOME SCHOOL FOR GIRLS	ROCHESTER VOCATIONAL CAMP	ST. CROIX CAMP	THISTLEDEW CAMP	TOTAL JUVENILE INST.	ST. CLOUD RECEPTION CENTER	ST. CLOUD (YOUTH)	WILLOW RIVER CAMP	SHAKOPEE RECEPTION CENTER	SHAKOPEE (YOUTH)	TOTAL YOUTH INST.	STILLWATER PRISON	ST. CLOUD (ADULT)	SHAKOPEE (ADULT)	TOTAL ADULT INST.
ON HAND BEGINNING OF YEAR	99	302	58	191	-	0	54	704	77	423	69	2	11	582	1336	398	48	1782
ADMISSIONS	497	622	197	252		24	109	1701	329	301	102	16	12	760	360	164	19	543
TOTAL UNDER CUSTODY	596	924	255	443		24	163	2405	406	724	171	18	23	1342	1696	562	67	2325
RELEASES	503	656	198	248		0	114	1719	310	338	102	12	5	762	472	101	25	598
ON HAND END OF YEAR	93	268	57	195		24	49	686	96	391	69	6	18	580	1224	461	42	1727
AVERAGE DAILY POP.	103	297	47	179	-	-	51		87	390	66	4	11		1286	427	47	
(1960-61)																		
ON HAND BEGINNING OF YEAR	93	268	57	195	0	24	49	686	96	391	69	6	18	580	1224	461	42	1727
ADMISSIONS	581	659	202	254	34	61	100	1891	344	308	117	7	11	787	458	362	44	864
TOTAL UNDER CUSTODY	674	927	259	449	34	85	149	2577	440	699	186	13	29	1367	1682	823	86	2591
RELEASES	574	660	215	260	3	56	108	1876	331	315	123	12	17	798	534	343	36	913
ON HAND END OF YEAR	100	267	44	189	31	29	41	701	109	384	63	1	12	569	1148	480	50	1678
AVERAGE DAILY POP.	99	290	51	198	29	27	49		97	380	65	2	17		1188	461	42	
(1961-62)																		
ON HAND BEGINNING OF YEAR	100	267	44	189	31	29	41	701	109	384	63	1	12	569	1148	480	50	1678
ADMISSIONS	635	595	183	228	88	107	96	1932	331	341	117	10	12	811	536	317	24	877
TOTAL UNDER CUSTODY	735	862	227	417	119	136	137	2633	440	725	180	11	24	1380	1684	797	74	2555
RELEASES	622	613	178	187	84	92	89	1865	339	343	124	8	10	824	565	362	26	953
ON HAND END OF YEAR	113	249	49	230	35	44	48	768	101	382	56	3	14	556	1119	435	48	1602
AVERAGE DAILY POP.	108	254	40	214	38	42	44		102	402	58	3	11		1169	414	49	

SPECIAL SERVICES

The Special Services Section exists not as an organizational unit, but as a functional title used to designate several staff specialists who report to the Commissioner of Corrections. These positions provide the department head with the professional expertise required to carry out the varied responsibilities of the Commissioner of Corrections.

Each of these important positions is described in this section of the report. The breadth of the commissioner's responsibility is illustrated by the variety of positions involved in this section. Each position has a staff relationship to the institutions as well as the central administration of the department with the exception of the Jail Consultant. The Jail Consultant is the representative of the Commissioner of Corrections in the field to local government having both consultative and enforcement responsibilities relating to the jails and lock-ups within the State.

Personnel Training:

When it comes to training, the Department of Corrections utilizes a variety of programs that better enable personnel to fulfill their roles and sharpen their techniques as rehabilitators of men. Training is a means of blending together important discoveries made by researchers with reliable methods of treatment used by the practitioner in the institution or field.

The Director of Training serves as a consultant to all administrative units of the department. In addition, the prison and reformatory for men each has a training officer. Recently, a training officer position was also set up in the Youth Division field service. The department's 1963 budget request includes the position of Institutional Training Consultant to serve all of the institutions and camps. These latter two positions reflect training needs peculiar to a correctional system that is spread across a large state, where local and regional problems must be taken into account if training is to be effective.

The task of these training specialists is to see that the substance of training fits closely with the employee's daily job responsibilities. To accomplish this, administrators, supervisors and the employees themselves help to plan training activities. Study and discussion in small groups also helps to keep subjects down-to-earth.

During the past three years training has been concentrated on professional staff. Department stipends have made it possible for four employees to obtain Master's degree training in social work and return to leadership positions in the department. In-service training on probation and parole techniques was set up for staff in the field, including many newly-appointed county probation officers.

Summer work-study placements for college students were created at department institutions and camps. Five of the first ten students have since begun careers in Minnesota corrections; three of these students returned to the department. An annual summer conference brings together staff from all units

of the department to study persistent problems in the light of new or specialized treatment.

A reimbursement plan has been developed to help pay tuition costs for employees who pursue individual courses of training that will result in better job performance.

