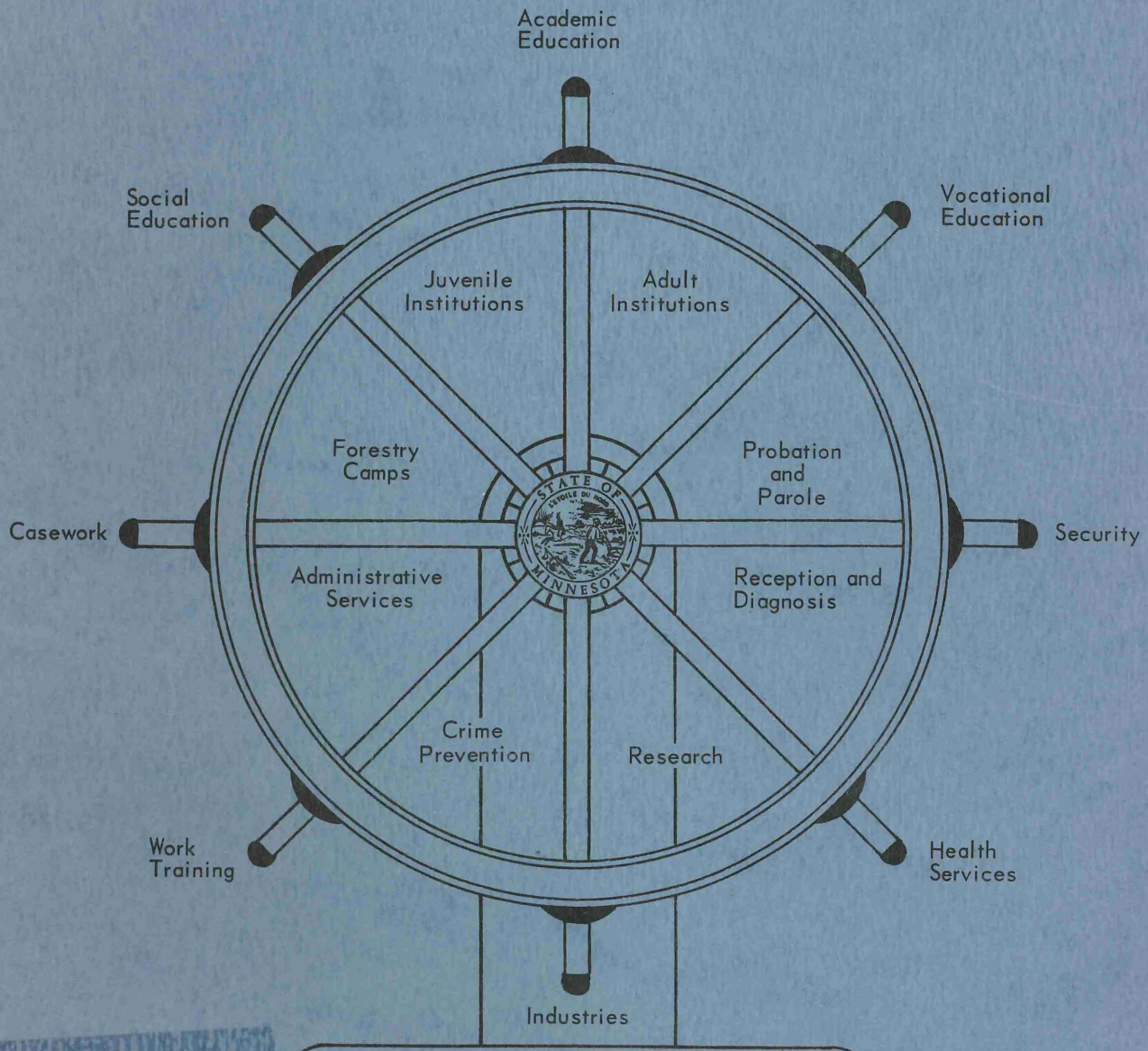
LEGISLATIVE REFERENCE LIBRARY
3 0307 00016 1037

The Minnesota Department of Corrections



LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

HV
7273
.A29
1967/69

BIENNIAL REPORT 1967-69

STATE OF MINNESOTA
DEPARTMENT OF CORRECTIONS
SAINT PAUL
55101

office of the
commissioner

310 State Office Building
612 - 221-3565

February 4, 1969

The Honorable Harold LeVander
Governor of Minnesota
Capitol Building
Saint Paul, Minnesota 55101

Dear Governor LeVander:

Again the Department of Corrections is presenting to you a report of our work for the two previous years. We are presenting here not only a factual accounting of our volume of work, but also a description of our organization, our facilities and programs.

I hope it may be useful to many people who from time to time need to know in some detail about our function.

