LEGISLATIVE REFERENCE LIBRARY
3 0307 00016 1029



State of Minnesota Department of Corrections Biennial Report 69-71

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

HV
7273
.A29
1969/71

STATE OF MINNESOTA
DEPARTMENT OF CORRECTIONS
SAINT PAUL
55101

office of the
commissioner

310 State Office Building
612 - 221-3565

September 23, 1971

The Honorable Wendell R. Anderson
Governor of Minnesota
State Capitol Building
Saint Paul, Minnesota 55101

Dear Governor Anderson:

Herewith we respectfully submit the biennial report of the Department of Corrections for the period July 1, 1969 to June 30, 1971. This represents the last biennium prior to my incumbency.

Once again the Department is presenting not only a factual accounting of our work, but also a description of our organization, our facilities and programs.

We hope this document may be useful for the many people who from time to time need to know in some detail about our functions.

Sincerely yours,

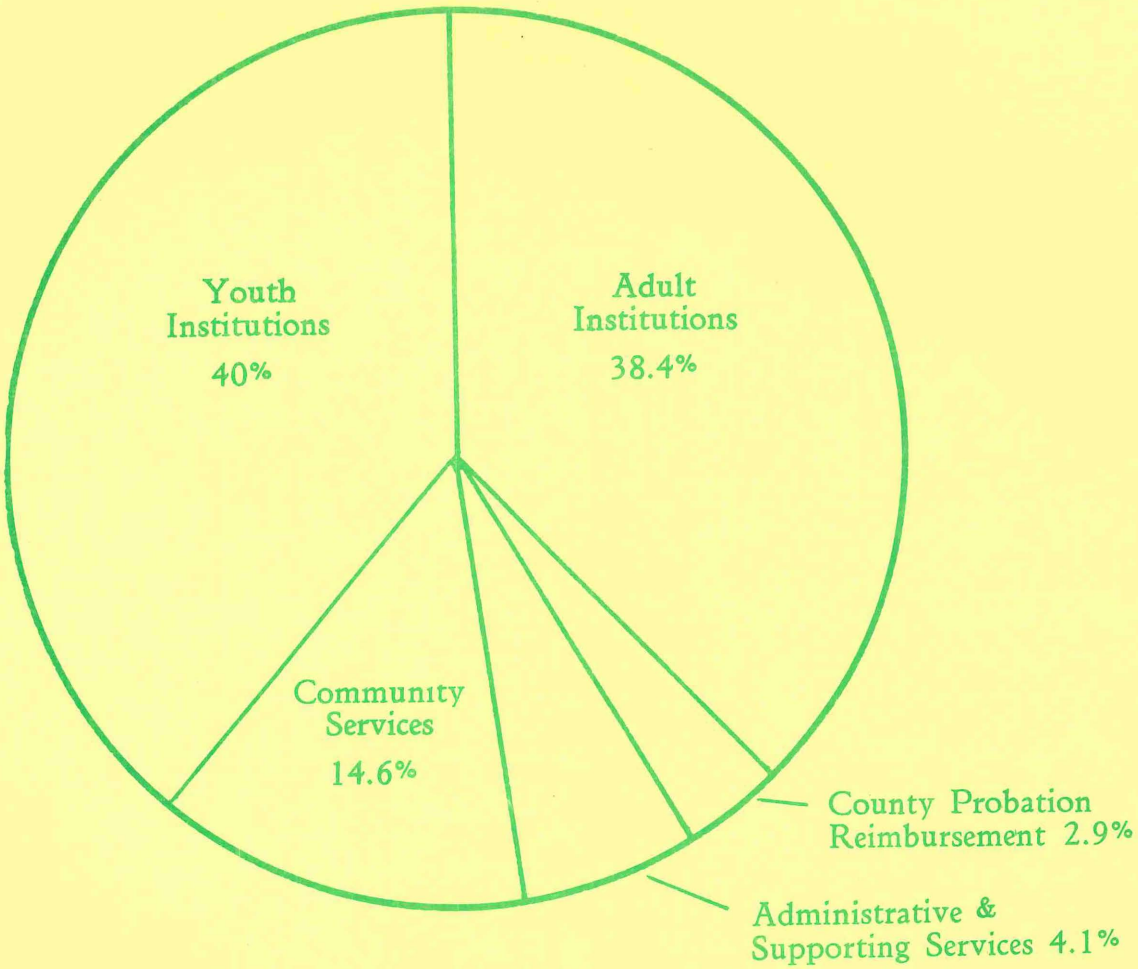
David Fogel

David Fogel
Commissioner

DF/fc

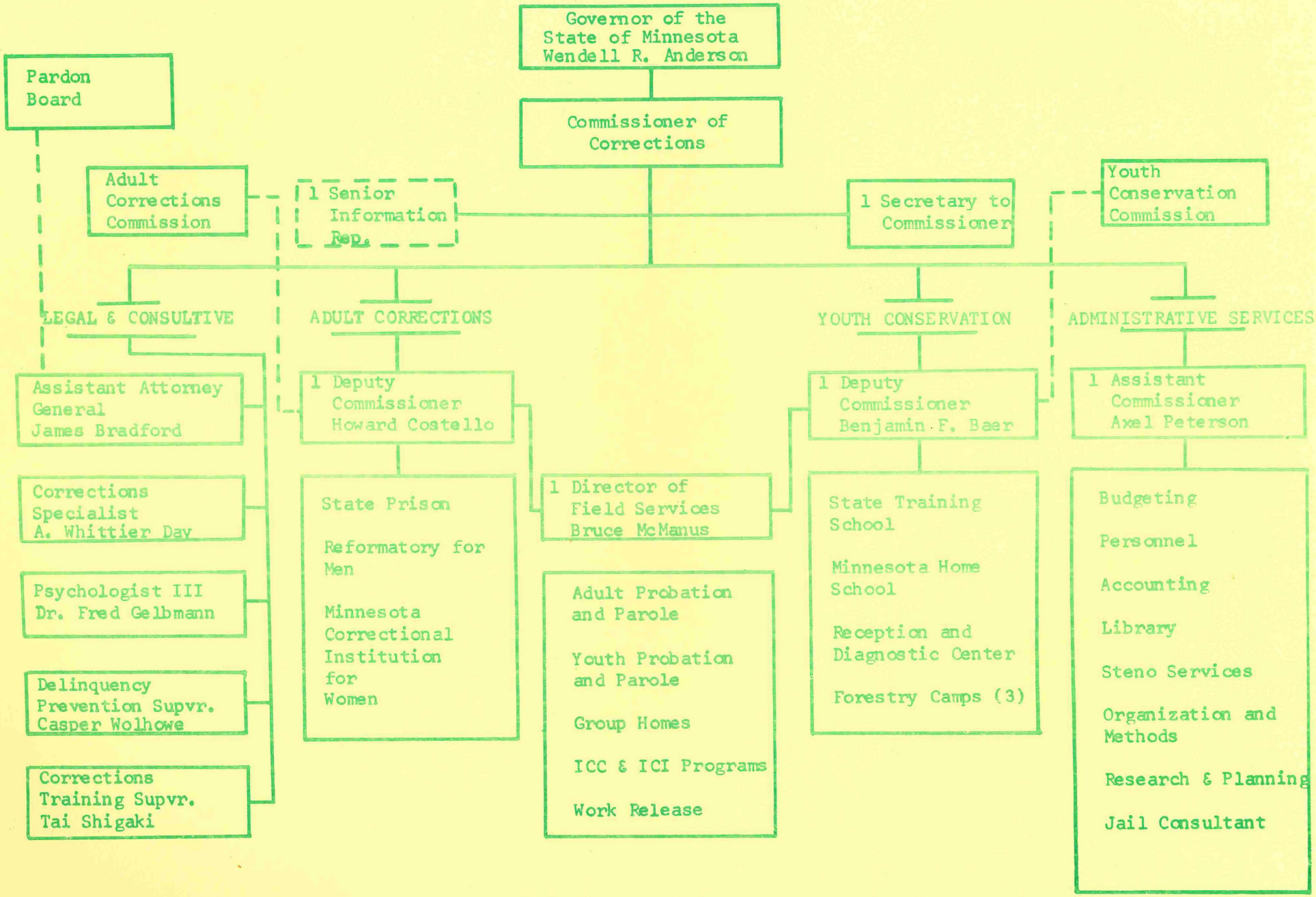
LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

How The Correctional Dollar is Distributed



Youth institutions, community services, and county probation all had a slight increase in the percentage of the correctional dollar during the 1969-71 biennium. Adult institutions and administrative-supporting services declined slightly in their percentage.