With training for professional staff well underway, the major challenge lies in the training needs of Correctional Officers and cottage personnel in our institutions. Since these people supervise the daily living of inmates and wards, they naturally have the most contact with them. Their attitudes and skill in human relations are key factors in the success of institutional treatment. In the fall of 1961, a significant step was taken in this direction at the reformatory for men. Correctional Officers were brought together in small training groups with psychologists, social workers, and teachers serving as instructors. Together they studied their common goals and ways in which they all could play a genuine part in treatment. Cross-sectional training of this kind is being extended to other institutions in the department. To buttress this on-the-job training, short-term institutes at the University of Minnesota have been set up for cottage personnel. Similar institutes are planned for correctional officers in the spring of 1963. Bringing together personnel from local, state, federal and private institutions, these institutes will emphasize up-to-date methods of institutional treatment and supervision.

The most pervasive training problem is that of finding time for personnel to attend training sessions. Staff shortages and heavy schedules, particularly at our institutions, seriously handicap personnel training. Unless additional positions are authorized by the 1963 Legislature, it may be necessary to find funds with which to compensate employees for training sessions during off-duty hours.

Legal Section and Secretary to the Board of Pardons:

Laws 1959, Chapter 263, Section 12 amended Minnesota Statutes 1957, Section 638.07 provides that the Commissioner of Corrections or his designee shall be Secretary to the Board of Pardons. The Commissioner of Corrections thereby appointed the Special Assistant Attorney General, assigned to the department as legal counsel, as secretary.

The secretary receives applications for executive clemency, processes them for presentation to the board at its regular meetings, notifies the appropriate sentencing court and county attorney of the facts of the application and the reasons for the relief requested, attends the meetings of the board, prepares minutes of such meetings, notifies applicants of actions taken upon their applications, prepares certificates of pardon or commutation as directed by the board, together with any other duties the board may direct.

Administrative services, supplies, and personnel are supplied by the Department of Corrections. The secretary to the Board of Pardons also advises and assists attorneys and others representing applicants for executive clemency.

Minnesota Statutes 1961, Chapter 8, constitutes the Attorney General, legal counsel to the state, its several departments, agencies and boards, and authorizes the employment of assistants, lay, legal or expert, as he may deem

necessary for the proper conduct of the legal business of the state.

A Special Assistant Attorney General is assigned to the Department of Corrections as legal counsel, and performs legal duties as directed by the Attorney General and the Commissioner of Corrections. Such duties include, but are not limited to, the construction of laws, drafting of legislation, and representation of the department and its subdivisions before courts, legislative and administrative boards and agencies.

Special Corrections Consultant:

The Special Consultant, is responsible to the Commissioner of Corrections. He conducts special studies for purposes of immediate and long range planning in relation to existing and proposed programs.

He carries out evaluations of on-going programs, taking into consideration the total treatment process, and institutional and after-care services. He also reviews and evaluates programs from other states and agencies for possible adaptation to Minnesota's program, conducts studies aimed at developing new concepts in the treatment and prevention of delinquency and crime, and operates as a liaison with federal agencies affecting youth and correctional programs.

Jail Consultant:

The responsibility for providing this vital service was assigned to the Department of Corrections in 1959. The central objective of this service is to upgrade the jails of the state to meet standards required by law and by the Commissioner of Corrections. These standards involve such matters as physical plant, segregation, sanitation, and food service, as well as programs directed towards rehabilitation.

For some counties it will be more feasible and economical to have a regional jail and/or workhouse. In other areas, the department is giving encouragement to the combined operation of county-city jail facilities.

The Jail Consultant is an agent of the Commissioner of Corrections, and is responsible for the inspection of approximately 300 jails and lockups. He also consults with state, county, and local officials interested in developing better detention programs and facilities.

While the consultant is in the process of making his rounds inspecting these institutions, he is in constant contact with the officials who administer them. In this manner, he can discuss local problems and make recommendations for upgrading the facilities.

Judges, chiefs of police, sheriffs, and county commissioners are in need of the consultant's advice daily. The numerous requests for consultation are making the routine inspections, so vital to this program, more and more difficult to perform. To maintain a high caliber of service to the jails and lockups, as well as to the communities requesting consultation, an Assistant Jail Consultant is needed.

DIVISION OF ADULT CORRECTIONS

The Division of Adult Corrections, headed by a Deputy Commissioner of Corrections, is responsible for Adult Probation and Parole Services and adult institutions. The institutions are: State Prison at Stillwater, Reformatory for Men at St. Cloud, and the Reformatory for Women at Shakopee.

Adult Corrections Commission:

Prior to the legislation which created the Department of Corrections, the releasing authority for adult felons was vested in the State Board of Parole and Probation. In 1959, this board was re-named the Adult Corrections Commission, but continued to exercise all its former powers and duties. The Deputy Commissioner of Corrections by law is the chairman of the Adult Corrections Commission.