Sincerely yours,

Paul W. Keve

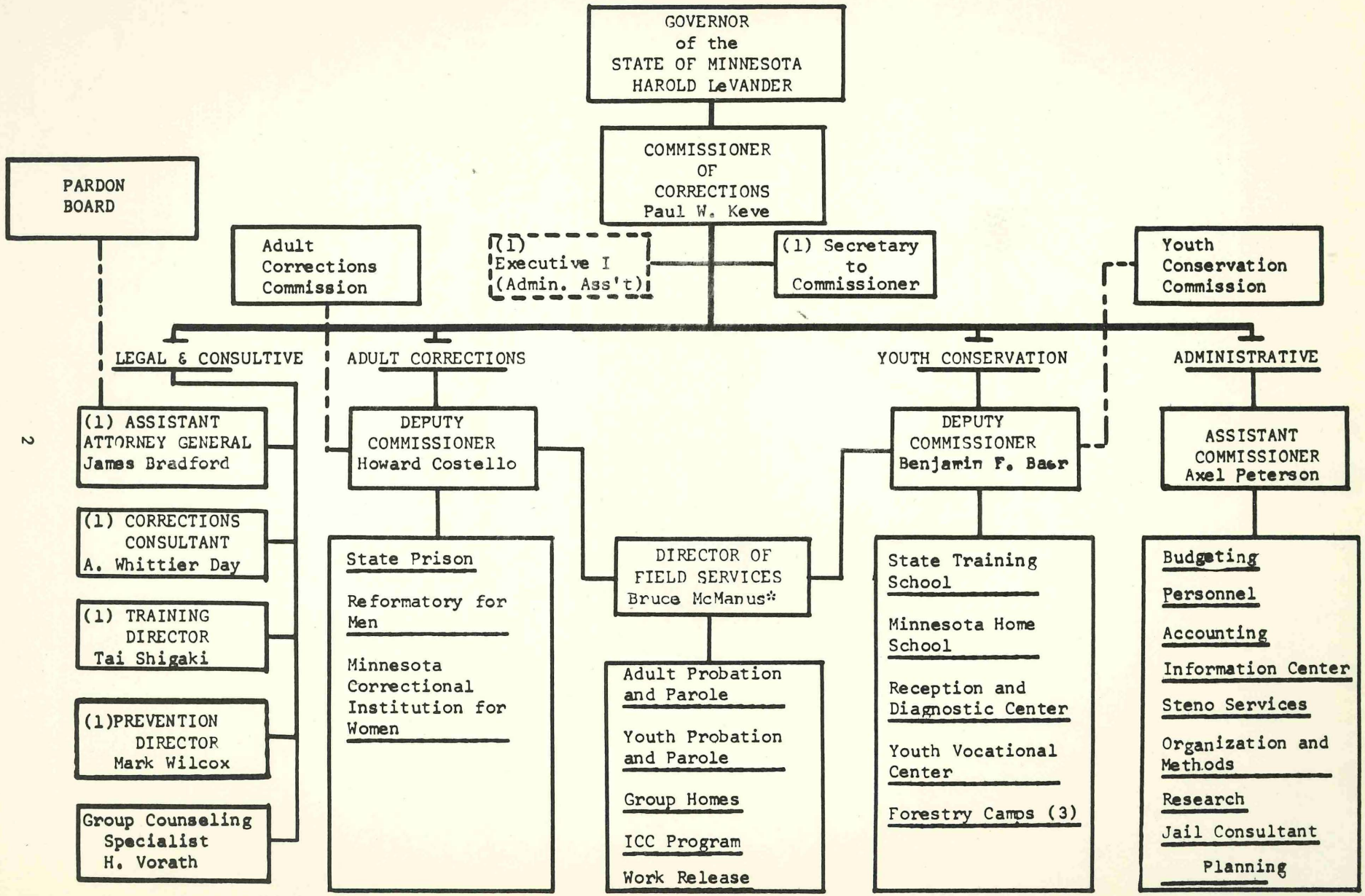
Paul W. Keve
Commissioner

PWK:fc

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

STATE OF MINNESOTA
DEPARTMENT OF CORRECTIONS
ORGANIZATION CHART

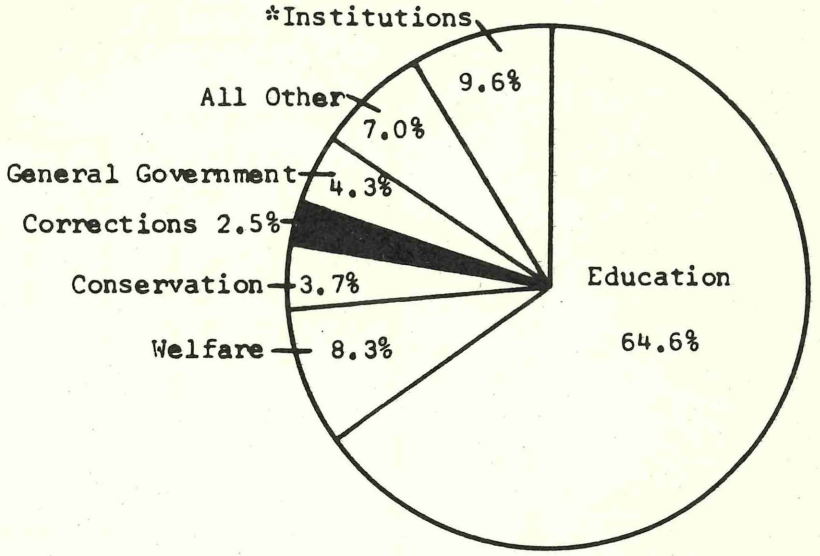
October 1968



*Effective June 1969

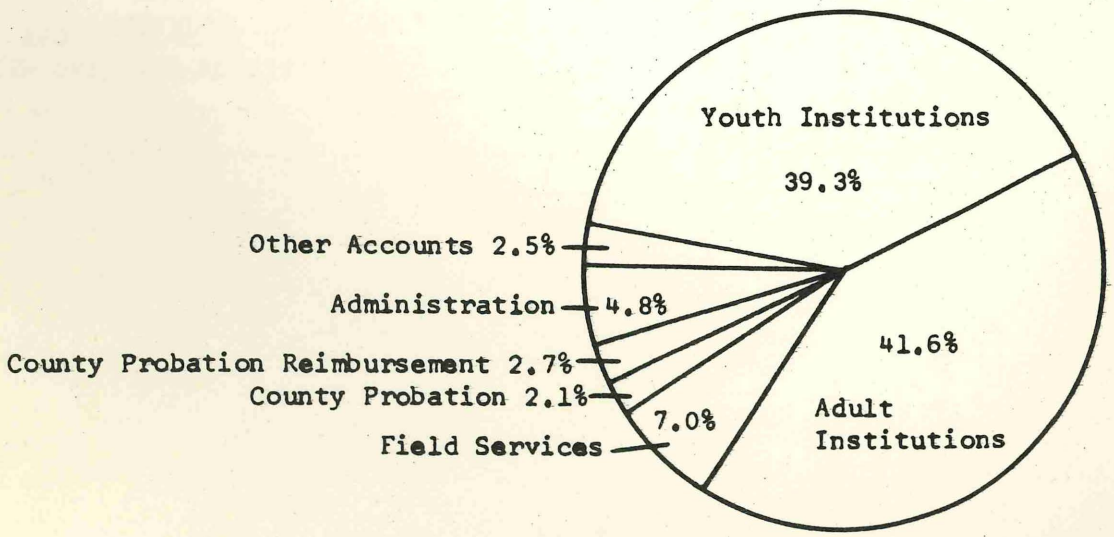
Minnesota State Budget

Distribution of Total State Appropriations of Approximately $1,044,000.00 for Fiscal 67-69



*Not including Correctional institutions.

Distribution of Corrections Appropriation of Approximately $26,300,000.00 for 67-69



LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

The Juvenile Offender

THE MEDIAN AGE OF MALE JUVENILE OFFENDERS IS 15.43 AT THE TIME OF COMMITMENT. MEDIAN AGE OF FEMALE JUVENILE OFFENDERS IS 14.99 YEARS AT COMMITMENT.

LESS THAN 50% OF THE COMMITTED JUVENILES LIVE WITH BOTH NATURAL PARENTS IN AN INTACT FAMILY SITUATION. THE MOST COMMON LIVING ARRANGEMENTS OTHER THAN WITH NATURAL PARENTS ARE: LIVING WITH MOTHERS ONLY - 20%; WITH MOTHER AND STEPFATHER - 9%: BOARDING OR FOSTER HOMES - 6%.

JUVENILES COMMITTED TO THE YOUTH CONSERVATION COMMISSION HAVE ESSENTIALLY THE SAME INTELLIGENCE LEVELS AS DO JUVENILES IN THE GENERAL POPULATION.

THE MOST COMMON OFFENSES ARE NON-CRIMINAL OFFENSES SUCH AS RUNAWAY, TRUANCY, INCORRIGIBILITY, ETC. THIS GROUP ACCOUNTS FOR APPROXIMATELY 58% OF THE COMMITMENTS. THE MOST COMMON CRIMINAL OFFENSE IS THEFT, WHICH ACCOUNTS FOR ABOUT 20% OF ALL COMMITMENTS.

APPROXIMATELY 85% OF JUVENILES COMMITTED WERE IN SCHOOL AT THE TIME OF COMMITMENT.

FIFTY PERCENT OF ALL JUVENILE COMMITMENTS COME FROM THE URBAN COUNTIES OF HENNEPIN, RAMSEY, AND ST. LOUIS. THESE THREE COUNTIES CONTAIN 43% OF MINNESOTA'S POPULATION.

The Adult Offender

THE MEDIAN AGE OF ALL MALE ADULT OFFENDERS ADMITTED TO THE STATE PRISON IS APPROXIMATELY 32 YEARS. THE MEDIAN AGE OF FEMALE ADULT OFFENDERS COMMITTED TO THE MINNESOTA CORRECTIONAL INSTITUTION FOR WOMEN IS APPROXIMATELY 23.5 YEARS. ADULT MALES COMMITTED TO THE STATE REFORMATORY FOR MEN HAVE A MEDIAN AGE OF 23.2.

AS WITH THE JUVENILE OFFENDER, ADULT OFFENDERS HAVE ESSENTIALLY THE SAME INTELLIGENCE LEVELS AS THE GENERAL POPULATION.

MOST OFFENSES COMMITTED BY THE ADULT OFFENDER HAVE BEEN OTHER THAN AGAINST PERSONS. THEFT, FORGERY, BURGLARY, AND DRUG OR LIQUOR OFFENSES COMPRISE ABOUT 60% OF COMMITTING OFFENSES.

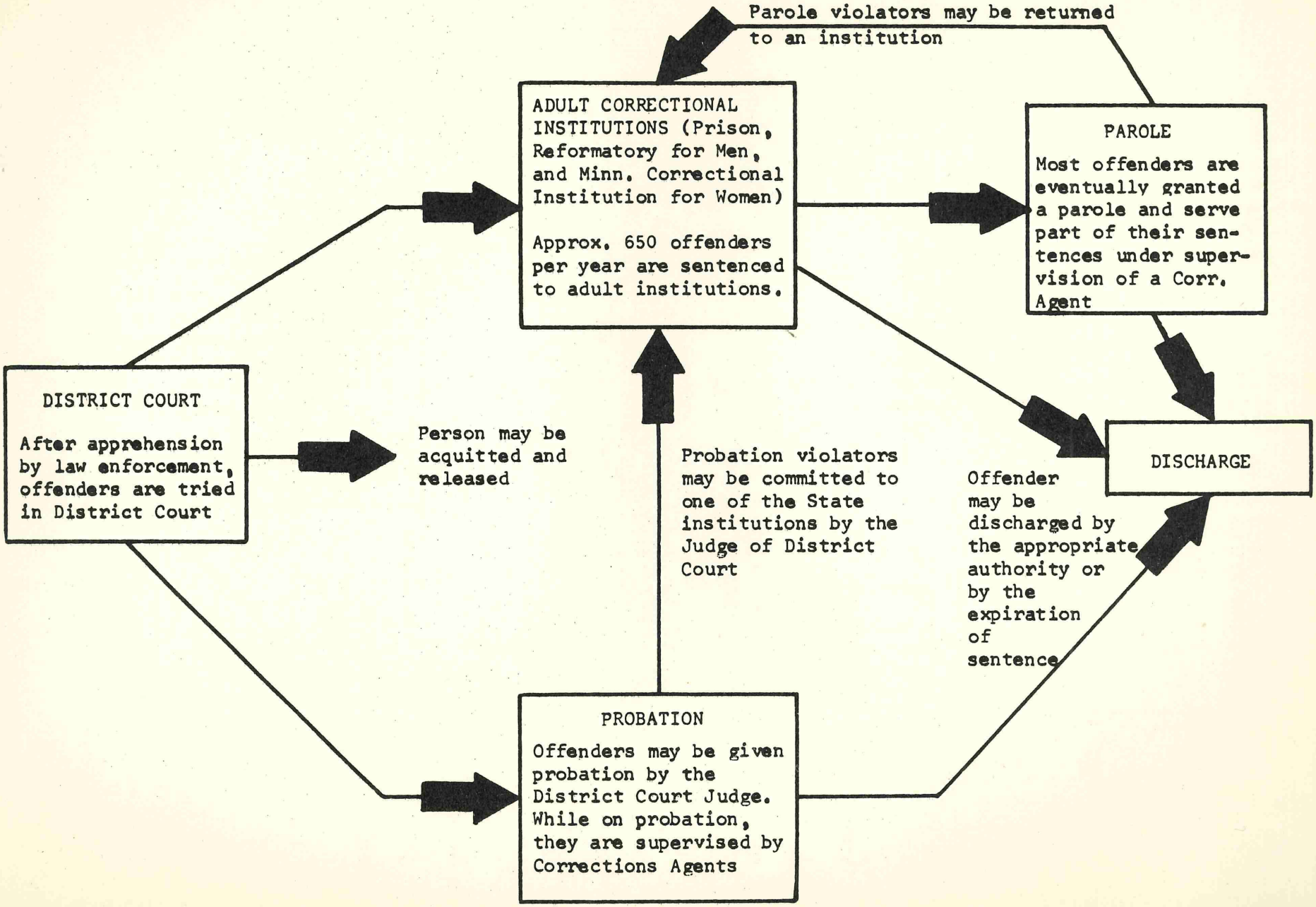
ONLY 25% OF THE ADULTS COMMITTED TO STATE CORRECTIONAL INSTITUTIONS HAVE FINISHED HIGH SCHOOL, WITH THE MEDIAN EDUCATION BEING 10.4 YEARS.

APPROXIMATELY 60% OF ALL ADULT COMMITMENTS ARE FROM THE METROPOLITAN COUNTIES OF HENNEPIN, RAMSEY AND ST. LOUIS.