STATE OF MINNESOTA
DEPARTMENT OF CORRECTIONS
ORGANIZATION CHART



*Approximate Expenditures for Fiscal Years 1969-71 by Program and Activities

Institutional Service Programs

Training and Skill Improvement

Basic and Remedial Education	$ 670,700
Academic Education	1,512,900
Vocational and Pre-Voc. Education	1,480,600
Other Informal Education Activities	250,000
Total	$3,914,200

Care and Control

Feeding	$ 2,243,000
Clothing	545,200
Personal Supplies	437,700
Recreation	395,162
Medical & Dental Care	1,585,300
Institution Plant Maintenance	3,086,000
Security & Control of Inmates	6,145,700
Management (Admin. & Fiscal)	3,368,100
Total	$17,806,162

Behavioral Change

Cottage Supervision & Counseling	$4,372,670
Casework	1,402,800
Group Work (Group Therapy)	504,900
Religion	214,350
Psychiatric Services	100,700
Psychological Services	413,350
Total	$7,008,770

Approximate Expenditures for Institution-Community Services for Fiscal Years 1969-71

Institution Community Continuum	$ 473,400
Institution Community Integration	268,370
Work Release	389,400
Case Disposition (ACC & YCC)	195,200
Volunteer Services	55,300
Total	$1,381,670

Community Services Programs

For Probation and Parole

Investigation Activity	$1,479,220
Supervision Activity	1,479,230
Group Homes Activity	396,440
Community Corrections Center	69,320
Total	$3,424,210

For State Aid to Other Jurisdictions

County Probation Subsidy	$1,010,000
Jail Inspection	32,000
Regional Correctional Centers	249,500
Total	$1,291,500

For Other Field Services

Fugitive Apprehension	$ 31,750
Transportation of Wards and Inmates	56,780
Prevention	156,750
Total	$ 245,280

General Support Programs

Policy and Direction Activity	$ 278,735
Staff Services	936,379
Research and Planning	216,739
Total	$1,431,853

*The cost for the activities and programs are based on information prepared for the program budgeting material. As we have no cost accounting system which uses these activities as cost centers, they are not and cannot be totally accurate. It can be assumed, however, that they are within 5% of true costs which should be sufficient for the purposes of this report.

The costs as assigned to these programs and activities will not add up to the appropriations amount. The reason is that many activities are financed through non-appropriated funds such as federal grants, social welfare accounts, and earnings from industries.

JUVENILE INSTITUTIONS

Minnesota Reception and Diagnostic Center

Location: Lino Lakes

Director: John J. Fallon

Type of Offender: All juveniles committed to the Department of Corrections

Average Daily Population Fiscal 1969-70: 214

Staff Size: 296

State Training School

Location: Red Wing

Superintendent: Milton S. Olson

Type of Offender: Juvenile Boys

Average Daily Population Fiscal 1969-70: 263

Staff Size: 173

Minnesota Home School

Location: Sauk Centre

Superintendent: Pat D. Mack

Type of Offender: Juvenile female and males 15 years of age and under

Average Daily Population Fiscal 1969-70: 162

Staff Size: 126.5

St. Croix Camp

Location: 20 miles east of Sandstone

Superintendent: Robert Bircher

Type of Offender: Juvenile boys (14-16)

Average Daily Population Fiscal 1969-70: 44

Staff Size: 21

Willow River Camp

Location: Willow River

Superintendent: Ralph L. Nelson

Type of Offender: Youthful Offenders

Average Daily Population Fiscal 1969-70: 32

Staff Size: 17.5

Thistledew Camp

Location: George Washington State Forest near Togo

Superintendent: Glenn H. Joplin

Type of Offender: Juveniles (16-18), selected youthful offenders

Average Daily Population Fiscal 1969-70: 53

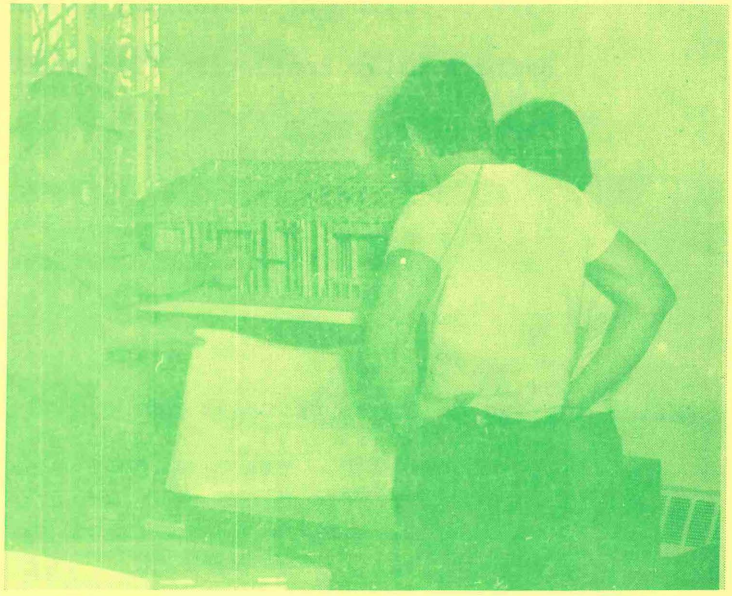
Staff Size: 20.5

YOUTH SERVICES

Training and Skill Improvement

Today education has become a integral part of Corrections rather than an allied component. It is a composite of activities focusing on prescriptive individualized instruction. Present programming in Academic and Basic Education areas, include: personalized programming, matching student and teachers, student development of curricular, smorgasboard scheduling, individualized learning, 12 month school year and individual progress reports. Teaching methods include prescription teaching, diagnostic teaching, team teaching, and traditional classroom teaching. Inspection of our various institutions programs will reveal structured schools, non-grade and semi-innovative schools.

In addition to academic education, state supported pre-vocational and vocation programming has been intensified. New programs include cooperative efforts between correctional institutions and local area vocational schools in development of programs such as retail forestry, food service and small engine repair. Cooperative projects are now operational between Minnesota Reception and Diagnostic Center and Pine City Vocational School, Alexandria Vocational School, and Staples Vocational School. Also the additional skill area of welding is being provided at the State



Vocational Class in Drafting
State Reformatory for Men

Training School under the Manpower Development Training Act.

An important addition to our vocational program is the Division of Vocational Rehabilitation at the Minnesota Reception and Diagnostic Center and the St. Cloud Reformatory. The major objectives of the Division at these two institutions includes comprehensive vocational assessment and vocational counseling with the capacity to purchase further vocational training services if needed when our clients leave the institution. The Division also acts as a clearing house for the many varied allied services that exist in the community in which our clients can participate. An example is work placement.

Future educational needs and concerns include the development of the Vocational Education Programs which exposes all our clients to vocational training if they so desire, provide both pre and post release vocational training when warranted and equip our clients with marketable job entry skills.

A second major concern is to expand the use of the comprehensive educational assessment procedure to the entire correctional education system, and thirdly to accomplish these goals we will need to expand the current inservice education program for the teaching of these procedures to the staff.

The dollar input for our vocational and academic education program gives us some measure of the educational program intensity. Although at present, there are many programs with varied objectives they all exhibit some trends and similarities we hope to continue:

a) The trend toward prescriptive individualized instruction.

b) The maintenance of the average instructional service cost at a rate similar to those of the school district in which our institutions are located.

c) That the objective of developing marketable skills and good work habits in our clients through use of comprehensive vocational assessment and counseling be continued and expanded.

The department has also received a Federal grant of $231,530 under Title I of the Elementary - Secondary Education Act that has provided additional impetus for the intensification of our educational program for the school year 1970-71. Another $140,000 for instructional services has been provided by other sources such as: Special Needs, Vocational Education, Manpower Development Training Act and the Governor's Crime Commission.

YOUTH INSTITUTIONAL SERVICES

Correctional Supervision - Involves the supervision of students 24 hours a day while they are in a juvenile correctional institution.

Until recently, supervision was looked upon as the responsibility of only a small segment of the staff and in the rather negative terms of "just keeping track of kids." Because of the shortage of staff and surplus of youth, it was necessary for supervision to be rigid. Frequent counts were made, marching in double lines was necessary, doors were locked and things were done "by the numbers."

In the last few years, with additional staff and the realization that rigidity was not successful in rehabilitating the great majority of delinquent youth, there has been a change in the direction of having all staff and the youth constructively involved in supervision. It is our belief that if there is to be a treatment atmosphere in the institutions, the youths need to be given as much responsibility as they can cope with in handling their own supervision and the supervision of their peers, aided by staff only when necessary. The reasoning behind this approach being, that in a few weeks or months the youths will have this responsibility and the institution needs to prepare them to adjust in their own community.

We feel that it is better to have them demonstrate their decision-making ability while staff is still available 24 hours a day to help the youth evaluate and correct poor decision-making when it occurs. The degree to which this approach is used varies from institution to institution but the aim is clearly to develop responsible behavior by placing more and more responsibility on youths both individually and as a group, for supervision.

Casework - Casework, as it has been traditionally used in corrections, is generally thought of as "individualized counseling" by a caseworker (corrections agent). The use of casework in this narrow sense is becoming less frequently used in institutional treatment and within the social science field. More and more frequently caseworkers counsel with more than one person. For example, husband and wife, parents and child, families or both individuals involved in a problem or controversy.

Despite the greater use of multiple person counseling by caseworkers, there continues to be a need for one to one counseling. It is frequently necessary to involve a person individually because he cannot tolerate the involvement of another person initially and it is necessary to help him to be able to do this. In other instances, a situation may be so personal that others should not be involved or need not be involved to solve the problem.

Ideally, in an institution, there is a need for the caseworkers to have the skill to work with individuals, multiple persons and to also do group work.

The job description is somewhat indicative of the problems we have encountered in the provision of this particular service, in that good caseworkers are hard to find and once recruited are hard to retain in that compensation is such that they can not afford to turn down supervisory positions even though their interest and skills are greater in casework.