In 1961, a law was passed increasing the number of commission members from three to five. Composed of the chairman and four part-time citizen members, the commission meets in panels consisting of three members, and conducts monthly hearings at each of the three adult institutions. The purpose of the hearings is to review the cases of inmates who are eligible for release from an institution by means of parole or discharge, and to take actions on parole violations, discharges, and continuances on parole. During one year the commission takes over 2,000 actions on cases in the three adult institutions.

Before 1959, release of inmates serving life sentences for murder required the unanimous consent of the Board of Pardons and the State Board of Parole and Probation. A change in the law in 1959 gave the Adult Corrections Commission complete authority for granting parole to life prisoners, contingent upon the unanimous consent of the five members of the Commission. From January 1, 1959, through June 30, 1962, 76 lifers had been considered. Of the 76, 41 were denied parole and 35 were released on parole. All lifers released to date are adjusting satisfactorily with the exception of one who was returned to the Minnesota State Prison, at his own request, for inability to adjust to community living.

Adult Field Services - Parole and Probation:

The Adult Field Services Section of the Division of Adult Corrections, under the direction of a deputy commissioner, is responsible for providing investigative and supervisory services for the Adult Corrections Commission.

Once a man has been granted a parole by the commission, it becomes the responsibility of the field services to follow through with its program of pre-release orientation, placement investigations, release and case supervision in the area of the state where the parolee will reside. Following release, a parolee is assigned a corrections agent and supervisory services are provided continuously until the man has been granted a final discharge. Periodic reports provide the commission with information regarding the parolee's progress under supervision.

Recommendations are made to the commission for continuance on or discharge from parole. In the event the parolee commits a violation of his parole, the agent makes a complete investigation and submits a report with his recommendation for revocation or continuance. If the commission makes a decision to revoke the man's parole, it then becomes the responsibility of the field services to see that the parolee is returned to the institution. Less than one-half of the Adult Field Services' total caseload consists of parolees from the adult institutions. The majority of the caseload is made up of those who are on probation.

The Adult Field Services Section is also responsible for providing investigative and supervisory services for the district courts of the state, excluding the three large metropolitan counties: Ramsey, Hennepin, and St. Louis. These counties provide their own probation services.

Supervisory services for persons placed on probation are provided in the same manner as for those released on parole. Probation is a useful instrument of the courts which enables the sentencing judge to suspend a sentence and direct the offender to serve all or part of his sentence under the supervision of the Division of Adult Corrections.

Minnesota's statewide probation law is administered by the Department of Corrections. All district judges in 84 of the state's 87 counties request probation services from the department. At present, 900 probation cases are being supervised for the district courts. In addition to probation services, the Division of Adult Corrections provides full investigative coverage for all district courts. Judges in Minnesota now require either a pre or post-sentence investigation for all felony cases appearing before them in the courts. The judiciary has found this service to be extremely helpful in determining the treatment plans which should be carried out for a particular offender.

During the past three years there has been a continuous growth in the number of probation cases placed under the supervision of the Division of Adult Corrections. There is a significant trend toward the use of more probation by the district courts of Minnesota. By assignment of additional staff, the division has been able to provide them with more service. At present, the adult corrections staff completes over 700 pre-sentence and post-sentence investigations per year.

An additional agent has been added in the Rochester area, making a total of four agents working out of that office. This has greatly improved the officials' services, reduced the caseload, resulted in closer casework with the clientele, and helped to reduce violations.

Through an increase in budgetary appropriations, a field office has been established in the St. Cloud area, giving further coverage to Stearns County and adjacent counties. It has resulted in better service to the resident district judge in St. Cloud, and to the adjoining counties.

In addition to its other duties, the Adult Field Service is responsible for providing supervisory and investigative services for all cases transferred to the State of Minnesota under the Interstate Compact.

Interstate Cooperation:

The deputy commissioner in charge of adult corrections serves as the administrator of the Interstate Compact for supervision of parolees and probationers. The Interstate Compact provides a simple legal method of transferring supervision of offenders from one state to another. This movement continues to increase each year. Minnesota usually supervises an average of 225 cases from other states, while approximately 250 Minnesota cases are under supervision in other states.

Adult Correctional Institutions:

The division is responsible for the operation and maintenance of three correctional institutions. While the State Prison for men and the reformatory for women are designed primarily to handle adult offenders, the reformatory for men is responsible for youthful offenders, young adults, and mentally defective delinquents.

The purposes of these institutions is twofold: The first is to provide diagnostic and treatment programs that are best suited to the needs of the offenders, the second is to protect society by providing secure facilities for incarceration. In addition, every effort is made to insure that the work opportunities afforded these people will be of positive benefit to them upon release. These institutions have the task of rehabilitating Minnesota's offenders and providing maximum insurance that they can be returned to society and live out their lives as useful members of the community.