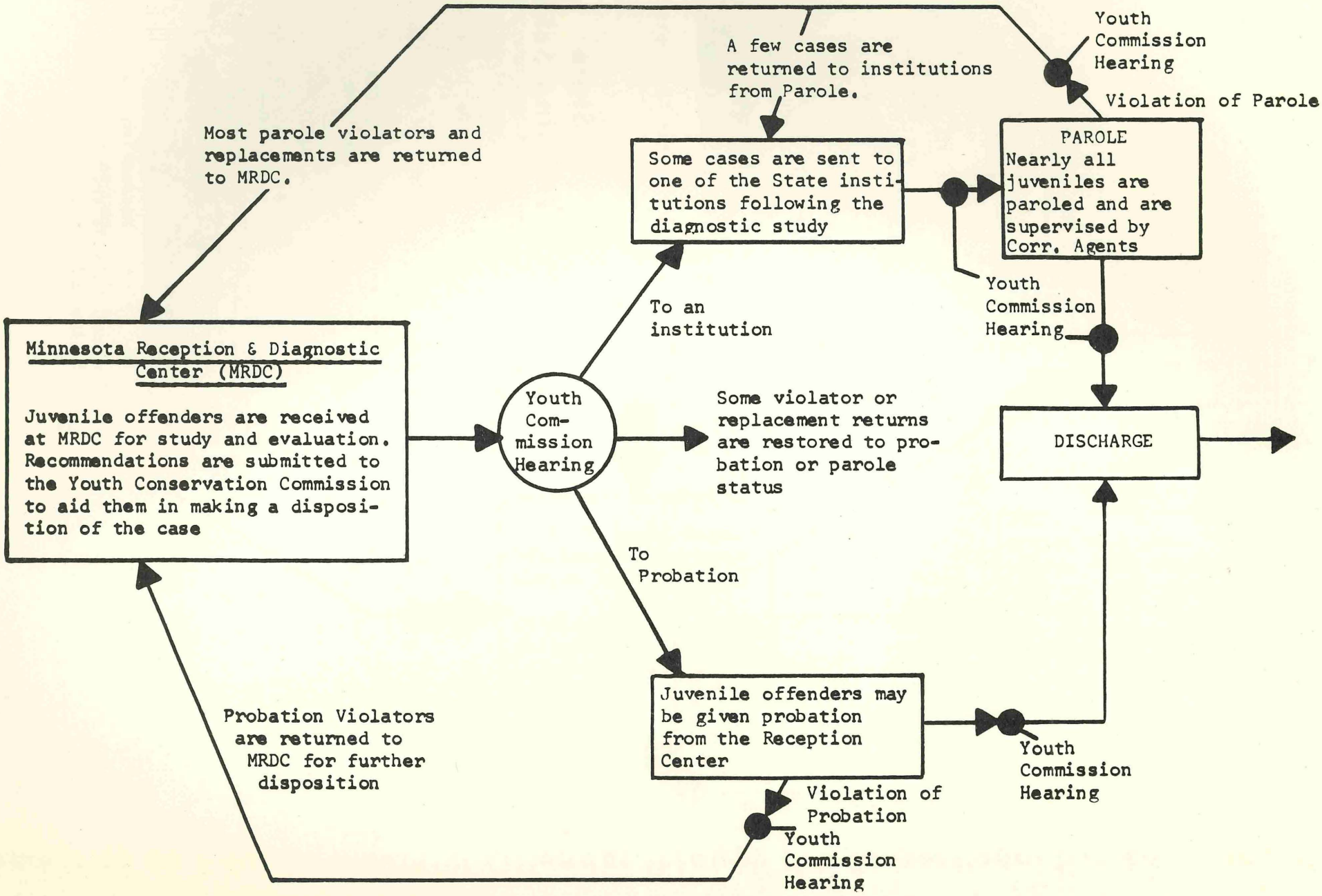
OVER 50% ARE CONSIDERED UNSKILLED WORKERS, AND NEARLY 50% WERE UNEMPLOYED AT THE TIME OF ADMISSION.

ABOUT ONE-HALF OF ADULT OFFENDERS HAVE SERVED IN THE ARMED FORCES, WITH OVER 20% RECEIVING DISCHARGES UNDER LESS THAN HONORABLE CONDITIONS.

Movement of an Adult or Youthful Offender through the Correctional System - Simplified



Movement of the Juvenile Offender through the Correctional System - Simplified



Juvenile Institutions

Minn. Reception and Diagnostic Center

LOCATION: Lino Lakes

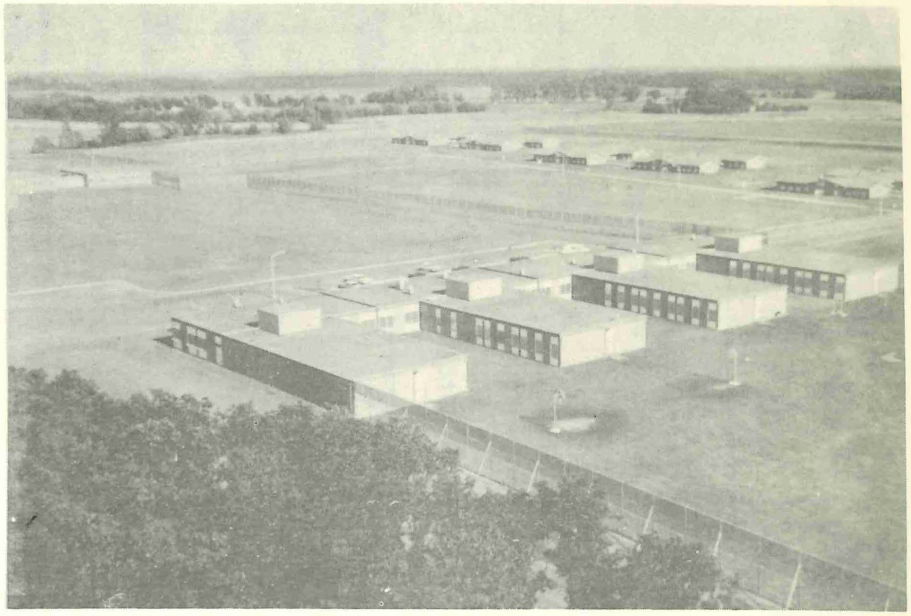
DIRECTOR: Dr. Fred Gelbmann

TYPE OF OFFENDER: All juvenile and youthful offenders committed to the Department of Corrections

AVERAGE DAILY POPULATION FISCAL 1967-68: 195

STAFF SIZE: 226

PROGRAM: Physical and psychological testing to provide the Youth Commission with a basis for disposal of cases. Some treatment including academic education, group therapy, recreation



Aerial view - Minn. Reception and Diagnostic Center

State Training School

LOCATION: Red Wing

SUPERINTENDENT: Milton Olson

TYPE OF OFFENDER: Juvenile Boys

AVERAGE DAILY POPULATION FISCAL 1967-68: 322

STAFF SIZE: 161

PROGRAM: Academic and vocational education, group therapy, social casework, recreation, religious counseling



School Building at the Training School

Minnesota Home School

LOCATION: Sauk Centre

SUPERINTENDENT:
Kenneth Schoen

TYPE OF OFFENDER: Juvenile females and males 15 years of age and under

AVERAGE DAILY POPULATION
FISCAL 1967-68: 163

STAFF SIZE: 116.5

PROGRAM: Academic and vocational education, home-making skills, religious counseling, recreation, social casework, group therapy



Education Building at the Minnesota Home School



Youth Vocational Center showing Quonset-type barracks and administration building

Youth Vocational Center

LOCATION: Rochester

SUPERINTENDENT:
Casimir Zantek

TYPE OF OFFENDER: Juveniles who show a vocational orientation

AVERAGE DAILY POPULATION
FISCAL 1967-68: 45

STAFF SIZE: 19

PROGRAM: Vocational education (auto mechanics, small engine repair, cooking), social casework, group therapy, recreation.

St. Croix Camp

LOCATION: 20 miles East of Sandstone

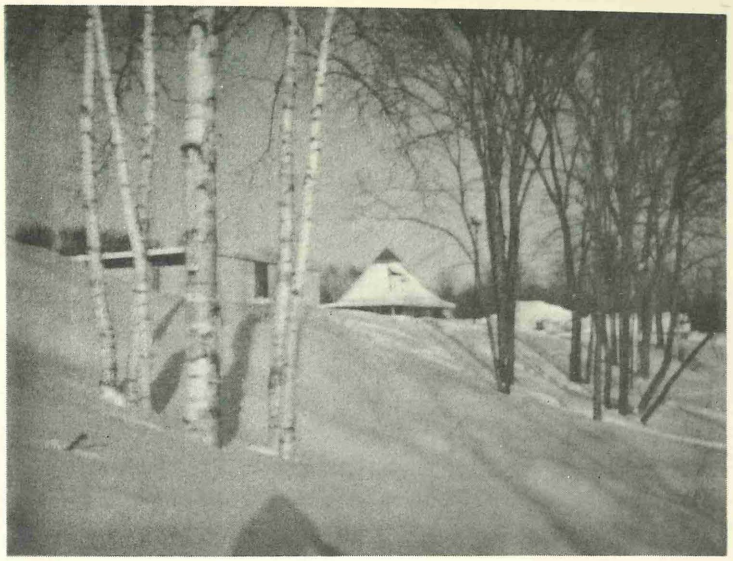
SUPERINTENDENT:
Duane Erickson

TYPE OF OFFENDER:
Juvenile boys (14-16)

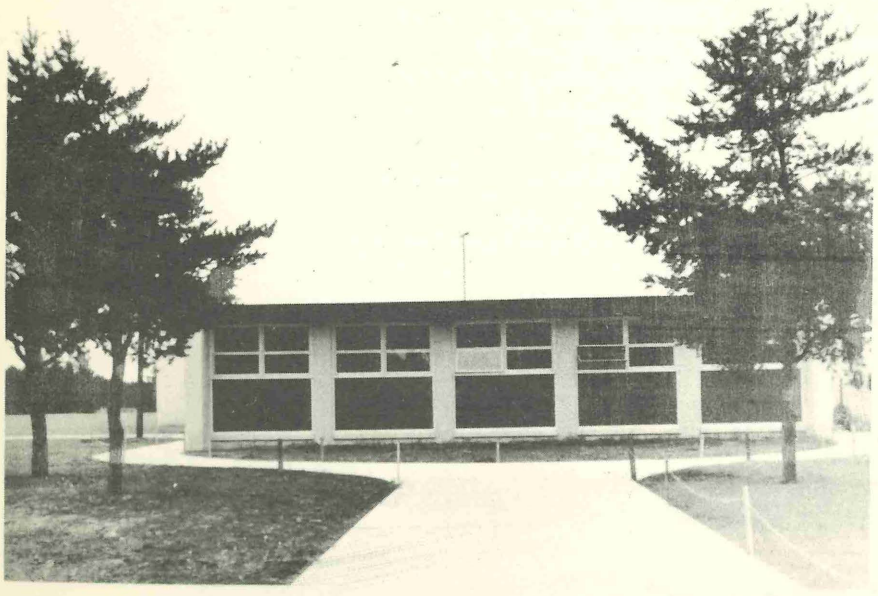
AVERAGE DAILY POPULATION
FISCAL 1967-68: 45

STAFF SIZE: 18

PROGRAM: Half-time academic education, half-time forestry work, group therapy, recreation, casework



Winter Scene at St. Croix Camp



Barracks at Willow River Camp

Willow River Camp

LOCATION: Willow River

SUPERINTENDENT: Ralph Nelson

TYPE OF OFFENDER:
Youthful Offenders

AVERAGE DAILY POPULATION
FISCAL 1967-68: 52

STAFF SIZE: 15.5

PROGRAM: Tree cultivation for the Department of Conservation, group therapy, casework, recreation.