Psychological and Psychiatric Services

The primary function of this unit is to provide diagnostic psychological and psychiatric evaluation of all new admissions at the Minnesota Reception and Diagnostic Center (MRDC) within 14 days of arrival and re-evaluation of all releases in order to screen out the more seriously disturbed inmates from the general population. This unit is also charged with the provision of group and

individual therapy, crisis intervention, diagnostic interviewing and test interpretation for all inmates or wards referred to it by staff or the commission. And finally, this unit is charged with the training and guidance for institution staff in dealing with inmates or wards.

In the past two years, this service area has received a $40,000 LEAA grant for a program of behavior modification for hard core juveniles. This program calls for community liaison and a person serving as ombudsman for the inmate who moves from the correctional institution to the community. Other aspects of the program include a reshaping and remodeling of some of the available space in the "B" Building to create an atmosphere that will enhance the rehabilitative efforts of the program.

Other significant changes in this service area have occurred at the Minnesota Home School where an unsuccessful effort to recruit a full-time staff psychologist has forced us to re-evaluate our resource allocation. At the Home School we have gone to a program of psychological consultation. We have found that by concentrating on the service aspect and utilizing the skills of the highly trained person we can largely eliminate administrative involvement by the psychological personnel.

Psychiatric services have also undergone some changes at the Minnesota Home School where they have shifted away from the use of a psychiatric consultant on a regular weekly basis to the use of services on demand. Emergency referrals are transported to the Minnesota Reception and Diagnostic Center where Dr. Osekowsky, the Psychiatric Consultant at MRDC, provides the evaluative services.

Health Services

Health includes medical, dental, optical and general health such as diet, personal hygiene, first aid and personal grooming.

The cost of health services is expensive especially at the Minnesota Reception and Diagnostic Center (MRDC) which serves as the hub of all juvenile institutions. All new commitments, parole violations and failures from other institutions are received at MRDC and therefore it is at the Center that there must be a concentration of medical services. Many of the youth who come to us have serious health needs due to previous poor health care.

Ideally we would like to meet all health needs, however, there are limitations of time, staff, money and availability of services which make it impossible to meet some unusual situations such as cosmetic surgery, orthodontist services, etc.

We have become increasingly concerned over the rising cost of health services. MRDC uses the University Hospital and St. Paul-Ramsey rather extensively and the going rate, which we must pay, has become very expensive. In the past two years we have been trying to cut costs through use of the parents' hospitalization, cooperation between the Department of Corrections and the Department of Public Welfare, and between the juvenile and adult institutions in the Department of Corrections.

A major problem has been our inability to recruit a full-time physician at MRDC. This is the only place where we need a full-time physician. We have been able to hire good medical consultants, but we must accommodate to their schedules rather than vice-versa.

Our dental services at the Minnesota Home School at Sauk Centre are not as good as they might be, even though we do not have need for a full-time dentist. We have found that there is a shortage of dentists in the area and that the only available dentists are new ones who are building their private practice and after a period of time they find they cannot service us and we must look for another dentist.

The forestry camps present special problems because of the distance from health services. There is particular concern regarding emergencies but even for routine services, staff must make decisions regarding need for medical help.

Willow River Camp has a unique problem in dental care. Their youth come from the St. Cloud Reformatory. The Reformatory has one dentist and he does not have sufficient time to even examine the youth prior to transfer to the Willow River Camp. The Camp has recently begun taking their youth to MRDC for dental services. The travel time involved is a problem and it may not be possible for the MRDC dentist to continue this service if the MRDC population is near or at capacity.

Recreation

Delinquent youth are generally deficient in recreational skills or use of leisure time. The lack of these skills is not the cause of delinquency and neither can these skills by themselves prevent delinquency. Yet recreation is an important part of the individualized treatment of delinquents.

The primary goal of treatment is to change the delinquent attitudes toward himself and others so that he does not become involved in further crime. If a youngster feels inadequate, the goal of recreation should be to provide him with a sense of accomplishment just as much as the remedial teacher, cottage personnel, work crew supervision or any one who works with the youngster. If a youth gets satisfaction out of participating in recreation while in the institution there is good likelihood he will continue participating after release and it may be a factor in helping him to stay out of further trouble.

The needs, interest and skills of delinquent youth vary greatly so a rich and varied program of recreation is necessary. Consequently we have in the last few years added activities not usually thought of as part of a traditional juvenile

institution program. They include canoeing, camping, skiing, snowmobiling, horseback riding, eating out, attending concerts, plays, operas, and other programs. Much of the cost of these special activities is not paid for out of legislative appropriations, but from canteen profits and private donations.

One of the principal problems we face in the youth recreation program is sufficient time to plan, coordinate and implement the kind of recreation program that really meets the needs of individuals. And secondly, the problems of having to constantly prove that recreation is not just for fun but is an integral part of changing basic attitudes while the delinquent is in an institution and that it supports these changes when a youth is released.

Institution Security

Institution Security is commonly thought of only as the prevention and or apprehension of runaways. However, Security's most important functions are the control of youth, regulation of admission to the institution or a part of the institution, prevention of contraband traffic, transportation of youth and protection of staff and state property. The amount of staff time spent in each of the above areas will vary between institutions depending upon the type of youth served.

The great majority of juveniles spend their time in open facilities with security functions performed by all staff as a part of their job.

At the Minnesota Reception and Diagnostic Center (MRDC), a controlled access institution, where the youth comes directly from the community as admissions, parole or probation violators and are often upset, we have found a need for more security programing than is present in our other youth institutions.

We maintain within the Youth Division, and the three large institutions, degrees of security dependent upon the youths' ability to handle it.

The security extremes range from permitting girls at the Minnesota Home School, in the pre-parole program, to go unescorted into town; to the use of cells in "B" Building at Minnesota Reception and Diagnostic Center (MRDC) for the youth who is a chronic security risk or temporarily out of control and dangerous.

During the past two years the treatment programs at the State Training School and the Minnesota Home School have so improved many of the youths who formerly needed security are now being handled in the regular program.

The biggest problem in the area of institution security is the program for "hard core" youth in "B" Building at MRDC. The building was neither designed for this type of youth nor for lengthy stays. It has dormitories rather than individual rooms and with these volatile youth, individual rooms are a real necessity.

The dentention cottage at the Minnesota Home School is also inappropriate for detention purposes. Supervision is difficult because it is a three story structure and though it does have individual rooms, they are not suitable for detention purposes.

Institution Community Integration

Initiated in 1968, this is a treatment activity designed to develop more realistic and appropriate behavior alternatives and realistic planning for community living.

The institution phase of the activity involves a 10-12 week intensive group treatment program conducted by a group leader who functions as parole agent when the clients are paroled to the community. The agent continues either intensive group (3 times weekly) or intensive individual supervision in the community.

The institution phase of the program uses programmed group living emphasizing individual and group responsibility, and special educational and vocational training.

The parole or community phase of the program follows up on institution therapy and tries to reduce the extensive dependency on the Department which is found in many of our female clients.

During the past two years, the institution phase was moved from the Minnesota Home School to one cottage at the Reception Center at Lino Lakes. This move permits the parole agent to act as a group leader for daily institution groups while still supervising girls from previous groups in the community. By having the institution closer to the metropolitan area, a helpful control ingredient was added by providing periodic preventive and disciplinary returns to the institution.

Institution Community Continuum

Initiated in 1967, this is a treatment activity designed to increase the self-image of the client by involving him in group therapy in the institution and intensive parole supervision in the community.

The institution phase of the activity involves a 10-12 week intensive group treatment program conducted by a group leader who functions as parole agent when the clients are paroled to the community. The agent continues intensive group therapy (4 times a week) in the community using meeting facilities at two store front centers (one on Fremont Avenue North and the other on Lyndale Avenue South). The institution phase of the program is directed toward moving boys to accept responsibility for their own behavior, learn to care for and help each other with problems, build desire for helping self, and increased awareness of individual problems. The parole or community phase of the program involves followup work on problems identified during the institution phase.

During the past two years, the institution phase was moved from the State Training School to two cottages at the Reception Center at Lino Lakes. This

move permits the parole agent to be involved daily in the institution as a group leader, maintain supervision of boys in the community, and permits short periodic disciplinary returns to the institution. Along with the move to the Reception Center was an expansion of the institution phase population from 2 groups of 7 to 10 boys to 4 groups of 7 to 10 boys.

Intake for this activity was expanded in 1970 to include boys from 14 to 18 years of age, and boys from the metropolitan area rather than just Hennepin County. One of the reasons for this expansion was the slowdown in intake during the summer months, resulting in a need for more boys in order to make effective use of this program.

Another recent development is a program where groups from the institution phase of the program are helping two agencies for retarded children. Our clients go to the agencies to help the children develop their motor skills. Through this service to others, it is hoped our clients will develop a better self-image.

Chaplaincy Services

The spiritual needs of the residents and staff members in the three correctional institutions and three correctional camps serving Minnesota children and youth have been administered by three full-time and ten part-time chaplains during this biennium. Those of the Jewish faith are so few that services for them have been arranged on an individual basis by a Rabbi employed by the State for this purpose.