State Prison - Stillwater:

The prison is headed by a warden appointed by the Commissioner of Corrections. There are two associate wardens, one for custody, the other for training and treatment. The associate warden for training and treatment is responsible for the classification department, education, recreation, psychological services, records, research and chaplain services. The associate warden for custody heads a staff of 160 correctional officers who are responsible for the custody of the inmate population and the security of the institution.

Custody

During the past three years a detention unit has been constructed, including fenced-in exercise areas for men who are segregated from the general population for disciplinary reasons or for the protection of others. Improvements have been made in search methods, control of contraband, and testing of bars, locks, and other security devices.

For maintenance of the security and welfare of the institution, the custodial department needs to: Remodel its present turnkey section and cage; complete the perimeter lighting system; fence in the recreational and industrial areas; construct a sally port for better control of vehicles entering the institution; construct a basement locker room for correctional officers; and construct and remodel present inmate visiting facilities. The department also needs additional security officers to supervise expanded activity at the institution.

Training and Treatment

This unit provides a diagnostic and rehabilitation program so that inmates may return to society as useful citizens.

Educational opportunity has been increased by providing a course for persons lacking basic skills in reading, writing and computation, and by providing additional courses for advanced students.

Work begun in 1956 on a three-fold project including parole prediction, group therapy and examination of inmate characteristics, is nearing completion. One publication was completed in the spring of 1962, and other data is nearly ready for further reports.

The recreational program added 11-man football to its program. A person trained in physical education was recruited, and progress has been made toward integrating the recreational program with over-all treatment services.

Chaplaincy service provides an emphasis upon the clinical aspects of institutional chaplaincy and has made gains through pastoral counselling. A Lutheran chaplain has been placed at the prison and is paid by the Lutheran Welfare Society.

The Classification and Psychology Sections have been handicapped by the high rate of turnover among employees. This however, has not prevented these sections from moving into more comprehensive inmate treatment and rehabilitation programs.

In the near future, through a program of in-service training and selective assignment of inmates, attempts will be made to utilize custody persons in a problem-solving, supportive relationship. An intensive assessment of each inmate and his needs will be made at the time of his entry into the institution, and periodic re-evaluations will be made to determine his progress in the prison program as well as his readiness for release.

Industry

Prison industry, in order to teach the inmate the value of a full day's work, provides productive employment for inmates and coordinates this employment with the institution's rehabilitation program.

The Industry Section at the prison produces the 5-bar rake, the farm wagon, and steel flare boxes, bailer and binder twine and rope. Net sales for the past three years have been $9,773,878.52.

Approximately $50,000 per year is needed for improved manufacturing equipment, which benefits inmates as well as the section. In addition to the financial needs of the industries section, the passage of a "state use" law is needed to provide more diversified occupations and skills for inmates.

State Reformatory for Men - St. Cloud:

The reformatory encompasses a center for the reception and diagnosis of youthful offenders as well as detention and treatment facilities for youthful

offenders, young adults, and mentally defective delinquents.

Because the reformatory cares for youths who are nearing the age of adulthood, it functions both for the adult and youth divisions. An offender over 21, under the jurisdiction of the adult division, may serve his term at St. Cloud, especially if he is a first offender or under 25 years old.

Most of the capacity population (1,000 men) are between 19-$\frac{1}{2}$ and 24-$\frac{1}{2}$ years of age. During their stay, an average of two years, they are classified and programmed according to their abilities, interests, and training outlets available.

The organization of the reformatory staff is similar to the prison's. The reformatory has a superintendent and two associate superintendents. One is in charge of custody, the other--training and treatment. An academic and vocational training program is directed by an educator, and there is a varied industrial training program under a superintendent of industries.

The high incidence of youth crime has made it necessary for the staff to adjust to a younger, more active, less predictable body of inmates. A recreation center nearing completion represents one achievement to meet such a challenge. The quality of vocational training has improved. Diversification of the industrial program has given the inmates more varied opportunities in work placement training. Treatment services have been expanded to provide maximum caseloads of 125 cases per worker.

The population of the reformatory has been held down to its 1,000-man capacity through categorical screening and movement of older and more hardened cases to the state prison. However, a population expansion to 1,100 or 1,200 is anticipated in the near future. To meet this expansion, more dormitory housing, a new food service building, and a warehousing facility are needed. Today, a segregation unit is needed so that more violent inmates can be separated from the general population.

State Reformatory for Women:

The function of the State Reformatory for Women is to give care, training, and education to women over the age of 18 who have been convicted of a felony.

The reformatory is administered by a superintendent with the help of one assistant. The superintendent is responsible for the custody and rehabilitation of the inmates. Objectives of the institution include the safekeeping of all inmates and personnel, maintaining and improving the welfare of all inmates, and performance of these objectives with a maximum of efficiency and economy.

Major developments during the past three years have been: The organization of group therapy sessions for inmates and their families, monthly group training sessions for cottage personnel, and in-service training programs for houseparents. A committee has been developed to classify inmates according to their abilities, interests, and training outlets available.