Thistledew Camp

LOCATION: George Washington State Forest near Togo

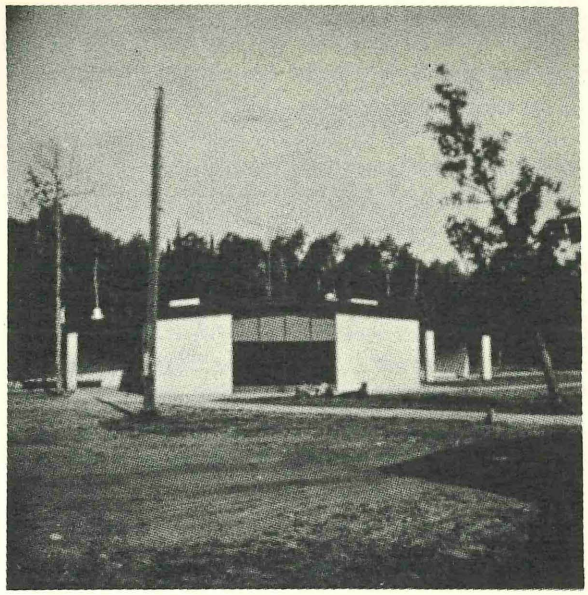
SUPERINTENDENT: Glenn Joplin

TYPE OF OFFENDER: Juveniles (16-18), selected youthful offenders

AVERAGE DAILY POPULATION FISCAL 1967-68: 45

STAFF SIZE: 17

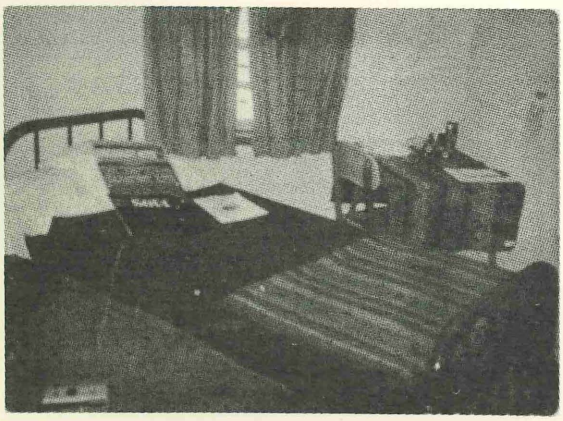
PROGRAM: General forestry work, group therapy, recreation



New barracks - Thistledew Camp

As a part of all the dramatic social changes in recent years, juvenile correctional programs in Minnesota reflect the changes in families and in our society in general. Many of the lesser disturbed juveniles are being effectively handled by local community efforts with the result that a greater portion of commitments are severely disturbed and more sophisticated in their delinquency. Our juvenile institutions are altering their programs to treat these young people rather than just provide food, clothing, shelter and custody as was customary a few years ago. We have seen that staff, particularly front line staff, can be more concerned, more creative, and accept more responsibility in treatment.

The most significant change in Minnesota institutions is the development of a better balance between custody and treatment. This change in philosophy has begun to permeate all juvenile institutions. Rather than repress and suppress, we see what youngsters are "really like" so we can determine their strengths and weaknesses and plan our treatment accordingly. The traditional approach of custody and control is easy to follow and tends to be routine, however treatment matters must be dynamic, flexible, and individualized in order to be effective.



Boy's room - State Training School

The Youth Division is responsible for the Reception, Diagnostic and Treatment Center, two training schools, three forestry camps and a Youth Vocational Center. All our

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

institutions look at the offender as well as the offense. Our Reception and Diagnostic Center has become more sophisticated in the diagnostic process as well as in receiving and transferring all commitments.

We believe that changing a delinquent's attitude toward education is as important, or more important, than teaching him specific knowledge. Our educational programs are now based more on individual needs than traditional grade level curriculum. Relationships between staff and youth in work and training is as important as the vocational knowledge acquired or the work completed. Conservation of youth is our first priority. Our Federally financed programs using student tutors, remedial education, smaller classes, and departures from traditional education have demonstrated that our youth can learn if provided with good instruction, good equipment and supplies, and programs that meet their needs. We have found, however, that special effort is needed to increase motivation to learn. Programmed learning, pay for learning, field trips and greater emphasis on discussion have been used to increase motivation.

In each of the past two fiscal years we have received over a quarter of a million dollars in Federal funds. These funds have allowed us to upgrade library services and vocational training, hire additional teachers and counsellors, buy supplies and equipment, provide staff in-service training, and experiment with new programs without risking state money.

Three short term intensive treatment programs have been established in the past two years. These are:

(1) Institution-Community Continuum (ICC) at the State Training School - A two month program of group treatment and intensive individualized education which prepares a youth to function in the intensive treatment program on parole.

(2) Institution-Community Integration (ICI) - A program at the Minnesota Home School very similar to the ICC Program at the State Training School.

The ICC and ICI Programs involve a close working relationship with parole agents during the two month institutionalization in order to increase the effectiveness of the institution stay and make the transition to community treatment (parole) easier and more meaningful. These programs provide extremely intensive parole supervision as compared with conventional supervision.

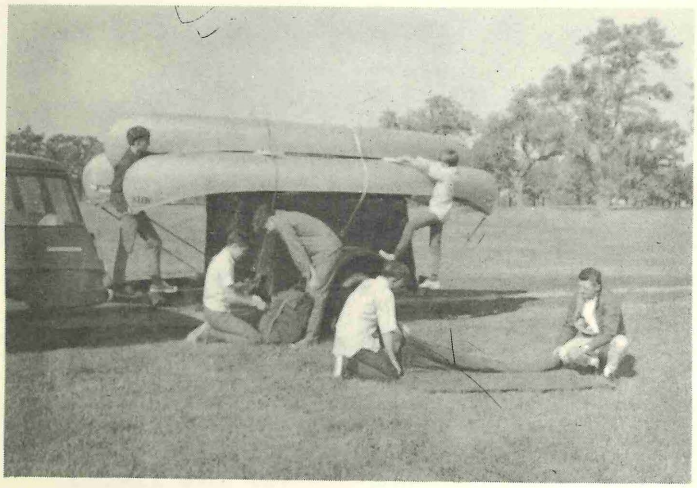
(3) Community Reentry Project (CRP) at the Minnesota Reception and Diagnostic Center - A two month program of intensive education for boys and girls not quite ready to return home on probation but not needing a five or six month stay in an institution.

The results are encouraging and these programs appear to be very effective for selected delinquents.

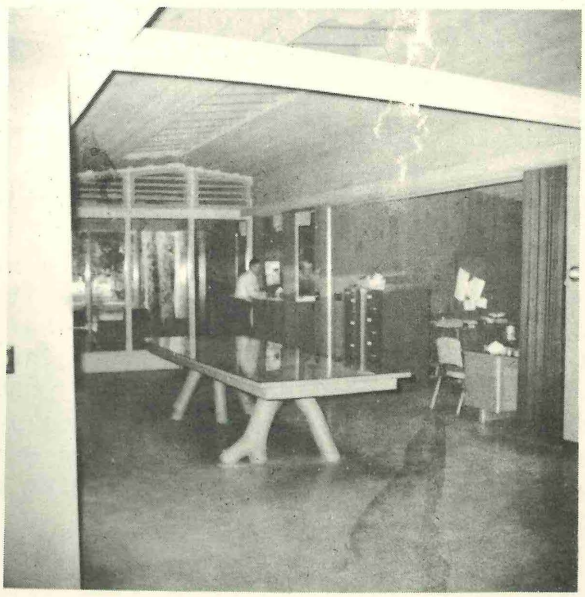
We feel strongly that coeducational institutions are very effective and that youth need a coeducational staff. Adding boys at the Minnesota Home School has caused no big problems and has eliminated some previously existing ones. We know that the parent figure of the same sex is important to youngsters, but many times they have tremendous needs that can be met most effectively by a parent figure of the opposite sex. We have actively used staff to fulfill these needs.

We are strongly committed to smaller, open institutions for the majority of our children, but feel equally as strong that a significant number of our youth require the controls of a security institution. The effectiveness of open institution programs is increased when the severely disturbed youth is removed from this program and placed in the program of a security-treatment facility.

We have been pleased to find citizens who are concerned and cooperative in helping with the rehabilitation of delinquent youth on a voluntary basis. Their presence, as non-paid employees, has a special meaning to youth who come to us unfamiliar with concern for others. Volunteers represent a tremendous resource in our institutional work.