All Faith Chapel - Thistledew Camp

To facilitate the compatability of the full-time chaplains with the representatives of the other disciplines which make up the treatment team, the chaplains are now required to take, in addition to the established required curriculum for clergymen, three quarters of clinical pastoral counseling under qualified supervision. This requirement was first recommended by the State Chaplaincy Advisory Committee which established a list of those qualified for such positions, and recommends specific candidates to the superintendents.

The financial remuneration of part-time chaplains has varied considerably from unit to unit. Several of these were established quite recently, and at first the superintendents were asked to work out the best arrangement for religious services in the community. With the help of the Advisory Committee, a plan has been developed to standardize the pay and travel costs of part-time chaplains. This will not only increase their equitability, but hopefully will help in defining the chaplains' position on the staff, emphasize its importance and encourage a freer contribution to the overall program.

Group Homes

The Foster Family Group Home Program originated with an appropriation from the 1965 Legislature with a rationale predicated on the rather common sense assumption that children best function and emotionally grow in a family setting. The program is now operated on a statewide basis with a capacity of 76 children. The last two years has seen concentrated expansion efforts in the greater Minneapolis-St. Paul Metro Area. To date, 42 of the 76 beds are located in the Metropolitan Area.

A Department of Corrections Group Home is characterized as a family dwelling in which four to eight selected youth are placed for care and control for six to eighteen months. In every instance, the male group home parent is employed outside the home while the wife cares for the children on a full-time basis. The parents are expected to provide room and board, medical and dental care, and proper clothing for the youths placed in their home and are reimbursed for these expenses. In addition, they receive payment for each bed contracted by the Department of Corrections.

Group Homes have proven to be the most appropriate treatment for many delinquents. Because of their location in the community, the homes provide a

transition from institutionalization to community living. Further, they facilitate the youth's productive involvement in school, church and other community institutions from which he has become alienated in many instances, and serve to make community institutions more generally sensitive to the needs of delinquent youth, while offering an appropriate rehabilitative setting.

Group Foster Homes have been successful. This success has been attributed to the careful screening process in the recruitment of parents as well as the selectivity in placement of youth in individual homes. Success additionally reflects the quality of supervision and discipline given the youths by well motivated parents who are professionals in their own right.

In summary, the program continues to fulfill its role as an important adjunct to the total correctional effort with increasing emphasis on the older, more difficult to place youth.

ADULT INSTITUTIONS

Minnesota State Prison

Location: Bayport

Warden: Bruce McManus

Type of Offender: Adult male felons 24 years of age and over

Average Daily Population Fiscal 1969-70: 931

Staff Size: 236.75

Minnesota State Reformatory for Men

Location: St. Cloud

Superintendent: William F. McRae

Type of Offender: Adult male felons under 30

Average Daily Population Fiscal 1969-70: 713 (Includes 360 youthful offenders)

Staff Size: 236

Minnesota Correctional Institution for Women

Location: Shakopee

Superintendent: Miss. D. Jacqueline Fleming

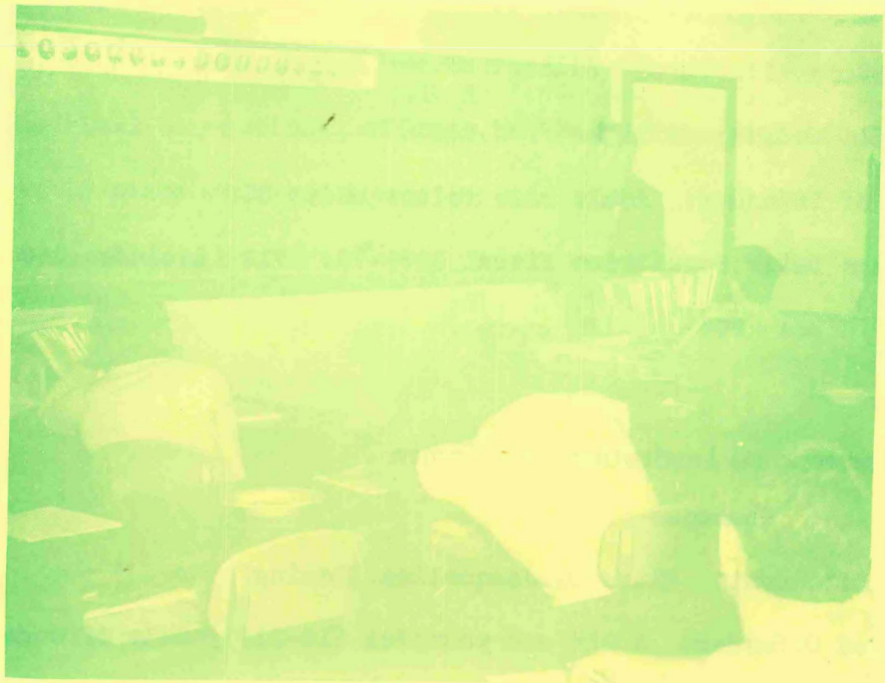
Type of Offender: Adult and youthful (18-21) female offenders

Average Daily Population Fiscal 1969-70: 57 (Includes 10 youthful offenders)

Staff Size: 36.5

MINNESOTA STATE PRISON EDUCATION PROGRAM

The educational department is broken into two distinct areas. (1) Our academic program includes basic skills for approximately thirty inmates at any given time. The basic skills program is operated during the day with fifteen inmates attending class in the morning, and fifteen inmates attending class in the afternoon. The basic skills classes are taught by inmates who are supervised by an accredited staff person.



Academic Class at Minnesota State Prison

The evening school program is held four nights a week and it is GED oriented.

Also, in our academic program are correspondence classes which are available from the University for people who have completed the GED or who have high school diplomas. A wide area of classes are available through the correspondence school.

We have one college class taught on campus at the Institution through Augsburg College and during the past year and one-half, approximately 45 inmates have completed this sociology-criminology class.

In our vocational training program we have apprenticeship training in welding, printing, stationary engineering and machinist training. We also have a variety of training programs in such things as medical lab technician, dental lab technician, spray painting, computer operators, and office machine repair.

We have been allotted money during the past two years for a Manpower Development and Training Act (MDTA) grant which allows for training in truck-body, duplicating machine operation, drafting, machinist training, welding, related education, and resocialization classes. It is anticipated that with the 1971 Legislature in the State of Minnesota, that the State support will pick up some of the five vocational training programs under MDTA and assimilate these programs within the regular vocational training areas within the Institution. Enrichment classes include, Ink Weavers, Unity Group, Dale Carnegie, Toastmasters, Indian Culture Group, History and Language.

The major goals in training and skill improvement at the Prison for '71-'73 are as follows:

A. Provide basic and remedial education services to 100% of our inmates who are not functioning at the 12th grade level. (est. 135 per year)

B. Provide high school and post high school courses for 30% of the inmate population.

C. Provide vocational training to 30% of the inmate population.

D. Provide a meaningful work assignment to 40% of the inmate population.

EDUCATIONAL PROGRAMMING AT THE MINNESOTA STATE REFORMATORY

Educational programming at the Minnesota State Reformatory is divided into four major areas, remedial, vocational secondary, and past secondary.

The remedial section enrolls about 50 students who function at the 6th grade level or below in basic academic skills.

Vocational education consists of bona fide vocational training by certified instructors in such areas as woodcraft, automotive mechanics, automobile body repair, printing, food services, upholstery, furniture manufacturing, etc.

In addition, there are apprenticeship programs in such apprenticeable skills as plumbing, electricity, printing, stationary engineering, and others.



Auto Body Repair Class
State Reformatory for Men

The secondary program includes an accredited high school program. Approximately 80 students at any given time are working towards their regular high

school diploma. Also, in our academic program are classes which are available from the University for people who have completed the GED or have a high school diploma. A wide range of classes are available through the correspondence school. For students who are GED oriented, one full-time GED teacher is available to them. The post-secondary area is Project New Gate funded under OEO. Project New Gate enrolls approximately 40 students at any given time for a possible two to four semesters of college coursework within the institution using regular college instructors for the educational part of the program. The other major thrust is in the affective domain using guided group interaction as the vehicle. Upon release, these students remain in their respective groups and continue their education with the University of Minnesota.

The major goals in training and skill improvement at the Reformatory for '71-'73 are as follows:

A. College and other post-high school academic courses for 7% of the population.

B. High school courses for 11% of the population.

C. Remedial education services to 4% of the population.

D. Vocational training for 30% of the population.

E. Meaningful work experience for 48% of the population.

F. Vocational evaluation and counseling for 50% of the population.

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

Casework Adult Institutions

Casework is that activity concerned with the inmate's day-to-day problems, including institutional adjustment, and his preparation for returning to the free community. The tasks include routine matters such as correspondence and visiting, counseling related to personal problems, and assisting the clients in establishing and pursuing goals and objectives that will assist and prepare him for release. Casework also includes the compiling of information and the preparation of related reports for the decision-making committees and commissions. Included in the reports are suggestions and recommendations for case disposition that are based on the caseworker's insight and knowledge of the inmate.

During the past two years, a number of significant changes have taken place in the provision of casework services. At the Minnesota State Prison, two additional caseworkers were hired which has resulted in smaller caseloads and consequently more contact with inmates. Inmate clerks are now used as case aides, thereby freeing the caseworker from a number of routine paperwork tasks which can be done by non-professional staff. A degree of specialization has also occurred in areas such as drug addiction and alcoholism due to the interest of several caseworkers and their willingness to invest extra time and energy in study and training. Another significant change has been the formation of a number of smaller classification committees made up of a caseworker and other line staff. This team concept not only expands the number of persons involved in the treatment process, but also has resulted in the involvement of employees who best know the inmate.