Volunteer programs have been expanded to include a Book-Plus Club, the Dorothy Carnegie Course, slimnastics, volunteer supervisors for Catholic Mass, and friendly visitors.

The reformatory brailles project has been expanded to include duplication of braille books and will soon include binding. The project has been singled out as unusual in correctional institutions and the reformatory has been commended for this work. Ten inmates are employed at the Shakopee Home for Retarded Children, which provides excellent training in child care and exposure to a good work program.

The institution needs additional personnel in areas which are of great importance to its operation and to the improvement of its inmates. Because many of the inmates suffer from various degrees of emotional disturbances, the services of a psychiatrist are necessary for at least four half-days per month. An account clerk is needed to assist the business manager with the work of the reformatory and children's home. An additional Houseparent II is needed.

Additional funds are needed for building repair and construction: Security windows and screens for the second floors of all buildings are needed; all bathrooms should be modernized, and the kitchen in Sanford Cottage should be modernized. A multiple purpose building is needed to provide space for activities. A superintendent's home, apart from the administration building, is also needed.

DIVISION OF YOUTH CONSERVATION

In the last three years, Minnesota has moved ahead in overall handling of delinquency, but much remains to be done.

The Division of Youth Conservation has been reorganized. The reorganization, based upon recognized administrative practices, enables the deputy commissioner in charge of the division to give first-hand attention to the three major services--prevention, probation and parole, and institutions.

The division's major emphasis should be in prevention of delinquency. Significant consultation to communities regarding the school drop-out problem, youth unemployment and other delinquency-producing situations cannot possibly be given with present staff. A state of comparable size has a delinquency prevention staff of 15 workers; Minnesota has only five. This drastic shortage of staff is the major reason for Minnesota's lag behind other states in the development of an adequate delinquency prevention program.

National experience has shown that, with economy of operation on a sound basis, an adequate program of care and treatment requires an expenditure at a rate of $4,000 per child per year. In Minnesota the average cost is under $2,500. The ratio of youth to staff in a training school should never be over two to one; in Minnesota, it is over three to one.

Frequently, a youngster who has failed in a foster home is able to adjust in a group of 3 or 4 other boys where he does not have to face such a close personal relationship. Minnesota suffers from an absence of these group homes for delinquent youngsters.

Until more of the public is involved and actively concerned with delinquency and crime, more economically sound and effective handling of delinquents will never come about. Efforts are under way to develop a citizen action program, involving key leaders from agriculture, business, labor, law, news media, education and other professions. This group of about 20 lay leaders will begin operating in several months, with regular meetings being held throughout the state. Experience of the National Council on Crime and Delinquency has shown that through concerted citizen action, states considered as being "at the bottom" can in a few years be among the best in the country in the prevention, treatment and control of delinquency and crime.

False economy is a major factor resulting in a "revolving door system" for handling delinquents in a number of states. In Minnesota, state probation and parole agents supervising youth have caseloads of about 80--twice what recognized practices call for. Public protection cannot be adequately provided under these circumstances. By increasing staff and sharpening practices, the State of Washington has cut its rate of return to correctional schools by over half in the past five years. This was done by investing more money in the program on a business-like basis, rather than maintaining the status quo.

Next to national defense, delinquency and crime take the second greatest portion of the tax dollar. The total is greater than that found in education and welfare combined. With the average life of crime for persons over 45 years

of age costing to over $100,000, the taxpayer cannot afford to have a "too late and too little" program.

Probation and Parole:

The passage of the Juvenile Court Probation Act in 1959 constituted a major part of Minnesota's new offensive against rising delinquency rates. Probation services for every juvenile court in Minnesota, entrance examinations and standards to insure consistent appointment of qualified persons as probation officers, the insurance of uniform high standards of operation through orientation, in-service training and supervision, and establishment of a true treatment continuum for juvenile and youthful offenders are a few of the far reaching objectives accomplished since its passage.

The Probation and Parole Section for the Division of Youth Conservation, carries out the department's preventive and rehabilitative responsibilities through treatment of juvenile and youthful offenders in the community. It provides placement, casework, and aftercare services for all wards under commitment to the Youth Conservation Commission from the three metropolitan counties: Ramsey, Hennepin and St. Louis. In addition, under the provisions of the Juvenile Court Probation Act of 1959, the section provides services on a contract basis to juvenile courts in 20 counties, and provides initial orientation, systematic in-service training, and supervision to probation officers in all but the three metropolitan counties.

To meet the department's responsibility under the Juvenile Court Probation Act, seven regional offices were established. Correctional supervisors were recruited, trained and assigned to these offices to carry out orientation, in-service training, and supervision. These services are provided in cooperation with the juvenile court and juvenile court judges. Juvenile court judges actively participate in the planning and conducting of orientation and in-service training.