Preparing for a canoe outing
Minnesota Home School



Office at
Thistledew Camp

Adult Institutions

Minnesota State Prison

LOCATION: Bayport

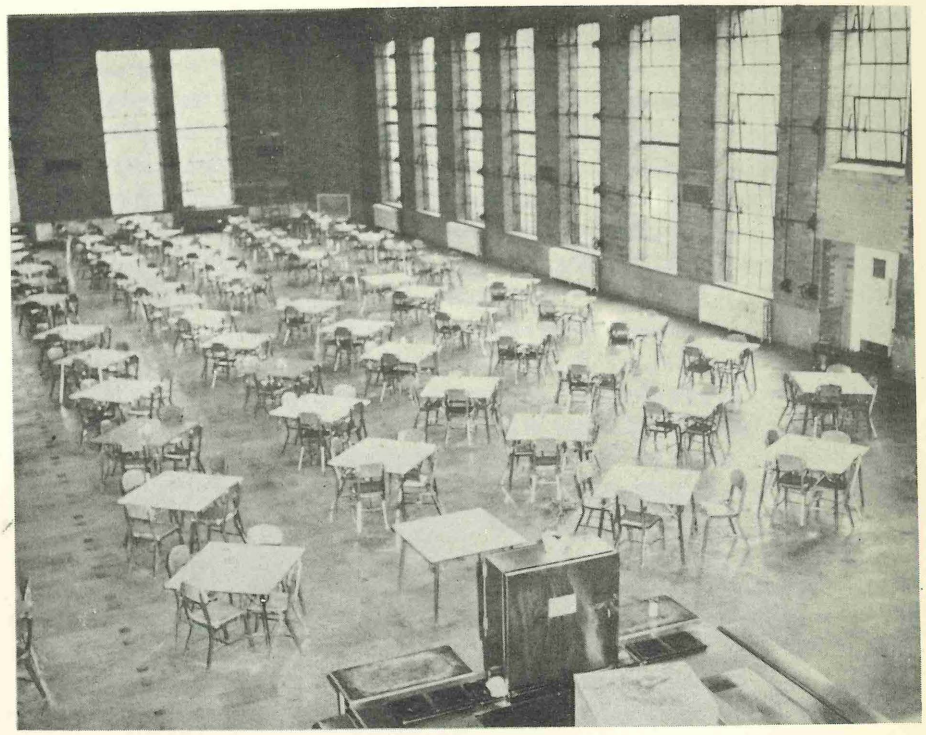
WARDEN: Jack Young

TYPE OF OFFENDER:
Adult male felons 26 years of age and over

AVERAGE DAILY POPULATION FISCAL 1967-68: 890

STAFF SIZE: 232

PROGRAM: Social casework, work therapy, academic education, group therapy, religion, recreation.



Remodeled dining hall at the Prison

Inmate population at the State Prison has continued to decline. The yearly average population for the fiscal year ending on June 30, 1968 was 890; 903 for the fiscal year ending June 30, 1967; and 975 for the fiscal year ending June 30, 1966. This decrease in population made it possible in July of 1968 to close Cell Block D (200 cells).

In the fall of 1968 construction was started on an inmate activities building for which the Legislature appropriated $590,000 in 1967. Plans continue for construction of an inmate non-denominational chapel with funds being provided through a memorial foundation.

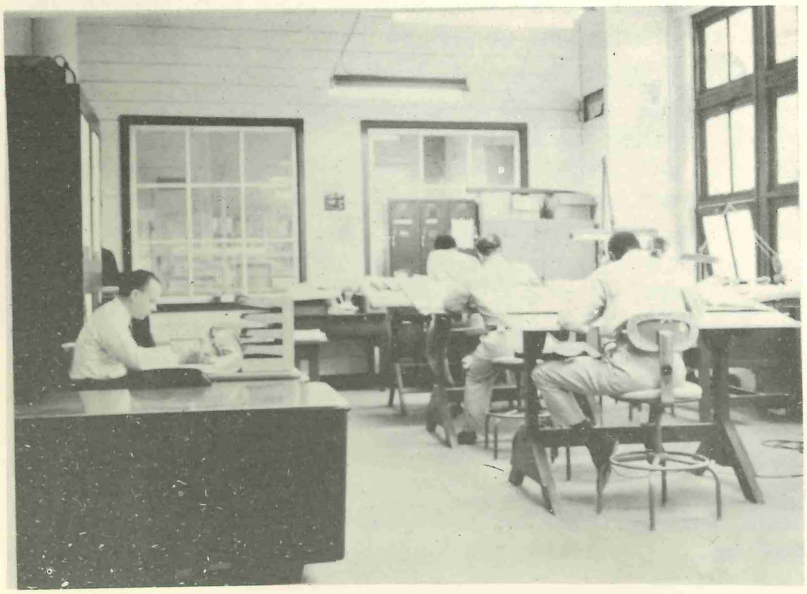
In the past two years emphasis at the State Prison has been on providing better and increased rehabilitative services to our inmate population. An Intensive Treatment Unit was started in 1967 to aid our professional staff in working with borderline psychotic and problem inmates. Average monthly population of the IT Unit is seven to eight inmates. The addition of four caseworker positions in the 1967-69 biennium has reduced caseload sizes from 200 to 125, thus enabling more individual contact with inmates. Because of this we have also expanded our group therapy and family/marriage counseling programs.

Liberalized visiting privileges for inmates has doubled the amount of visiting time per inmate. New visiting facilities were opened in September of 1968. We have also expanded our religious and recreational activities where possible.



New inmate visiting room at the Prison

A $312,711 federal grant was authorized to start a manpower development and training program in October of 1968. This program will train approximately 120 inmates in one year's time. Training is provided in duplicating machine operation, welding, electronics, drafting, machinist training, and basic education. A coordinated program with the Department of Employment Security has provided pre-release employment counseling to inmates, involving job counseling, testing, and employment interviews prior to release. In addition to the useful parole placements, inmates have regularly been leaving the institution on the new work release program which was passed at the 1967 session of the Legislature.



Drafting class at the Prison

Minnesota State Reformatory for Men

LOCATION: St. Cloud

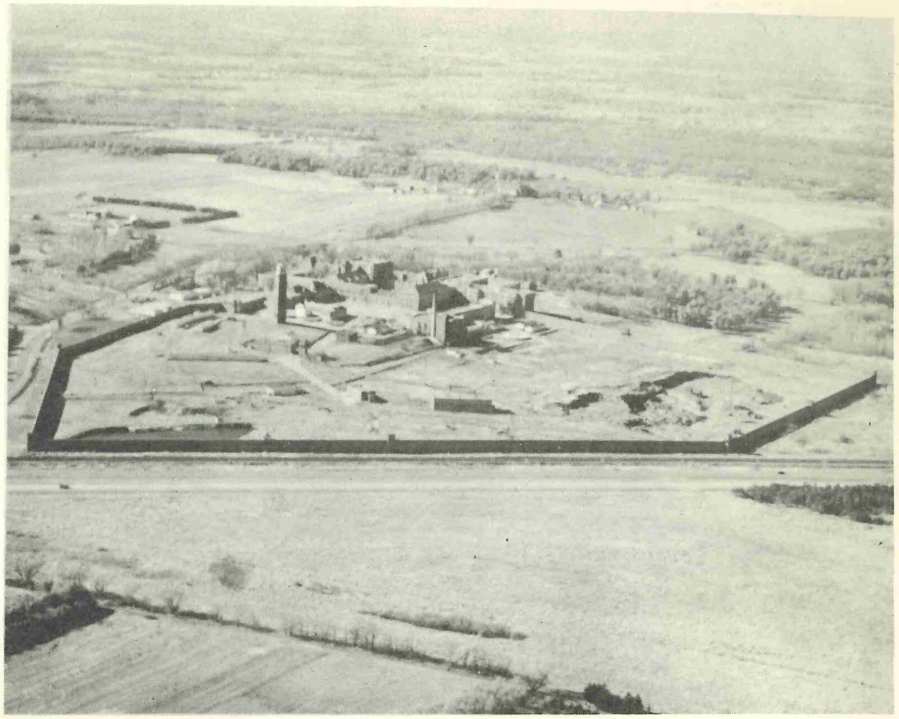
SUPERINTENDENT:
William McRae

TYPE OF OFFENDER:
Adult male felons under 30

AVERAGE DAILY POPULATION FISCAL 1967-68:
698 (includes 392 youthful offenders)

STAFF SIZE: 226

PROGRAM: Social casework, work therapy, academic and vocational education, group therapy, recreation, religion.



Aerial View of the Reformatory for Men

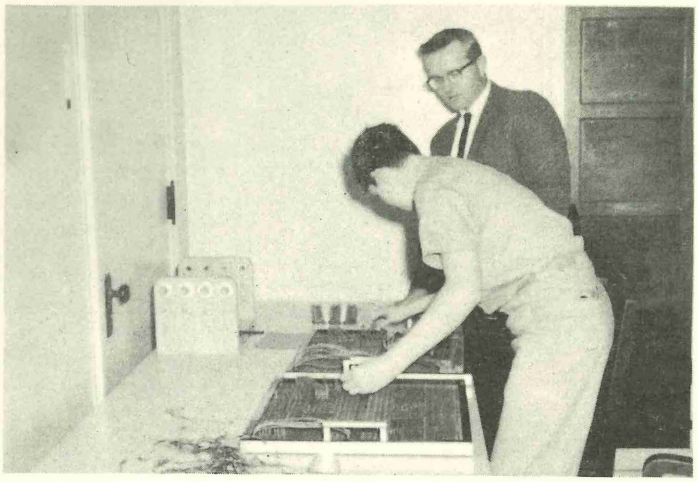
Young men between the ages of 18 and 30 convicted of felonies make up the population of the Reformatory for Men. During the past two years there has been a slight decline in population with an average daily population in 1965-66 of 771, and in 1967-68 of 698. This is in keeping with the national trend and is attributed to increased use of probation, shorter sentences, and earlier parole. A smaller population, in the face of rising crime rates, has resulted in a population fraught with complex emotional problems. Every aspect of the institution has been challenged by this changing population and all personnel have been required to change in order to keep up with this trend.