At the State Reformatory for Men the major change has been the addition of the reception and diagnostic center for youthful offenders. For the caseworker, this has meant a 50% increase in case history reports that must be written for review by the Youth Conservation Commission in making their decision for placement. There are presently 9 caseworkers for the approximately 700 inmates.

There has been no major change in casework services at the Minnesota Correctional Institution for Women. Although progressive changes have been made in the institutions, they have not been total or broad enough in scope to have achieved maximum potential.

It is difficult for the small casework staffs to adequately provide casework services to the large inmate population. Secondly, better staff training is needed to intensify their impact and provide greater rehabilitative resources.

Work Release

The 1967 Legislature passed a Work Release bill which allowed selected inmates of State Correctional Institutions to be employed in the community and returning to a detention facility after work.

Work Release:

(A) Provides an opportunity for individuals who need transitional preparation for community life;

(B) Compliments educational and vocational training received at the institution;

(C) Preserves family unity by allowing the individual an opportunity to support his family, accumulate savings, make restitution and discharge legitimate debts. The program became fully operational on 10/26/67. Work Release participants are housed at the State Reformatory for Men, the Minnesota Correctional Institution for Women, The Ramsey County Work House, and the Hennepin County Jail. In addition, the following 15 counties have negotiated housing contracts with the Department: Anoka, Blue Earth, Clay,

Fillmore, Houston, Kandiyohi, Meeker, Morrison, Nobles, Olmsted, St. Louis, Steele, Wabasha, Waseca, and Wright. The majority of participants are housed at the Hennepin County Jail, the Ramsey County Work House, the Minnesota Correctional Institution for Women, the Anoka County Jail, and the State Reformatory for Men.

No changes have occurred in carrying out the Work Release activity in the last two years. The internal operation of the Work Release Unit has changed, but the goals and objectives of Work Release have remained the same.

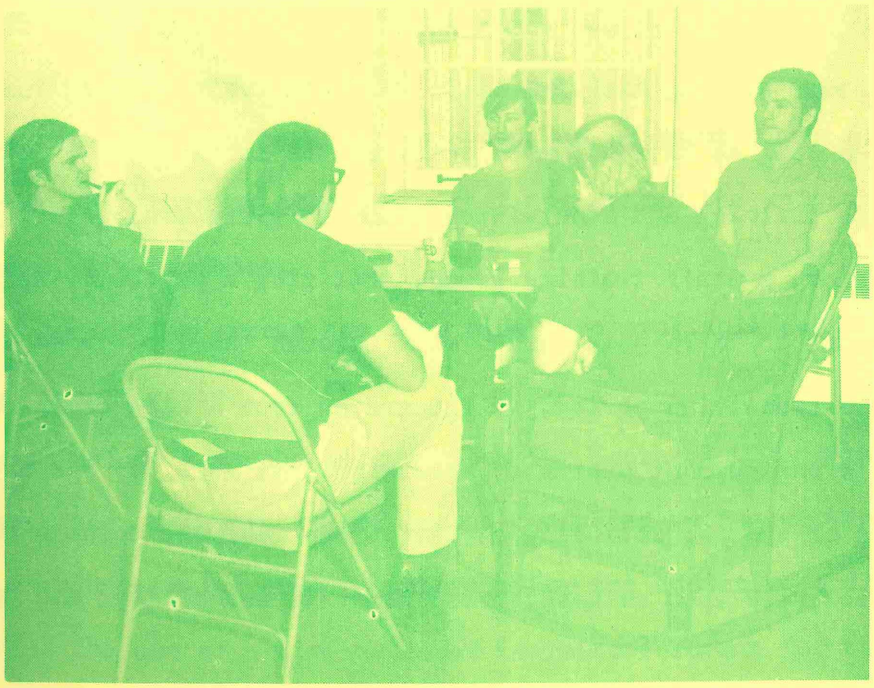
During the period of 1/1/69 through 12/31/70, there were 294 felony offenders who participated in the Work Release Program. Two hundred sixty-six were terminated during the period leaving 28 active participants on 12/31/70. Of the 266 terminations, 153 (57.5%) successfully completed the program, 3 (1.1%) were terminated because of illness, and 110 (41.4%) were returned to the parent institution or were on escape status and considered failures. During this period 63 (23.7%) participants absconded from Work Release for periods ranging from one day to months. Of these 63 absconders, 48 were apprehended and 15 were still at large on 12/31/70.

The housing of Work Release participants continues to be a problem. The physical facilities at the Hennepin County Jail leave much to be desired. The Ramsey County Work House has excellent physical facilities, but its location is so far from the Metropolitan Area as to cause transportation problems. The dual controls of the county and the State create problems which are difficult for the client to comprehend and are difficult to resolve on the basis of policy conflicts and lack of room. A community corrections center controlled by the Department of Corrections would seem to be a workable solution to this problem.

Group Work

Group work or group therapy is one of the newer activities initiated in the adult institutions to bring about behavior change. Group work is based on the theory that the peer group has a great deal of influence on the values, thinking and behavior of the client. If this peer group pressure is directed and channeled appropriately, inmates can help one another through the process of group interaction.

During the last two years, the types and number of groups has expanded to include drug oriented groups, group marriage counseling, an exit group to help with problems inmates will face upon release, etc. Along with this expansion has been an increase in staff training and experience in working with groups to make this more effective means of rehabilitation.



Group Therapy Session
State Reformatory for Men

Group work has become a more stable and known activity among both staff and inmates. Begun before this biennium, but continued throughout it, this activity is changing in focus as the needs of the inmate change. The extent to which this activity is carried out is limited by a shortage of trained personnel and equipment needed to involve all of the inmates in group work.

Minnesota State Prison

A discussion of Group Work at Minnesota State Prison will primarily be concerned with what has traditionally been known as Group Therapy. Group Therapy involves a regularly scheduled session with from 5-10 inmates (the group) meeting with one staff member (the therapist) for purposes of discussing personal problems, of gaining knowledge about oneself and learning about the behavior of others.

During the period 1969-71 we experienced considerable fluctuation in our Group Therapy Program. Our casework staff was relatively new and inexperienced in group work as well as in their experience at the institution. It was necessary to initiate both training and supervision prior to group assignment. We began, during this period, a staff training group, utilizing a psychological consultant, to allow our staff to learn about group work through the experience of a group.

During this transition period, we fluctuated from a high of 8% of our population in group to our current status of something less than 4%. We have added different types of groups, including an Exit Group designed to help deal with problems men will face upon release; group marriage counseling; and drug-oriented groups.

We now feel that our staff training has progressed to the point where we can project a short-range goal for the year of 10% of our inmates in some type of group experience.

State Reformatory - Group Work

Group work at the State Reformatory for Men (SRM) includes those activities scheduled with the intent of providing for personality growth and attitude or behavior change. Such activities are programmed by trained staff and conducted in a manner intended to maximize opportunity for change. Group Work at SRM covers a continuum from psychotherapy to marital adjustment.

Group work has become a more stable and known activity among both staff and inmates. Begun before this biennium, but continued throughout it, have been a staff-led drug group, the Alcoholic Anonymous group, and the two Chaplain-led husband and wife groups.

A group therapy room has been designed and partially equipped.

Subjective evaluation indicates that group work has contributed significantly to the total rehabilitation program available at SRM and that it has a more complete acceptance than has been achieved heretofore.

Primarily, changes have been in the expansion of group types and number. Equally important has been an atmosphere that encourages the initiation of a variety of group work concepts.

Space for conducting groups has been made more available and scheduling for group work has become easier.

New groups include a psychotherapy group for Youthful Offenders and one for Adult Offenders; the re-initiation of groups conducted by caseworkers; the beginning of a volunteer-led group - subgroup for the addictive and/or alcoholic personality; and the use of a time-extended (marathon) format for the psychotherapy groups when appropriate. Additionally, although available to and required of, only those inmates in the Newgate Program, the Guided Group Interaction conducted there fits clearly the concept and the intent of desirable group work.

Adult Institutions - Industries

Industrial programs are carried out at the State Reformatory for Men and the State Prison. These industries were originally begun in order that inmates could be productive while incarcerated as well as reducing the tax money needed for prison operation. Industries still generally fulfill the original purpose, but emphasis is being placed on the vocational aspect and the value of training received to the inmate after release. Apprenticeship programs are operated in several trades. Inmates may earn a journeyman card if they spend sufficient time at the institution, or they may complete their apprenticeship after release.

The following are Prison apprenticeship programs:

Machinist - 10 trainees, 8,000 hours. Machine Shop Practices, Machine Blueprint Reading, and Machinist Math. Evening classes and cell study.

Class "C" Printer - 12 trainees, 6,000 hours. 144 clock hours formal related training classes. Classes meet Tuesday evenings 4 hours per week.

Electric Arc Welding - 12 trainees each class; 4 classes of 72 hours held per year. Classes meet Tuesdays and Thursdays 5:30 to 9:30 p.m. Welding theory lessons are required as well as blueprint reading.

Spray Painting - 24 trainees, 10 weeks for 40 clock hours. Four classes of 12 meet each Tuesday and Thursday, 5:30 to 9:30 p.m.