In 1959, 17 out of the 87 counties in Minnesota had probation services available to the juvenile court. Under the provisions of the Juvenile Court Probation Act, all of the 84 counties having less than 100,000 population were required to obtain probation services either through establishing their own service, joining with other counties to establish probation districts to be served by full time probation officers, or to obtain service on a contract basis from the Department of Corrections. Because the three metropolitan counties (each have over 100,000 population) had existing, well established probation services, they were not involved in the Act. Today probation services are provided to juvenile courts in all counties by full time, qualified probation officers.

In exchange for a state probation subsidy, probation officers in the 84 rural counties are required to provide parole services to wards of the Youth Conservation Commission who are committed from or reside in their respective counties. This means that in the majority of cases the same probation officer who worked with a boy and his family on a juvenile court probation basis, prior to the time of the boy's commitment to the Youth Conservation Commission, also provides placement and aftercare services following the boy's release on parole. In this manner, the court and the probation officer maintain a continuing interest in and working relationship with the juvenile and his family throughout

the entire correctional process. This working relationship makes commitment to the Youth Conservation Commission part of an overall treatment plan rather than a last resort or an end in itself.

As a result of the Juvenile Court Probation Act, the needs of juvenile and youthful offenders in the 84 rural counties are being met with increased efficiency and effectiveness. Commitments from these 84 counties have been gradually decreasing for the past 12 months.

Two major problem areas however, remain unsolved. In contrast with the gradual decline in commitments from the 84 rural counties, commitments from the two metropolitan counties of Ramsey and Hennepin have increased sharply during the last three years. Although the two counties make up approximately 33 per-cent of the child population (age 10 to 17) in the state, their commitments comprise over 45 per-cent of Minnespta's total juvenile commitments. Commitments from these two counties are expected to increase even further; projected population studies for this decade predict an increase of approximately 70 per-cent in the 10-17 age range, as against a projected 22 per-cent for the general population.

Seventeen corrections agents providing parole services in these two counties currently carry caseloads twice the size of recommended national standards. With the ever increasing rate of commitment and population, an increase of existing staff, coupled with extensive exploratory research efforts to develop improved methods of treatment in the community, will be necessary if we are to catch up with the existing commitment rate and get into preventive treatment.

Only a few of the juvenile courts in Minnesota have adequate probation services available to girls. Therefore many girls are committed to an institution because of lack of services and resources on a community level.

Compounding the human and economic wastefulness inherent in commitments of this type, the department is unable to provide adequate placement and after-care services for these girls following their release on parole. Five women corrections agents who provide parole services for girls in the rural counties cover areas of about 17 counties each.

Because of time and distance factors they are unable to carry out any planned treatment program and can only deal with problems on an after-the-fact, emergency stop-gap basis. Increased staff to provide parole and probation services to girls is necessary if juvenile girls are to have treatment and rehabilitative opportunity equal to the provided for juvenile boys.

Delinquency, Prevention and Community Services:

Probation, parole, and institutional care are aspects of the correctional process intended for those youths who have refused to abide by the law. These correctional programs are absolutely necessary; but everything possible must be done to prevent youth from getting into trouble in the first place. The Delinquency Prevention and Community Services Section of the Youth Division has been charged with this responsibility.

The section is comprised of five people. Their major function is to aid communities which are trying to wipe out real and potential delinquency. The

prevention section's major defense against the rising tide of delinquency is community organization.

The section has worked toward coordinating the efforts of groups throughout the state which work with and for youth. To insure maximum utilization of the Governor's Advisory Council on Children and Youth (a group concerned with coordinating state-wide efforts to create and expand services to youth, assessing state-wide youth service needs, and designating action programs to provide needed services) the prevention section in 1961 assigned one of its staff members to act as its executive secretary.

Since 1959 the section has worked with the Governor's Advisory Council to: Promote traffic safety among teen-age drivers, to prevent deterioration of morals among teen-agers, and to develop programs for youth employment and training.

In April 1961, staff members of the youth division were assigned to the Governor's Advisory Council to work on its youth employment project. One staff member was given the responsibility for gathering current material on youth employment and training in order that program planning could be more effective. Another staff member was assigned to develop regional committees to study and plan solutions to youth employment and training problems on local levels. The first regional committee, established in northeastern Minnesota, surveyed employers to determine present and future needs of youthful employees. On the basis of this survey, the committee recommended that the Iron Range have two or more vocational technical schools. A vocational school has been established in Hibbing; another will be established next year in Grand Rapids. Other Range committees are making similar studies.

A second regional committee, established in 1962, found employment for youth on sugar beet farms. In the past, migrant laborers had been imported for this job. This program will prove to be a rich resource for Minnesota youth.

The staff of this section is working with local communities in the establishment and continuance of youth employment programs throughout Minnesota. Through this project many aspects of a delinquency prevention program are being approached, since youth employment and training are related to school drop-outs, youth attitudes, and preparing youth for the future.