The farm was closed during the 1967-69 biennium because the operation was uneconomical, equipment was old and replacing it would have been expensive; few inmates came from a farm setting or planned to work on a farm after release. Alternate uses of the farm land are being studied at this time. Work was also begun on the new food service and laundry building with completion scheduled for the fall of 1969.

The following rehabilitative services were initiated during the biennium.

A work release unit was opened. As a part of the regular work placements, several inmates are attending St. Cloud State College where they attend classes during the day and spend their nights and weekends at the institution.

A joint project with the Department of Vocational Rehabilitation was started. The aim of the project is vocational evaluation of every inmate entering the institution followed by appropriate placement to



Vocational Testing - Department of
Vocational Rehabilitation
Reformatory for Men

insure maximum training for him. A D.V.R. counselor will work closely with selected inmates while they are in the institution, and continue their interest after the inmate is released by helping with work placement, schooling, and counseling.

The treatment program was expanded by increased group counseling. To help sustain marriages, group sessions with husbands and wives are held regularly at the institution. Other group sessions are conducted regularly and are structured around a specific problem such as narcotics. Groups from St. Cloud State College and St. John's University also meet with the inmates on a weekly basis.



Vocational Class in
Radio - TV Repair

State Reformatory for Men

Minnesota Correctional Institution for Women

LOCATION: Shakopee

SUPERINTENDENT:
Miss Ruby Benson

TYPE OF OFFENDER:
Adult and youthful female (18-21) offenders

AVERAGE DAILY POPULATION FISCAL 1967-68:
59 (includes 19 youthful offenders)

STAFF SIZE: 32.5

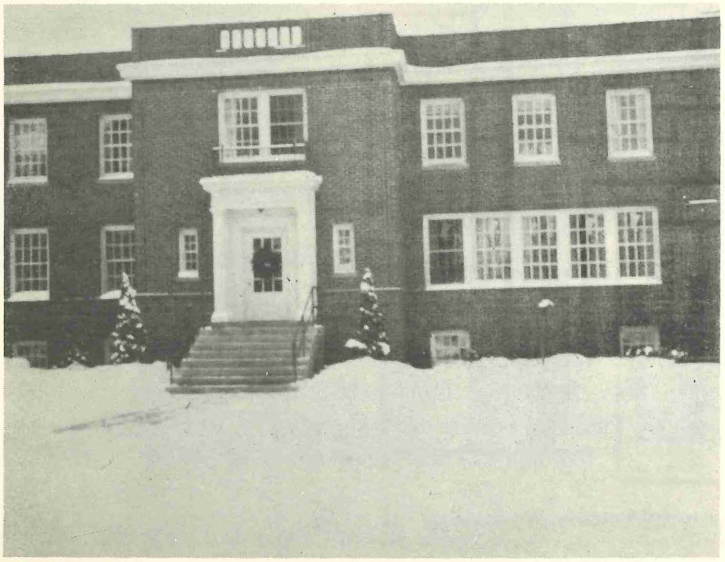
PROGRAM: Academic and vocational education, recreation, social casework, religious services, and psychological consultations



Entrance on South - Higbee Cottage
Minnesota Correctional Institution for Women

Population at the Minnesota Correctional Institution for Women averaged 59 during the 1967-68 fiscal year, and 43 during the 1966-67 fiscal year. All women continue to have work or school assignments under the supervision of staff members. These assignments are designed to help develop good work and study habits within the capabilities of the individual and to prepare her for return to family and community.

Major improvements to the buildings completed in the last 2 years include the establishment of a control center in the Administration Building, a security section on the second floor of Higbee Cottage, new bathrooms in Anthony and Shaw Cottages, a modern telephone system, painting of wood trim on all buildings, a new roof on the Administration Building, and a new entrance to Shaw Cottage.



Anthony Cottage -
Minnesota Correctional
Institution for Women

In spite of the improvements to some of the buildings at the Minnesota Correctional Institution for Women, the facility does not meet what we feel to be the standards for a good correctional institution. In addition to the problems with the physical plant itself, the institution is gradually being surrounded by the growing city of Shakopee, thus creating additional problems. The replacement of this facility in the near future is therefore highly desirable.

A vocational rehabilitation counselor regularly spends one day a week at the institution to assist in parole planning. There are three group therapy sessions; one for drug addicts led by the Assistant Superintendent and two others led by volunteers. Two additional Correctional Officers have been hired this biennium. This allows two officers to be on duty during the day and evening shifts at Higbee Cottage (cottage for new admissions and more aggressive inmates).

A number of women during the past two years have passed the General Educational Development Test (high school equivalency), while others have completed their high school credits and earned their diplomas. Extension courses from the University of Minnesota have been utilized as a further educational resource. In addition to the institution library, we now have book service from the Dakota-Scott Counties Bookmobile every other week.

The Work Release Program began at the institution in October 1967. To date ten women have participated in this program with 7 placements being successful.

A Volunteer Program was initiated and volunteers supervise Alcoholics Anonymous, conduct classes in charm, art and physical fitness, and visit women who have no visits by family or friends.



Higbee Cottage Kitchen
Minnesota Correctional Institution for Women

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

Paroling

Adult Corrections Commission

Nearly all imprisoned offenders are, by operation of law, ultimately released from the institutions. Parole, when properly administered, and carefully distinguished from clemency, protects the public by maintaining control over offenders after they leave the prison.

The ultimate goal of the Adult Corrections Commission is to select and return the maximum number of offenders to the community as early as is consistent with public safety and the reformation of the individual. When there is conflict in these objectives, the welfare and the safety of the public is paramount.

The following general considerations govern the decisions made by the Adult Corrections Commission:

1. The nature and gravity of the inmate's offense.

2. The inmate's history of law violation or the absence of any recorded misconduct in his past life.

3. The inmate's total personality, as it reflects the presence or absence of potential for serious harm to society.

4. The likelihood that on release the offender will or will not return to a life of criminal conduct, and the probable injury society will suffer should the prisoner become a recidivist.

5. The efforts that have or have not been made by the prisoner to improve in habits of social conduct, education, skills. Has he demonstrated an honest desire to live in harmony with society and its laws?

6. How effective his efforts toward self-rehabilitation have been and whether his efforts will persist after he is released.

The Adult Corrections Commission's powers and duties are defined by Minnesota Statutes. The Commission meets in panels of three for all cases except those involving lifers at which time the full Commission meets. The Chairman attends all meetings. The Commission may parole a person sentenced to confinement in any of the adult correctional institutions in the state at any time, except those serving a life sentence for murder in the first degree. These offenders must serve a specific period of time before being eligible for parole. Parolees remain in the legal custody of the Adult Commission until they are discharged or their sentences expire.

Authorities

The Adult Corrections Commission is composed of a full-time chairman, and four part-time members. The Amendment to Section 243.02 of the Minnesota Statutes by the 1963 session of the Legislature, provided for the appointment of a chairman from the Division of Adult Corrections. The Chairman, by law, is also Compact Administrator for the Interstate Supervision of parolees and probationers and the Interstate Agreement on Detainers. The Chairman is also responsible for the administration of the Intra-State Detainers Act.

Youth Conservation Commission

The Youth Conservation Commission (YCC) is composed of the Deputy Commissioner of Corrections, Division of Youth Conservation, as Chairman, and five part-time persons appointed by the Governor with the consent of the Senate. By law, one Commission member must be a woman, and one a Judge of Probate Court with Juvenile jurisdiction. The Chairman may designate an officer of the Department of Corrections as Deputy Chairman to represent him as a voting member at Commission hearings.

The Commission may place a youth on probation from the Reception Center, commit to the appropriate Youth Division institution and subsequently transfer between institutions, grant parole, revoke probation and parole, and discharge offenders from its control.

In making the above decisions the Commission must determine the optimum time for action to assure the greatest protection for the community and help for the individual. The Commission evaluates the pros and cons of an action by reviewing three primary sources of information: reports from the institution, reports from the field service, and interviews with the individual youth.

During the past year the Commission has significantly increased the number of Commission hearings held at the various institutions, allowing the time necessary for a meaningful interview with each individual youth. Approximately 5000 youths were seen by the Commission in a twelve month period with an average of 16 hearings per month. One additional hearing per month is designated to consider the cases, on a non-appearance basis, of those youths on a probation or parole status (approximately 1500 per year). Monthly Commission business meetings are held to determine policies and procedures and discuss over-all correctional programs and problems.

In The Community

Field Services

Field Services is the unit of the Department of Corrections providing supervision to those offenders and wards released by the Adult Corrections Commission and Youth Conservation Commission. The Department of Corrections through field services also provides presentence investigations and probation supervision for offenders under the District Courts throughout Minnesota, exclusive of Hennepin, Ramsey and St. Louis Counties, and to juveniles under the Juvenile Courts through the County Probation Act.

The fundamental task of field services is to assist the offender, juvenile or adult, in becoming a responsible, law-abiding citizen. This is accomplished through guidance, counseling, and the use of educational, welfare, mental health, employment and/or other available community resources. In addition to helping the probationer/parolee, society must be protected from further anti-social behavior by the offender. The number of offenders which can be worked with effectively has not been determined; however caseloads must remain low if sufficient help is going to be given the offender and society is protected.

One of the prime objectives of corrections is to protect society. While correctional facilities do isolate such persons from the community and give immediate protection, most sentences terminate and this protection is ended much earlier than most people realize. Habits, attitudes and problems of our clients are not always changed in the institution. Therefore, it becomes the duty of Field Services to continue rehabilitation. Approximately 85 to 90 percent of the releases are by parole. It has been demonstrated that the transition from institution to freedom poses many problems, and that many violate the conditions of their release during the first 90 days of parole. During the past year an intensive supervision unit has been set up on a trial basis to handle selected releases to the metropolitan area. By limiting caseloads and providing intensive counseling during the first three months, we are attempting to reduce the number of parolees violating the conditions of their release. At present, this program has not been in operation long enough for statistics to prove or disprove this approach. However, reports have been encouraging.