The Prison plans to expand their vocational training program in the following industrial areas: Foundry, Metal Fabrication, Drafting (Mechanical), Industrial Painting, Welding, Printing, Farm Implement Mechanics.

As stated, these programs provide meaningful work for inmates, have vocational training value, and are operated at a profit. The end result is that inmates are better equipped to adjust to their return to society, and the taxpayers receive the benefit of the profits.

Cordage

The cordage industry, in operation since 1891, employs approximately 140 inmates in the manufacture of binder and baler twine, rope, and ply goods. During the calendar year 1970, 5,012,088 pounds of finished goods were sold. This operation has been most profitable over the years and provides productive work for inmates while teaching them good work habits. It also provides a limited amount of vocational training.

Binder and baler twine manufacturing will be discontinued effective October 1, 1971. The most salient reasons for the are: a financial loss due to the lack of inmate manpower, a diminishing market resulting from changes in agricultural methods and the lack of training value in this industry.

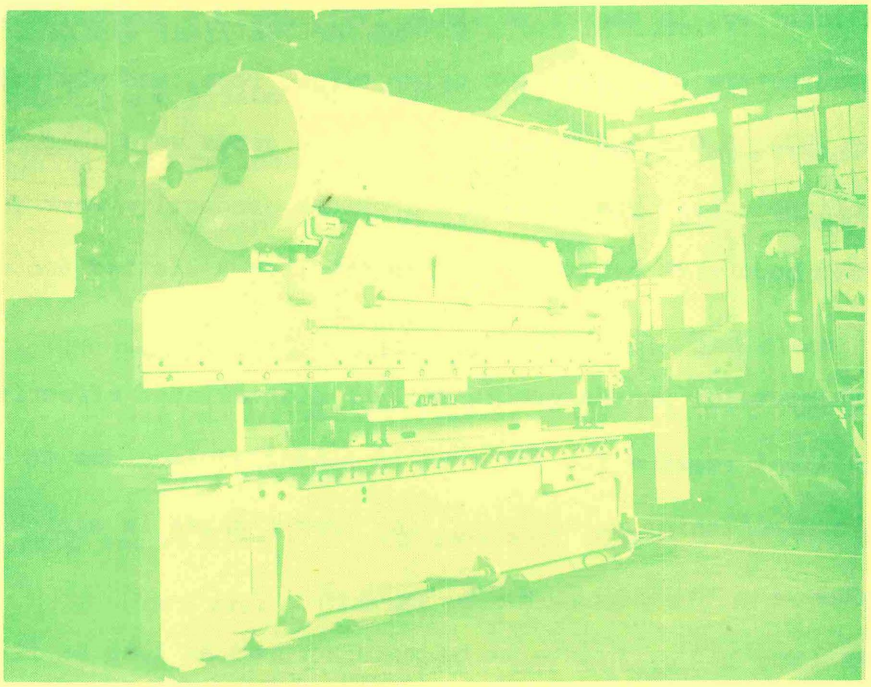
Rope and Ply Goods will continue to be manufactured as long as it is profitable to do so. This will provide a work program for approximately 60 inmates.

Raw fiber necessary to make our cordage products is purchased from many parts of the world, including Africa, Haiti, the Philippine Islands, and Brazil. This fiber is processed through various combing machines and then spun into the final product, packaged, and shipped to dealers throughout Minnesota.

Farm Machinery

The Farm Machinery industry, in operation since 1908, employs approximately 240 inmates in the construction of manure spreaders, mowers, rakes, wagons, and wagon boxes. During the calendar year 1970, 3,773 units were sold. This operation

is profitable and provides not only productive work for inmates but also excellent vocational training. This industry includes a foundry, sheet metal shop, machine shop, paint shop, wood shop, and an engineering and design department. It is operated under a union approved apprenticeship training program in the machine shop and provides on-the-job training in metal work, molding and allied fields. The products are shipped to dealers throughout the state and are sold primarily to farmers.



Metal Fabrication Unit used by the Farm Machinery Industry
at the Minnesota State Prison

Plans are now being made to expand this operation. "The Minnesota Line" of equipment enjoys a wide range of acceptance but it must continue to grow and diversify if it is to remain competetive. The end result will be an industry of which all can be justifiably proud.

Printing

The printing industry, in operation since 1887, employs approximately sixteen inmates in printing and silk screen work. The operation provides prison industries with printing and advertising, as well as producing a limited amount of printing for other state agencies. It also functions under a union approved apprenticeship program and has excellent vocational training value.

Furniture Manufacture

The Reformatory for Men manufactures wood, metal and a combination of wood and metal furniture with the most common articles being chairs and cabinets. The furniture activity consists of four shops (woodcraft, metalcraft, upholstery, and finishing) where six certified vocational teachers teach inmates the skills of their particular trade. A sufficient quantity of products should be produced to cover all cost of manufacturing including replacement of machinery, but this has been impossible to achieve.

The manufacture of furniture has a number of problems which causes the activity to constantly run at a financial loss. One is the use of old machinery (20 years old or more) which is out of date and not conducive to modern, high speed production. The machines need constant repairs which can only be done by the teacher in charge of the shop. With the activity operating at a loss, there is no money available to purchase new equipment.

In order to make this activity self-sustaining, the price of articles has been raised and a better cost accounting system initiated. Another change is the designing of a standard line of furniture together with a catalog of articles available for purchase. It is hoped that some standardization will eliminate many of the custom-made articles now being made. The institution of these measures have brought about some degree of success, in that losses have not been as great during the past two years as previously. However, it will be many years before major items of machinery can be replaced and the vocational training opportunitites

expanded to accommodate all inmates who could utilize them.

Mattress Manufacturing

Mattress manufacturing is a relatively small industry conducted at the State Reformatory for Men. The present shop quota is 12 inmates who work under a Prison Industries Foreman. Inmates do all the work necessary to produce mattresses which are sold to state agencies or other governmental units. No mattresses are produced for the open market. The demand for mattresses has been increasing during the last few years with the principle market being college dormitories. Production has also been started on items related to the mattress industry, such as pillows, pillow and mattress protectors, shower curtains, etc.

There is some vocational benefit in this industry, though primarily it is advantageous to those State agencies who purchase the products at a cost saving.

License Manufacture

The license plant at the State Reformatory for Men produces all the vehicle license plates and validation stickers for motor vehicles registered in Minnesota. There are 65 inmates assigned to the license plant and they are supervised by 6 Reformatory employees. The monetary savings to the State of Minnesota through this manufacturing operation amounts to approximately $460,000 a year. The license plant operates somewhat differently than other industries in that it is run strictly on a cost basis with no surplus funds being generated for improvement or expansion. This industry provides a minimum amount of vocational training since it is strictly production oriented and many of the skills learned are not particularly applicable to any other outside industry. There have been no major changes in this industry during the past biennium and the only change anticipated is some modernization of the plant in order to keep up with the increasing number of plates which must be produced each year.

Agriculture

The only agriculture operation remaining in the Department is at the Prison farm. The Reformatory farm was discontinued in the summer of 1969. In November 1970, 654 acres of Reformatory land which was previously used for farming was transferred to the St. Cloud State College.

The Prison farm is still in operation and is expected to continue operating in the foreseeable future. In addition to providing a large quantity of food products for use by the Prison and other institutions, the Prison farm serves as a minimum security adult facility. Without this farm there would be no alternative to maximum security for adult offenders. The farm also serves as a testing ground for farm machinery produced within Prison Industries. There have been no significant changes in agricultural operation during the past biennium.

Recreation

Recreation is made available to all inmates of adult institutions, with a sufficient variety to provide for all age groups and interests.

The Recreation Department at the Minnesota State Prison sponsors over twenty different physical activities, many of which are "varsity", (played by one team against teams of the locality) many more of an intramural nature, and others are of an individual nature.

Among the more popular activities are those of a physical contact nature such as football, and those of individual effort, such as weight lifting.

The past two years has seen the addition of touch football, slow pitch softball, basketball and handball on three newly constructed courts.

In November, 1969 the Recreation Department moved to the new Activities Building. Since then, the music program has become part of the recreation program. At the present time, most music is self-taught, but it would be desirable to acquire a qualified instructor.

An average of fifteen movies per three month period are shown at the Prison. These are rented from distributors in the Metropolitan Area. Rental costs per film have almost doubled in the past two years, which creates some strain on the recreation budget.

Due to its small size and population, the Minnesota Correctional Institution for Women does not have as structured a recreation program as the larger institutions. Volunteers are presently being used for operating most recreational activit as there is no assigned staff member. Inmates are involved in planning their own leisure time activities and meet regularly with volunteers for this purpose. Library service is provided by a bookmobile from the local library, thereby giving inmates a good selection of reading material.

At the Minnesota State Reformatory, approximately forty persons participate in the band program and between thirty and fifty men are active in choral programs. Both the band and choral groups perform at various institutional activities. The Music Department sponsors an annual variety show and a small, select choir sings in local churches on special occasions.

A drama group is organized on a recreational basis and during the past year put on several shows for the staff, friends, and inmates. A teacher is involved in this program, but dependence is on the local State College for directors.