A modest but successful Indian Guide Program was held at Bemidji during the summer of 1962. With county and state cooperation, and a financial grant from the Hill Family Foundation, eleven Indian boys who were housed at Bemidji State College, provided guide service through the Red Lake Indian Reservation under the auspices of the Bemidji Chamber of Commerce Tourist Center. The project was an excellent tourist attraction and helped to create an interest and appreciation of Indian problems. Through its success it paved the way for similar projects of a more comprehensive nature.

In addition to the work with the Governor's Advisory Council on Children and Youth and the youth employment projects, the prevention section has provided consultant services on youth centers, recreation programs, police training institutes, police record systems, delinquency prevention measures, and strengthening local community councils.

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Rising delinquency rates in the state demonstrate that the efforts of the prevention section have not been enough. As it now stands, it can do no more than attempt to deal with community situations which have been allowed to reach a danger point. It has proven impossible for five men to provide an adequate delinquency prevention program for a state which boasts 615,754 children and youth between ten and twenty years of age, who are spread throughout 87 counties and over fifteen hundred communities.

The department believes the people of Minnesota need and deserve an adequate prevention program. To develop a stronger and more effective prevention section, the department needs at least four additional staff positions added during the 1963-65 biennium. If we are to meet standards being followed by states, comparable in size to Minnesota, a staff of sixteen persons is needed to do the job in the way it should be done.

With this increase in staff the state would be divided into districts with assignment of one staff member to each district. This would enable the department to develop a closer working relationship between correctional, civic, fraternal, law enforcement, and character building groups in local communities. It would also free some staff time to analyze and plan action programs. A far more effective system of communication and coordination between state, county, and local services could be achieved.

In short, the department could for the first time provide the caliber of prevention services the people of Minnesota must have if juvenile delinquency in the state is going to be controlled and subsequently reduced.

Experience has shown, unfortunately, that it is easier to get funds for building institutions than it is to get funds for staff to prevent people from becoming criminals.

Juvenile Correctional Institutions:

The Division of Youth Conservation is responsible for the administration of diagnostic and treatment programs at the reception center at the St. Cloud Reformatory, Training School for Boys, Home School for Girls, one Forestry Camp for youthful male offenders, two Forestry Camps and a Vocational Center for juvenile boys.

Juveniles are those under 18 years of age at time of commitment, and youthful offenders are from 18 to 21 years of age. They are committed by the courts to the Youth Conservation Commission rather than directly to a state correctional institution. They are received at three separately located reception centers. However, a new Central Reception and Diagnostic Center, located at Lino Lakes will replace present centers. The new center will accommodate 48 juvenile girls, 96 juvenile boys, and 100 youthful offenders.

The primary objectives of the Reception and Diagnostic Center are to provide centralized intake and processing of all youth committed to the Youth Conservation Commission. The staff at the reception center will conduct medical, psychological, psychiatric and social examinations; determine academic and vocational achievement, aptitude, and potential; complete psycho-social diagnostic studies; determine short and long-term treatment plans; expedite research studies appropriate to the correctional field; and provide limited out-patient

counselling services.

Following an approximate six week study period of an individual, an evaluation report and treatment plan will be submitted to the Youth Conservation Commission for disposition. The boy or girl may be returned to the community under probation, admitted to a non-state residential treatment facility, referred for further evaluation to a state institution for the emotionally disturbed, or be transferred to an appropriate state correctional facility.

Home School for Girls:

The school is located on the outskirts of Sauk Centre, and is directed by a superintendent and his assistant.

The girls, ranging in age from 10 to 18, spend an average of 16 months at the Home School before being released on parole. In spite of the fact that the institution has a rated capacity of 200 girls, its average daily population has been running over 250. This means that the 10 "cottages" in which the girls must live are no longer adequate. Building to meet this overcrowding is a must. Construction of three modern cottages, a shop building, and a vocational-occupational therapy building is needed. The administration building should be remodeled and limited staff housing should be constructed.

In 1962, legislative approval provided for an interim expansion of the professional staff. Such staff has been recruited and the functioning of this inter-disciplinary team has had a positive effect on the institutional program.

The Home School's academic program offers courses at the elementary and secondary grade levels, with some vocational and commercial training. Efforts to upgrade the academic, social service, and cottage life programs are being exerted and, with developments in these areas, the program at the Home School could undoubtedly rank among the best in the nation.

State Training School for Boys:

The Training School at Red Wing is directed by a superintendent. The 1,000 boys per year handled by the staff range in age of from 10 to 18. In recent years the average age has been about 15 years.

An excellent academic program is provided at the elementary, junior and senior high levels. Some remedial teaching is done, but additional personnel are needed. Vocational training is given in auto mechanics, barbering, carpentry, canning, cooking, meat cutting, laundering, painting, plumbing, printing, shoe repairing, tailoring, farming, and gardening.

Three new cottages will be ready for use in 1963, but they will meet only a fraction of the institution's building needs. More cottages are needed to replace the present inadequate facilities, most of which were constructed in the 1880's. An administration building, a dining hall, and industrial school, and a chapel are also needed.