In response to the number of juvenile commitments, two community based programs are being attempted. These are:

Institution-Community Continuum (ICC) for selected wards released from the State Training School for Boys, and Institution-Community Integration (ICI) for selected girls released from the Minnesota Home School. The ICC and ICI programs are intensive institution programs providing separation of wards from the remaining population, intensified group interaction, education, and work programs. The wards identify their problems and learn how to work on them. Release follows approximately

two months in the institution. After release, a super-intensive field supervision program is provided, with caseloads of approximately 15 cases per agent. The young people attend school and are involved in group sessions four to five times a week. Two or three months following release they are transferred to conventional parole supervision.

It is apparent that community-based programs are the national trend and that institutional populations are shifting to the more serious, "hard core", offenders who need maturity for the protection of the public and themselves.

In addition to the new programs initiated during the past two years, the effectiveness of the Field Services Unit has been improved through reorganization. This reorganization reduced a supervisor's area of supervision and he was given responsibility for supervising both adult and juvenile agents. The smaller area reduces the supervisor's travel time, thus allowing him to spend more time in supervision and training of his agents.

Delinquency and Crime Prevention Section

The Delinquency and Crime Prevention Section works within the Department of Corrections and in local communities, developing new correctional services and resources. Consultative assistance is given to operating units within the Department and to civic groups which undertake local programs of delinquency prevention or rehabilitation.

The Section is staffed by a director, four consultants and a half-time consultant trainee employed under the federal New Careers program. All are stationed at the Department's Central Office in St. Paul.

Primary attention is given to community prevention programs. For example, "Operation Teenager", a pilot project begun by the Prevention Section in Minneapolis in 1967 has been further developed into a statewide program. Panels of ex-offenders appear before school and adult audiences to tell their life stories and point out the tragic personal consequences of crime. Since July 1967, approximately 350 panel performances, many of them in outstate communities, have been conducted by members of this group. The group is now an independent, non-profit association and has been renamed FOCUS (Former Offenders Creating Understanding in Society). Members are frequently consulted for information on delinquency "from the ex-offender's point of view".

Other community-based projects have been encouraged, given guidance and support by the Section. In Minneapolis, the University of Minnesota YMCA and YWCA are in the second year of "Project Friendship" in which college students tutor and befriend delinquent youths on a one-to-one basis. In Willmar, Olivia and Shakopee, pilot Big Brother-type projects are beginning. Volunteer Jaycee members will work directly with delinquent boys in close cooperation with juvenile probation officers. In International Falls, a number of juvenile court related services and youth opportunity activities are under consideration by a group of community leaders who want to reduce

local delinquency problems. A Prevention Section consultant is working closely with each of these projects.

It must be acknowledged however, that these local projects are insignificant when compared to statewide needs. Moreover, they are frequently uncoordinated with other community services, often short-lived and virtually without evaluation as to effectiveness. The Prevention Section is working to reduce such problems.

The Section carries out, in a limited way, a preventative information program on narcotics. In 1968 a specially trained member of the prevention staff made 80 presentations to school, adult and law enforcement groups on narcotics and drug abuse. This work represents the only sustained grass roots effort by a state agency to give accurate information on the growing narcotics problem. It has been extremely well received.

Within the Department of Corrections, the Section aids in developing proposed new services or resources. This may include formulation of a project plan, proposal write-up and solicitation of federal or private funding. In 1967 and 1968, New Careers contracts were prepared for employment of federally subsidized trainees by the Department. Assistance was given in formulation of the 1968 vocational training project at the Prison, funded under the Federal Manpower Development and Training Act.

Currently, we are cooperating with the University of Minnesota in preparation of the Upward Bound (OEO) grant request to bring a college readiness program to inmates of the Reformatory for Men. The Section is also soliciting private foundation funds for demonstration support of the ICC program, a pilot community-based treatment program for delinquent boys in Minneapolis.

The Prevention Section plans and directs public information events, notably the annual Crime and Delinquency Prevention Week campaign in February and the Departmental exhibit at the State Fair. Speech materials for employee use in public presentations are produced annually. In 1967-68 a photo exhibit was built and circulated to libraries and shopping centers in the Twin Cities area. Corrections Corner, the Department's biweekly newspaper for employees and others in allied work, is also the responsibility of the Prevention Section.

Group Homes

The foster Group Home Program began with an appropriation from the 1965 Legislature for 7 homes, and grew to 13 homes through the appropriation from the 1967 Legislature. Its rationale was predicated on the fact that many children who have been committed to correctional institutions must not return to their parental homes (38% of girls - 26% of boys).

A Group Home can be characterized as a family dwelling in which 4 to 8 selected youth are placed for care and control for 6 to 18 months. The male Group Home parent may be employed outside the home, but his wife must care for the children on a full-time basis. The Group Home parents are expected to provide room and board, medical and dental care, and proper clothing for the youths placed in their home. They are reimbursed for these expenses in addition to receiving payment for each contracted bed.

Group Homes offer the most appropriate treatment for many delinquent youths experiencing difficulty in adjusting to the community. Because of its location in the community, the Group Home provides a transition from institutionalization to community living. Further, Group Home placement often



One of the Present Group Homes for Girls
in the Metropolitan Area

facilitates the youth's productive involvement in the school, church, and other community institutions from which he has become alienated. It also serves to make these community institutions more sensitive to the needs of the youth.

The need for 45 homes expressed originally in the 1965 Legislature still holds true, though growth must be in stages. The addition of homes during the next biennium will reflect priority given to: (1) homes located

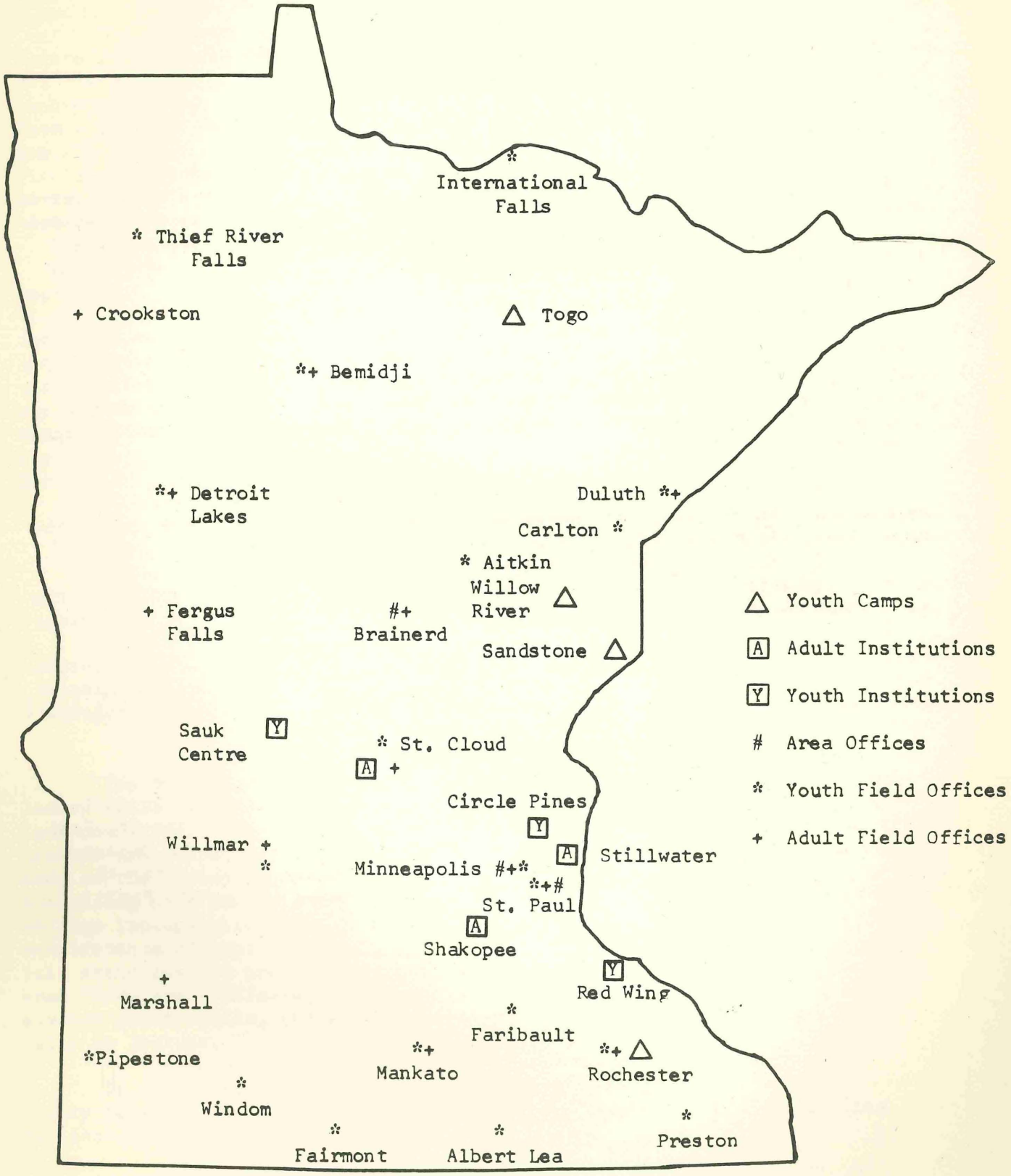
in the Metropolitan area, (2) homes appropriate for minority group use, (3) homes for youths who are relatively more maladjusted, (4) homes appropriate for older youths (17, 19, 19 years), particularly male adolescents, and (5) homes not restricted to youths attending school. In short, the plan is for a wider range of specialization with emphasis on the more difficult to place. The Group Home Program represents at the very least an alternative to longer institutionalization.

Group Foster Homes have been successful. This success is attributed to the careful screening process which involves acceptance of a referral by the parents as well as the community through selected representatives. Additionally, it reflects the quality of supervision and discipline given the youths by the carefully selected sets of parents. Finally, as experience is gained, the skills of all who are dealing with these children improves and lends to an increasingly successful endeavor.

With the benefits of Group Home care, a number of youths have distinguished themselves in school and the community. Youths from group homes have involved themselves in general community betterment projects, speaking at panel discussions, excelling in high school sports, as well as presiding as Homecoming Queens, Class Presidents, etc. Further, the youths have excelled in school grade averages, emotional development, and positive value acquisition.

In summary, the Program has fulfilled its role in line with Legislative intent, and continues to be an important adjunct to the total correctional effort.

Institutions and Field Offices of the Minnesota Department of Corrections



LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

Staff Services

Administrative Services

The Division of Administrative Services, headed by an assistant commissioner, provides centralized control and services in the areas of personnel administration, accounting, budgeting, office management, research and statistics, libraries, administrative analysis, and general secretarial and stenographic work. Control and services provided by the Division extend to all areas of the Department including institutions and camps.

All accounting and budgeting for the Department is controlled through the Accounting and Budget Unit. In addition to its regular duties during the past biennium, this unit has been auditing the institution and camp accounts, and working with their personnel to improve the record keeping procedures. This unit is also participating in the Department of Administration's program budgeting project.

The Organization and Methods Unit conducts studies and makes recommendations in nearly all areas of the Department's operations. The primary purpose of these studies is making the Department a more efficient, smoother functioning organization. This unit also designs or approves all forms in general use, and edits, writes, and distributes all material for the Department manual. Some examples of projects conducted during the past biennium are: study of the food and nursing services at the State Training School, study of the costs of the present commissions vs costs of a full-time commission, study of the record and reporting procedures for Youth Commission hearings. Currently this unit is participating in the experimental program budgeting project.

The Office Management Unit provides office supplies for the Department's 25 regional and field offices throughout the state. In addition, this unit processes all the incoming and outgoing mail in the St. Paul headquarters office, and controls the teletype machine serving the Department. General secretarial and stenographic services are provided for the 55 administrative, supervisory and agent personnel located in the St. Paul office.

Personnel Office

The personnel office is responsible for the development and maintenance of consistent department-wide personnel policies and practices, and the coordination and control of personnel transactions for the 1450 (approximate) employees of the Department. Duties of these employees range from working in correctional institutions such as the Prison and Training School to Parole and Probation Agents in county court houses. Technical advice and assistance is given to employees, institutions, and division heads as well as personnel services such as information on group insurance and retirement, salaries and vacations.

The personnel office coordinates functions and services of the Department (third largest in state service) to provide more effective relationships with other agencies such as the Department of Civil Service. Recruitment and examinations, position classification and control of leave and overtime, salary problems and other matters controlled by the Civil Service Department are handled through this office. Additional screening of applicants by us is essential not only because of the sensitive nature of many of our positions, but it also results in lower turnover. In addition to the activities listed above, the personnel office participated with Civil Service in a pilot project to automate personnel transactions.

Jail Consultant

The State Jail Consultant is responsible for inspecting all jail and lockup facilities, and must review, and approve plans for new construction. Each county jail is inspected by him at least once each year while local lockups are inspected on a less frequent basis or as circumstances require. Some of the accomplishments of the past biennium are: (1) development and installing of a new jail statistics reporting system, (2) the closing of six village lockups which were considered below acceptable standards, (3) review and issuance of approval for seven new lockups, (4) development of a revised jail standards and procedures manual which will be printed and distributed when funds are available, (5) consultation with architects on the planning of six new county jails, (6) review and approval of remodeling plans for 25 jails or lockups.

In addition, the jail consultant attended over 150 meetings with county boards, city councils, sheriffs, police, and other groups regarding all phases of detention.

Library Services

The departmental library attempts to operate a total library program. It was organized to keep the Department's personnel abreast of the latest developments in the field of corrections, to relieve staff from time-consuming bibliographic research, and to provide a center for the collection of material relative to corrections which would serve as a resource for all interested Minnesota citizens.

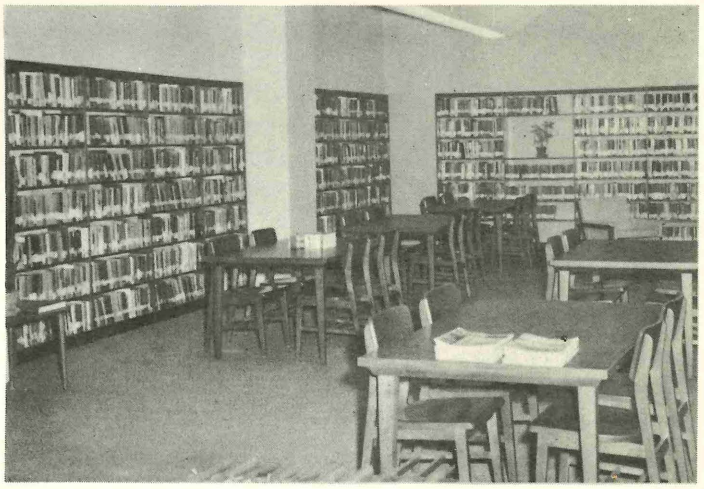
The library is also responsible for the overall supervision of the libraries in the correctional institutions. Much of the activity in this area of library service has been spent in planning the expansion and improvement of inmate library services.

Library services in the Department showed uneven growth during the last biennium. Institutional library services for inmates in several cases made dramatic improvements but staff library services throughout the Department have remained static.

Two factors contributed to the development of the institutional libraries. The first was the infusion of federal funds granted under the Library Services and Construction Act. The other factor was the substantial contributions made by the institutions to library programs.

Approximately $17,000 was allotted to the Department to refurnish two of the institution libraries; the State Training School and the Reformatory for Men. The funds not expended on these projects were used to provide the remaining institutions with much needed materials and equipment.

Federal funds acted as a stimulus to library progress at the institutions but most important was the cooperation and contributions made by the institutions.



Newly remodeled inmate library
Minnesota Reformatory for Men

In those institutions where major refurnishing was done, the institutions did all the preparatory work; provided new quarters or repaired and repainted the old.

The increase in library personnel was the most significant development during the last biennium. Two years ago there were no full-time staff working in all of the institutional libraries. We now have four staff assigned to the libraries who will help make the library an important resource in the inmate rehabilitation program.

Staff library services did not fare as well during the last biennium. The library was able to handle all inquiries and obtain much of the current corrections literature but was unable to expand needed services.

During the next biennium we expect to remodel and furnish the remaining institution libraries with the help of federal funds. And, given the necessary support, staff libraries will be expanded and improved.

Training Unit

One of the most dynamic factors in influencing changes in attitude and behavior of individuals is human relationships. In the context of correctional work, staff, who have contact with our clients, have an opportunity to affect them either positively or negatively. Acknowledging this fact, the Department accepts its responsibility to adequately prepare those staff persons who have regular contact with offenders.

Breaking the traditional custody-treatment dichotomy within the institution reveals the need for a reorientation of staff to the team concept of all groups actively participating in the treatment process. In order to create the proper climate for this change to take place, the training of lieutenants, sergeants, correctional officers and cottage staff was intensified. Bi-monthly meetings were held with all of the Captains and Lieutenants in the adult institutions. Institutes for correctional officers were opened to cottage counsellors of the juvenile institutions. The three northern forestry camps had monthly training meetings crossing all lines of staff; using teaching resources from within the Department that provided cross fertilization of ideas. The correctional officer consultant worked with the larger institutions in developing on-going in-service training programs through a committee that met six times, and through approximately 75 visits to the units. He also conducted 43 sessions himself with an additional 3 sessions he conducted at the Ramsey County Workhouse. (County employees participate in all training programs provided through this unit).

Training for social services staff continued with the three orientation institutes, bi-monthly sessions in the regional field offices, group work skills training, and field and social service supervisors training. The adult institutions caseworkers held three, two-day meetings. Seminars were conducted for the psychologists, chaplains, clerical staff, teachers, group home parents and staff, and those interested in working with the addicted clients. One day orientation to the Department is being sponsored for all new employees to the Department.

The Department stipend program has made it possible for ten staff members to go on for a graduate degree in social work. These individuals have a three year work commitment upon completion of their training. Fifty-one people have been able to participate in short-term institutes in courses as varied as "Basic School Lunch", "Continuing Legal Education", "Understanding Client Motivation", Seminar for Secretaries", etc. Forty-four staff members (teachers, counsellors, agents, stenoes, nurses, etc.) enrolled in academic courses where partial tuition reimbursement was made in an effort to upgrade job performance.

Expansion of training efforts in the Department include the continuing education of the Youth Conservation Commission members, New Careerists, trainees from colleges and universities and the special teachers.

Research Unit

Since its inception in 1960 the Research Unit has been involved in four major areas of effort:

1. Accumulation and analysis of institutional and field services population and population movement data. These data are employed in program analysis as well as in estimating future populations for use in planning, building and treatment programs.

2. Compiling and analyzing data pertaining to the individual characteristics of all persons under the jurisdiction of the Department with a view to new program development and research into the changing needs of the correctional program.

3. Design and execution of operational research which evaluates the effectiveness of the currently operative correctional programs.

4. Experimental research to test the degree of effectiveness of proposed programs for rehabilitation of offenders.

To accomplish the above this unit has two professional and three clerical personnel.

Nearly all data processing and analysis is performed in conjunction with the Central Computer Services of the Department of Administration.

Examples of research projects that have been completed in the last biennium include: a statistical analysis of Minnesota Juvenile Court activity covering five years; a study of disparity of sentencing based on ten offenses; an employee profile survey; a family pathology study among parolees from a Youth Vocation Camp; a study of the St. Cloud sit-down demonstration; a study of the escalation of crime; a report on persons held under sentence in county jails; a resource survey for offender employment; a work release study; a follow-up study on diagnostic recommendations made at MRDC; an analysis of the self attitudes of delinquent youths at time of commitment as related to future disposition.

Current studies include: identification of significant sociological and psychological variables as determinants in effective treatment institution placement; a follow up of 1,000 adolescent patients at the University of Minnesota Hospital (800 psychiatric, 200 non-psychiatric); an investigation of the effects of stress on self description personality characteristics of juvenile delinquents; a recidivism prediction; and, history factors in the parole adjustment of delinquent boys.