Under the organized sports programs, basketball and softball teams play in the St. Cloud Recreational Leagues. Also, there is a large intramural program consisting of softball, basketball, football, volleyball, wrestling and broom ball teams. An accredited Physical Education and Coaching instructor heads this program.

Under the semi-organized free play program groups can get together and participate in activities such as weight lifting, tumbling, gymnastics, checker tournaments, bridge tournaments, playing instruments, pitching horse shoes, watching T.V. programs, and coming to the gym as spectators.

Thru hobbycraft, many of our inmates have an opportunity for individual cell recreation thru participation in painting, drawing, model making, wood carving, leatherwork, fly tying, bead work, metal work, etc. We have a full-time Industrial Arts instructor in charge of this program.

The library is open five nights a week and men can come to the library to browse thru magazines and books, check them out if desired. A full-time librarian is needed, although we have a college graduate with some library work presently in charge and working as a custodial officer.

Health Care

During the past two years, the health care offered at adult institutions has improved in some instances and deteriorated in others.

The delivery of health care at the Minnesota State Prison Hospital has improved substantially. Considerable effort and recruiting has resulted in a consulting staff of both doctors and auxillary personnel which gives us the capability of practicing respectable, current and high quality medicine. There has also been an increase in the number and type of services offered within the institution, thereby reducing the number of men taken to other medical facilities. This has been accomplished without sacrificing the quality of medical care.

Because of these increased services, the prison hospital has been able to increase its service to other correctional facilities and at present takes care of most major medical problems in adult institutions, however, there is still a long way to go to maintain the advances that have been accomplished. The lack of adequate plant facilities for a quality medical center makes meeting basic health department requirements for continued licensure difficult. Without refurbishing and reconstructing our archaic building, the medical services will remain at a standstill or regress.

Medical services at the State Reformatory for Men consist of an infirmary staffed by a half-time physician, two full-time nurses and a one-third-time nurse plus services of outside facilities. Services available at the SRM Infirmary consist of a sick call each weekday forenoon, drug dispensary, bed care for 20 in-patients, X-Ray, some elementary physiotherapy, elementary lab procedures, eye refraction and some emergency treatment which might commonly be performed in a physician's office.

During the past two years, the service has gone from inadequate to the point where the infirmary license is in suspension. The volume of care sought outside the institution is creating a fiscal and staff burden. As high as 10% of the population is on sick call daily, the use of medication has tripled during this period, and trips for referrals to outside facilities has numbered as many as 75 in a single month; yet the unmet demand climbs and severely overburdens the infirmary staff.

The cause is a dilemma arising from the demanding inmate population and the lack of staff and facilities to practice modern day medicine. The inmate of today will not accept this second rate service and the physician must rely on outside resources. The inmate sees the inadequacy of the setup and is less accepting of the care which is available. Thus has developed the vicious circle which is destined to worsen.

At the Minnesota Correctional Institution for Women, medical care is provided by a local physician who has office hours at the institution two mornings each week and is on call for emergencies. Obstetrical cases are taken to the local hospital and surgical cases are transferred to Rochester State Hospital. A local dentist has office hours every other week for half a day.

CHAPLAINCY SERVICES FOR THOSE IN ADULT CORRECTIONAL INSTITUTIONS

Since the legislative act creating Minnesota's only territorial prison in 1851 specified that "regular authorized ministers of the Gospel visit the prisoners" clergymen have served those within all correctional institutions for adults. Full-time chaplains today find themselves situated quite differently than those who pioneered this service. Their major responsibility rests with the residents and staff members of these institutions rather than the members of a parish from whom they "borrowed" some time, which was always in short supply.

They now occupy career positions in the State service with all its rights and benefits. Chaplains' efforts must blend with and support the contributions of the other disciplines represented on the treatment team. For this reason they are now required to have three quarters of clinical pastoral counseling under properly qualified supervision. They are now recommended for appointment and supported in their work by the Chaplaincy Advisory Committee.

Four full-time chaplains (one maintained by his own denomination) and five part-time chaplains have served the residents and staff members during this biennium. A Rabbi is employed by the State to supervise the services for those of Jewish faith. They are so few in number that such arrangements are made on an individual basis.

In 1967, plans were made to raise funds to construct, at the State Prison, a chapel to serve all faiths. This is to be a memorial to Father Francis J. Miller who dedicated himself to his "boys" in 1928, whom he faithfully served until his death on December 31, 1968. The first contribution came from the prisoners themselves who, from their meager earnings, gave $335.00. The Rev. Francis J. Miller Memorial Foundation, Inc. was established in support of this effort. Its directors include leading religious, business and professional leaders of the State. Approximately half of the required funds have been raised to this time.

PSYCHIATRIC SERVICES

Minnesota State Reformatory

Psychiatric services are provided at the Minnesota State Reformatory on a consultant basis for five hours a day one day a week.

The purpose of the service is to provide psychiatric care for that portion of the inmate population who by their past behavior, by their institutional behavior or through psychological screening, are considered to have possible psychiatric disorders. The service is also charged with the provision of guidance and training for the 80% of the institution's staff that deals directly with the inmates.

Currently about 10 inmates per week are referred to psychiatric consultant for evaluation and treatment. It is estimated that only about one-third of those individuals needing psychiatric care are being served under present conditions. In addition to this there is at present no in-house staff training going on.

It is hoped that many of the problems we have encountered in the delivery of psychiatric services at the Reformatory will be rectified with the addition of a full-time psychiatrist to the staff in the upcoming biennium.

Minnesota Correctional Institution for Women

Psychiatric services provides a diagnosis and evaluation of all inmates admitted and released from the Institution for Women. The average number of admissions and releases during the year are thirty and thirty-five respectively. At present time, we have no data as to the number of inmates referred to the psychiatrist in addition to the admission and release evaluations. A conservative estimate, however, is that approximately 50% of the inmates see the psychiatrist at least once during the year on a referred basis and over half of that 50% will see the psychiatrist several times during any given year.

Of those inmates admitted during fiscal year 1968-69 as reflected by presentence investigations and other data, three out of eleven youthful offenders have had previous psychiatric treatment and nine out of forty-two adult offenders had had psychiatric treatment for a total of approximately 23% of the total admissions.

Other clientele who use psychiatric services are the treatment staff at the institution, i.e., caseworkers, consulting psychologist, assistant superintendent, and superintendent. Decisions concerning work assignment, cottage of confinement and casework goals are influenced by psychiatric finding and recommendations.

It would appear that at present our current psychiatric consultative services arrangement is adequate in meeting our needs at the Minnesota Correctional Institution for Women.

SUPPLEMENTAL SERVICES

Supervision

It is generally recognized that the most important function of the field agent is that of supervision -- supervision of those juvenile or adult offenders assigned to him either on probation or parole. For it is here, with these 50 or so uniquely individual persons, that the agent's skills and techniques are brought to bear toward reducing recidivism, changing attitudes, and generally assisting the offender in achieving a more socially acceptable way of life.

At any given time during the past two years there have been approximately 5,000 individuals under the supervision of our field agents. This is exclusive of those cases on probation to the 87 county juvenile courts or the district courts of Hennepin, Ramsey, and St. Louis Counties. Of the 5,000 cases under our supervision, 90 - 95% of them are worked with on the traditional one to one basis. However, agents are encouraged to consider and employ group techniques where this seems feasible.

Contrary to a rather widespread belief, probation and parole supervision is not a stereotype practice of trying to enforce conformity to a uniform set of rules and obedience of the law. Probation and parole supervision in its most positive sense is a highly individualized plan unique to a particular client. In establishing a probation or parole plan, the agent utilizes all of the diagnostic information available from the presentence investigation, psychiatric and psychological reports, plus collateral information from relatives, school officials, and employers. Certain specific rules are uniformly set down and additional individualized conditions may be established by the Courts or Commissions. However, the day-to-day plan, the specific goals and in some cases additional controls are formulated by the agent, usually in cooperation with the client. The agent attempts to build the plan on the client's strengths with the particular limits and controls aimed at his weaknesses. Here is where it is especially vital that the plan be tailored to the individual, for what may be a critically weak or vulnerable area for one may be that of greatest strength for another.

Throughout the period of supervision, the agent serves as counselor and disciplinarian. He must continually reassess the client's situation, modifying or adding goals, relaxing controls where warranted and imposing additional controls where required. Crucial to the success or failure of the client is the relationship the agent has with him. He must understand the agent's role and what he may rightfully expect from him. The agent in his role of authority must be firm but fair, and he must make completely clear the expectations he places on the client. The agent does not focus specifically on the client's criminal behavior but rather on his total living situation and the many complexities of it. He must be flexible in recognizing his own limitations and in effectively utilizing all community resources that have potential for assisting in his client's adjustment.

In order to utilize more fully the relationship factors in supervision and to strengthen service with appropriate community resources, a special adult parole unit was initiated in July of 1969 in the Metropolitan Area. Seven agents with pre-selected maximum caseloads of 20 men serve clients paroled from the State Reformatory and the State Prison. These men have had histories of chronic alcoholism, heroin addiction and aggressive or markedly unstable behavior. Their adjustment in the community and in many cases in the institution indicate a need for more intensive supportive parole assistance and community resource involvement. Special Unit agents are assigned clients three months before they receive parole to assist in job and living plans and to aid in developing a meaningful and helping relationship. With greater agent time available, potential problems can be managed often before they reach a crisis stage and clients strengths can be reinforced. Future treatment areas for the unit will focus on family therapy and group involvement as alternatives to present casework services.