Additional staff is needed. Trained counselling and guidance personnel, and cottage supervisors are necessary to provide the well-rounded rehabilitative correctional program that these boys require.

Willow River Forestry Camp:

This camp for 60 youthful offenders, 18 to 21 years of age, was established in 1951.

The youthful offenders accommodated here are in the same category as those committed by the Youth Conservation Commission to the reformatory. Many of them are transfers from the reformatory. The camp serves as an intermediate step for these youths between the reformatory and parole.

The aim of the camp staff is to create a therapeutic setting by integrating counselling, recreation, work, religion, administrative policies, and community relations with the needs of the youth.

General operation of the camp is governed by an agreement with the Department of Conservation, Division of Forestry which provides the work program, tools and equipment, and work supervision. The Division of Youth Conservation is responsible for the overall rehabilitative effort and administers the camp budget. After ten years of operation, the effects of this facility continue to show positive results.

Thistledew Lake Forestry Camp:

This camp, located 45 miles northwest of Hibbing in the George Washington State Forest, serves juvenile boys 16 to 18 years of age, for whom an academic school program is not feasible.

These boys generally are unable to cope with a full time academic program, but at camp, their days are divided between ninth and tenth grade classes and work in the forest.

An eight-hour work day is devoted to forestry conservation, improvement of state parks, and tourist camp sites. The Division of Forestry chooses the work projects in relation to the physical capabilities of the boys and their value as a work experience.

Camp objectives are to assist the youth in improving his self-concept and attaining a positive outlook toward his environment. While some of the youths profit more from the work experience, others find the group living or the staff-youth relationship to be more beneficial. The forestry camp program has proved to be appropriate for this age group, but additional staff persons are needed to increase the benefits of the group-living experience and leisure-time activities.

St. Croix Forestry Camp:

The camp, established by the 1957 legislature as a treatment facility for 60 delinquent boys between 14 and 16 years of age, is located 20 miles east of Sandstone. All physical facilities are of permanent construction, and the addition of a gymnasium-activities building will complete the construction of this camp.

The basic program consists of half-day academic schooling and half-day work, since experience has shown that some boys can benefit more from part-time

than full-time academic situations. Educational counseling is designed and conducted in a manner to demonstrate that learning can be a positive and rewarding experience. Credits earned at the camp are accepted by the public schools and the boys are strongly encouraged to complete their schooling.

The forestry projects at St. Croix are designed by the Forestry Division in line with the capabilities of this age group. Direct supervision of work tasks is given by camp personnel.

Individual and group counselling has yielded positive results, and reports show that a great number of boys are continuing in school and making an acceptable adjustment upon release.

Youth Vocational Center:

This facility, opened in the spring of 1961, has a capacity for 50 juvenile boys. The boys at this center, for whom a full-time academic setting is neither mandatory nor appropriate, have the desire and aptitude for learning auto mechanics or cooking. They have no severe reading disability, and possess the capacity to adjust to the close relationships inherent in a small facility.

Approximately 10 of the boys receive instruction in cooking. In addition to learning to operate, maintain, and properly use the equipment of a modern kitchen, the boys receive formal instruction in basic dietetic principles, serving food, and the functioning of a dining room. They also receive on-the-job training in selected community commercial kitchens.

The majority of the boys are in the vocational shop program which is divided into automotive, general electric, and automotive electrical training. Upon completion of the course, the boy is given a certificate indicating specifically what training he has received and his degree of proficiency. Part-time academic course work on an 11th grade level is also offered at the center.

Evaluation of the program has shown that a small treatment facility of this type can be successful when geared to community employment needs.

Proposed Intensive Treatment Facility:

Experience has shown that a certain proportion of juvenile boys and girls cannot be treated adequately in our open type correctional facilities. As a result of this experience, the department completed preliminary plans for a special facility to serve these youths.

The Building Commission recommended such a facility for 1965. The need however, for some program for these older, more sophisticated, aggressive, and actually or potentially dangerous juvenile boys and girls is immediate and overdue. The lack of a program for these youngsters is of deep concern not only to the Department of Corrections, but to the Youth Conservation Commission and law enforcement officers and judges throughout the state.

Rather than wait until the latter portion of this decade to begin proper handling of these juveniles, the department advocates an alternative which has better than a 50 per-cent chance of success in avoiding construction and operation of a large new institution.

The following steps are imperative in order to proceed with this alternative:

1. Increase the staff at the training schools, camps and the reformatories, during this biennium, to the number proposed in the department's budget request. In this way a sizable number of the juveniles may be treated who would otherwise require the secure intensive treatment facility. Some of these juveniles are now on parole flouting all authority to their own and their community's detriment.

2. Building of the proposed cottages at both of the training schools with sufficient security features for short term holding of youngsters in treatment. This would require some additional funds over the above that presently proposed in the Building Commission's figures.

This additional staff and these cottages would make it possible for the department to operate with a small secure intensive treatment facility instead of a large costly one.