Constantly confronting the agent is the problem of how to provide maximum service within the limited time available to him. Presentence reports, social histories, adjustment and progress reports, violation reports, and pre-parole reports are all inflexible in their demands of priority and due dates. Other requirements such as referral summaries, chronological case recording, and miscellaneous correspondence and reports, though less exacting in respect to deadlines, still place demands on the agent's time. It is necessary for him to evaluate his total caseload in terms of which cases need less frequent attention and which call for intensive supervision. It is through increased experience that the agent can allot his time and effort to those situations that hold the greatest potential for change or where efforts are essential in affording protection to society. We are currently working on a case classification system which would assist the agent in defining the treatment needs of his clients and establishing priorities in the allocation of his time and

the overall management of his caseload.

With a certain number of cases any hope for genuine or lasting change is minimal and the goal of supervision may be no more than helping keep the client out of jail. In such instances the probation or parole plan may be nothing more than surveillance or controls. More often it is hoped that the client-agent relationship holds potential for attitudinal changes and a preference for a more socially satisfying, law abiding way of life.

Library Services

Library services in the Department have three major areas of function: staff research, public information, and supervision of the libraries in the correctional institutions. The staff library consists of books, pamphlets, and periodicals in the areas of sociology, criminology, corrections and other related fields. It serves staff from county and city agencies as well as all staff in the Department. Outisde resources are also used in obtaining any information requested by the staff. Although the budget has increased in the last biennium, more organization and support is needed to develop the potential of the staff library.

The library answers over 500 letter and telephone requests from interested citizens per year. This information ranges from simple statistical information to more detailed research for students. Requests come from all over the United States as well as from cities and towns in Minnesota. The library also maintains a film collection which is used by staff, community groups, and schools. The public may use the library at any time when it is open.

The libraries in the institutions have greatly progressed in the last two years due to Federal funding by the Library Services and Construction Act, Title IV-A, and to the increased support by the institutions. The libraries of the State Prison,

The State Reformatory for Men, the Minnesota Home School, and the State Training School have been refurnished and their collections have been updated. The institutions have provided up to a 300% increase in the library budgets and full-time trained librarians. The library programs have developed to become an important part of the educational program. The above institutions are currently planning audiovisual collections and services to incorporate in their library programs.

The library at the Minnesota Reception and Diagnostic Center is presently being furnished through the Title IV-A Program. The institution has provided a full-time librarian and a greatly increased budget for materials. The present plan involves the library as a resource center for all educational programs at the institution.

The remaining institutions include the Minnesota Correctional Institution for Women and the three camps. These institutions receive bookmobile service from nearby public library systems. Future plans include basic reference collections for these institutions plus special materials to support the educational and vocational programs as they develop.

Federal funding for the institution libraries will continue through the next biennium; this and the increased support by the institutions will develop the libraries as an important resource in the inmate educational and vocational program. With increased support, the staff library will continue to expand; future plans involve organized, permanent staff libraries in all institutions and field offices.

Staff Training

The Training Unit of the Department is responsible for orientation and in-service training in the Department. Where this can be accomplished more efficiently through centralized training, this unit has conducted the program. Where it can be more effectively done in institutions and regionally, this has been encouraged with the

Department Training Staff serving as consultants or coordinators. Where the capability to conduct the training is not available to a group, the Training Staff goes to the facility and serves as instructors.

Some of the accomplishments in the past biennium are:

1. Strengthening the Training programs in the large institution by working closely with the Training Officers, coordinating and upgrading their program, assisting with resources and planning.
2. Developing and implementing a comprehensive overall orientation, in-service training program for corrections agents that is consistent with the goals and objectives of the field services.
3. The appointment of trainers with special responsibility for correctional officer/special school counselor and corrections agents.
4. A massive training program which involves the majority of the correctional officer and special school counselors through assistance of the University of Minnesota.
5. A formal academic curriculum for correctional workers was developed with the cooperation of the Lakewood Junior College. The majority of the correctional counselors have completed at least one of the required courses. Some will have accumulated the equivalent of 12 college credits by the end of this school year.

The major problem in Training continues to be that of releasing staff for participation as correctional counselors are assigned to "man" a post he must attend on his own time or be relieved by another person. The cost of this is beyond means of the institutions because of other overtime demands that must be fulfilled. Much of the training given these people has been on their own time. However, if in-service training is to be compulsory, staff can not be expected to continue to come on his own time.

With the corrections agents the problem is a caseload that must wait when orientation and training are offered. Supervisors have consented to cover the caseload during the orientation period, but for a large portion of our staff, they are too far away from the agent's area to be used effectively in this way.

Division of Research and Planning

The Division of Research and Planning has three major responsibilities:

1. Development and publication of statistics relating to the movement and characteristics of persons under the jurisdiction of the Department of Corrections.

2. Evaluation of the effectiveness of established and experimental correctional programs.

3. Planning for the improvement of the effectiveness of established programs, and development of a framework for the implementations of new approaches to corrections.

All of the above denote a complementary relationship between measurement, assessment, and improvement, and thus, provides a basis for administrative and legislative decision making.

Examples of the achievement of these three responsibilities are the development of a correctional program for adult misdemeanants and juveniles in detention on a regional basis to replace the present system of county jails, the introduction of a keypunch program for the inmates at the Minnesota Correctional Institution for Women, and the implementation of data systems to evaluate correctional programs such as MDTA, ICC, Work Release, 'No-Parole Supervision,' and Port.

Some of the problems facing an effective research and planning program are the shortage of man power to set up other evaluative programs, the lack of the availability of immediate retrieval of data from a computer, inadequate definition of the data

needed to provide effective decision-making, and the lack of verification, reliability and timely output of data for planning to enhance management decisions.

Transportation Unit

The Transportation Unit was established by the 1969 Legislature in order to provide safe and efficient transportation of parole and probation and institution escapees from their point of detention to state correctional institutions. The Unit became operational in July, 1969 with two correctional officers being employed at that time. A third correctional officer was hired in February, 1970. During the period 7/1/69 to 6/30/70, the Transportation Unit traveled 81,477 miles and transported 887 clients. These transports were made without serious incident and without any escapes from custody. It is estimated that the Transportation Unit has released 6,000 man hours of professional staff time to be used for normal case supervision activities. The Unit has also made the necessary arrangements for the return of violators from out-of-state.

It is the goal of the Transportation Unit, during the Fiscal Years 1972 and 1973, to provide 100% of the violator transportation needs of the field services within 24 hours of the request. This will be done with the prime concern for the safety of all persons involved.

Fugitive Apprehension Unit

The original purpose of the Fugitive Apprehension Unit was to locate, and if necessary, place in custody clients of the Department of Corrections who had absconded from supervision while on parole status. At the beginning of this biennium, the unit's concern was limited to the apprehension of the adult parole violators. At that time, the Fugitive Unit would actively contact friends, relatives, and local police authorities for information as to his whereabouts. If found, the man would be contacted and probably placed in custody until his case could be evaluated.

In January, 1971, the activities of the Fugitive Unit were expanded to include concern for juvenile offenders who were absconders from parole supervision or runners from juvenile institutions and camps. With this change, the activities of the Unit were modified to include more administrative work. It was realized that agents who supervise juvenile parole cases had relationships with clients as well as numerous contacts with friends, relatives, and employers. These resources were too valuable to ignore and utilizing these community contacts can be effective in locating a client. One of the problems encountered in locating clients is the fact that those who have absconded from supervision often lack any strong need to maintain contact with family members. Many elements of society today permit or even provide encouragement for a juvenile to live independently, and this "independent" placement makes it easier for them to continue in delinquent activities.

As this report is written, it is still too early to make a final determination as to the effectiveness of this change in operation. However, there are indications that this cooperative effort of the Fugitive Unit and supervising agent is reducing the number of fugitives.

Delinquency and Crime Prevention

The Delinquency and Crime Prevention Section, a distinct part of the Department of Corrections since its establishment, has primary responsibility for initiating and developing services and programs to prevent and decrease delinquency and crime. This function divides into two major areas of endeavor. One seeks to diminish the need for the correctional system. The other seeks to support the rehabilitation and treatment services provided in that system so that they may operate with maximum effectiveness.

In the first of these endeavors, the prevention section provides consultation services to civic leaders and community agencies seeking to develop projects and programs aimed at early identification and prevention of delinquency and crime. Included are the establishment of Teen Centers and youth and family recreation programs, Youth Service Bureaus and family counseling services, school-police and youth-police liaison programs, narcotics and drug abuse educational programs, and related training for community leaders including teachers, juvenile police officers, probation officers, judges and clergymen.

In the other, consultation service and management help is given groups and organizations that undertake to support the probation, institution, and parole services of the Department. A wide variety of projects and programs have been developed, all involving the use of volunteers including ex-offenders who wish to help prevent crime. They are designed to help offenders committed to corrections to develop new perspectives, new interests, increased skills, and also to help them gain employment and make adjustment to more normal living in a free society.

The prevention section also prepares and distributes informational materials and prepares and exhibits displays on correctional matters. This is for the purpose of increasing public awareness of the need to correct conditions contributing to delinquency and crime, and to stimulate public involvement in rehabilitation of the offender.

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA