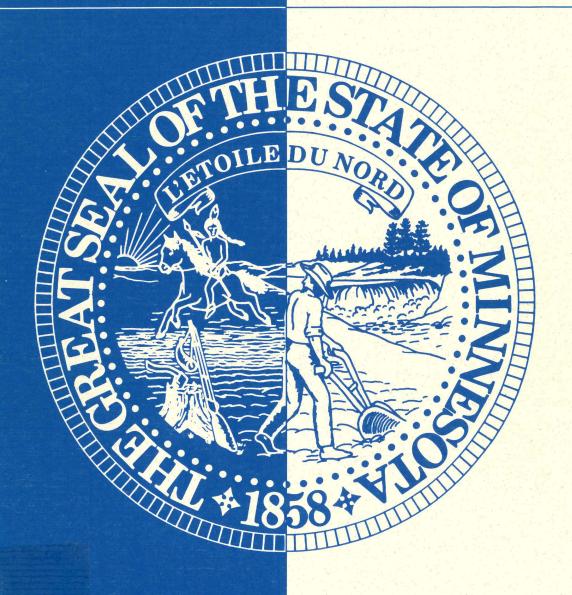




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# Biennial Report



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Minnesota Department of Corrections

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Minnesota Department of Corrections 1996-97 Biennial Report

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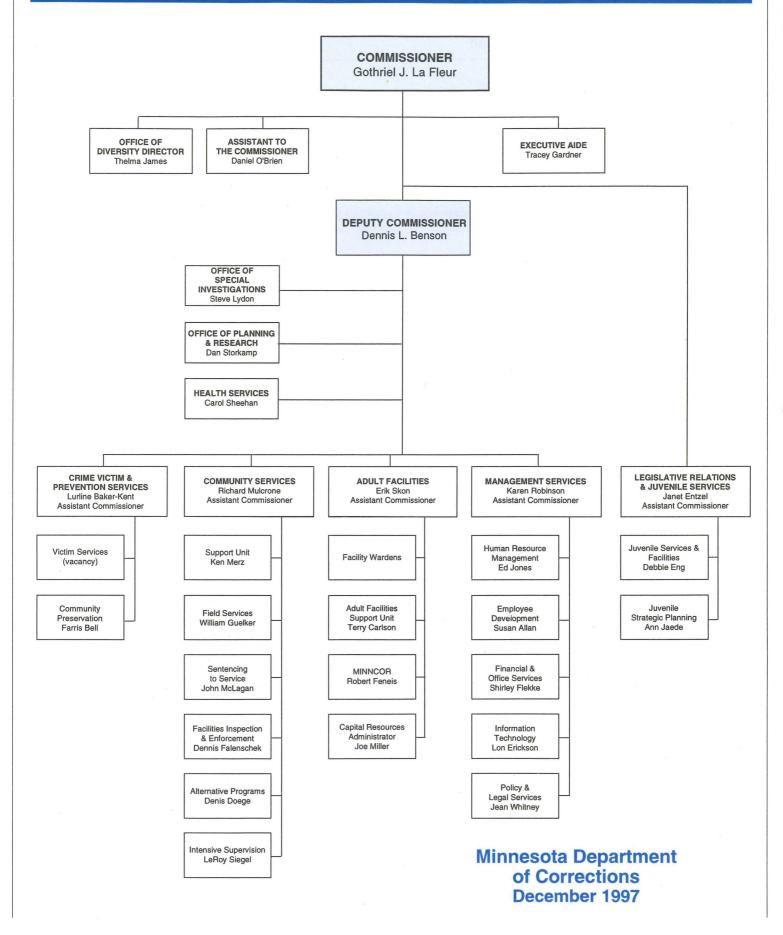
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#### **Organization**



#### Introduction

#### Changes pave way to addressing needs of next century

Organization is restructured; new focus on building strong community partnerships

This document, the Minnesota Department of Corrections 1996-97 Biennial Report, is designed to provide an overview of the many and wide-ranging activities of the department during the last two fiscal years. I hope readers find it informative and useful.

The department has experienced significant change during the biennium which presented challenges to staff throughout the agency. Department employees deserve great credit for addressing these challenges professionally and competently.

Change was accomplished in our organizational structure and operations. Philosophical change also is underway as we focus more on working cooperatively with the community and reemphasizing the department's commitment to restorative justice.

Organizational and philosophical changes were needed to enhance the department's delivery of services and to prepare the department to meet its responsibilities into the new millennium. Among these changes are:

Formation of a new community preservation unit to develop partnerships with communities to address crime prevention with long-term, effective strategies. In communities most affected by crime, the department is committed to building partnerships and providing technical assistance to

empower and strengthen communities and neighborhoods to address crime and its attendant ills.

The community preservation unit is included in the newly-formed crime victim and prevention services division which focuses on providing resources to crime victim programs throughout Minnesota.

Creation of a new division which concentrates on iuvenile services is a critical element of the department's reorganization. This division addresses the needs of and planning for juvenile offenders throughout the system. A key role is to ensure that state juvenile correctional facilities meet the needs of juvenile offenders into the future, including implementation of substantial changes at the Red Wing and Sauk Centre facilities.

A new centralized office of planning and research was created to enhance the use of planning, analytical, and research support. This new unit assists management in making informed policy and operational decisions. As the department has grown into one of the largest state agencies, this planning function has become crucial to all major operations.

Our health services unit was expanded and restructured to address the need for

more intensive health care planning and management. Significant cost-containment measures have been and will continue to be implemented in this area which has experienced rapid increases in expenditures.

A new policy and legal services section incorporates many related functions to improve efficiencies and cost-effectiveness. For example, all the department's hearings and release activities are now consolidated into this section, making the most efficient use of staff time.

Other major activities in the department include our cost-reduction measures aimed at containing facility per diem costs. Several initiatives have been implemented, including increasing institutional capacities by utilizing all available space, expanded use of double bunking, centralization of inmate intake and transportation, and generally holding the line on facility budgets. A legislative report which outlines per diem costs historically, currently and into the future is being developed to clearly show how these costs are being controlled.

Efforts are also underway to evaluate and determine the best and most cost-effective way to provide adult felony supervision in Minnesota. The department is in the process of developing

recommendations to the Governor and Legislature which will outline proposed changes in the delivery of these services.

Construction of the Rush City prison which began during the biennium is obviously a major activity of the department. Now including double-bunking, the facility is expected to be completed in 2000 and will eventually house up to 952 inmates.

Many other initiatives and activities of the department are summarized in this report which covers the biennium beginning July 1, 1995, and ending June 30, 1997. The report is organized by department divisions: adult facilities, legislative relations and juvenile services, community services, crime victim and prevention services, and management services. A section on special units is also included.

Gothriel J. La/Fleur Commissioner of Corrections

#### Mission, Guiding Principle, Goals and Core Values

## Mission statement, guiding principle reflect future role

A major emphasis has been placed on strategically planning for the current and future responsibilities of the department and its role in the criminal justice system. During the second year of the 1996-97 biennium, staff representing all areas of the agency met to discuss the purpose of corrections.

Core values developed in 1994 were reviewed and retained. A new guiding principle, mission statement and goals were developed, incorporating staff comments and predicated on the existing core values.

The guiding principle, mission statement, core values and goals created by staff were approved by department leadership and became effective in November of 1997.

With a clear and concise department focus, better performance measures can be established and eventually integrated into the day-to-day activities of the department. The mission of the Minnesota Department of Corrections is to develop and provide effective correctional services that contribute to a safer Minnesota.

The guiding principle
of the Minnesota
Department of
Corrections is to
provide quality, costeffective services for
the public, victims
and offenders that
are consistent with
law, policy and best
practices. This is
accomplished
through an efficient,
diverse, centralized
organization.

# Minnesota Department of Corrections

#### **Goals of the department**

- ☐ To increase awareness of and enhance services for Minnesota crime victims.
- ☐ To provide a safe, secure, humane environment for staff and offenders.
- ☐ To strengthen partnerships with victims, service providers, and other public and private organizations.
- ☐ To foster restoration of the victim, community and offender.
- ☐ To enhance communication within the department and with the community.

- ☐ To maintain offender accountability in facilities and the community while planning for their successful reintegration into society.
- ☐ To ensure that a diverse work force is well trained and informed of departmental policies, procedures and missions.
- ☐ To ensure the department advantageously uses technology.
- ☐ To promote programs and operations that are innovative, efficient, cost-effective and based on best practices.

#### **Department core values**

- ☐ We value managing our services with openness, integrity and accountability to the public.
- ☐ We value the rights of the victim.
- ☐ We value staff as the most valuable resource in accomplishing our mission, and we are committed to the personal welfare and professional
- development of each employee.
- ☐ We value leadership that encourages open communication and is responsive to innovation.
- ☐ We value the strength that comes with diversity.
- ☐ We value the safe, humane and fair treatment of offenders.

#### **Adult Facilities Division**

#### Male state prison populations continue upward trend

Capacity expanded by adding to existing institutions, converting existing facilities, double-bunking

The number of adult male inmates in Minnesota's state prison system continued to go up significantly during the 1996-97 biennium.

Male inmates increased by 498 or 11 percent. The total number was 4,375 at the beginning of the biennium on July 1, 1995, increasing to 4,873 two years later. The rate of increase is slowing slightly since the percentage of increase during the previous biennium was 17 percent.

Inmate numbers have been increasing since the mid 1970s when the population dropped to approximately 1,200.

In general, these increases have been accommodated in the system by adding to existing facilities, renting space when necessary, and converting other state facilities to correctional use.

Most recently, capacities at existing facilities were increased by approximately 200 beds by more efficiently utilizing all available space, expanding double bunking, and operating at more than 95 percent of total beds available. This action has reduced the future need for additional

prison beds at other sites, thus saving millions in construction, conversion and operational costs.

Population projections indicate that the growth in prison populations will continue. To address this growth, construction of a new 952-bed, close-custody, level four institution is underway,

and plans call for bed expansions at existing facility sites.

Growth in the prison population is due to a combination of factors including the effects of dramatic increases in criminal penalties made in law and increases in the volume of court cases.

#### Female population at Shakopee up by 20%

The total number of women inmates incarcerated at the Minnesota Correctional Facility-Shakopee increased significantly during the 1996-97 biennium, reaching an all-time high.

Representing a 20 percent upswing, the number of women inmates increased by 43 during the two-year

period. In July, 1995 there were 216 women inmates, and as of July 1, 1997, the total reached 259 — the highest total on record.

Population projections indicate that this number will continue to increase into the 360 range by the year 2007.

The Shakopee facility is operating above its capacity

condition of their release

of 237 by converting dayroom areas into dormitory bedspace.

Plans call for expansion of the facility to accommodate future growth through the construction of a housing unit with a capacity of 124 double-bunked inmates.

Fiscal year-end projection

#### **Court commitments continue to increase**

During the 1996-97 biennium, the number of offenders committed by the courts to the department continued to increase with the highest monthly average on record of committed offenders occurring in October, 1996, when there were 257.

The average number of monthly commitments for fiscal years 1996 and 1997 was 216 and 221 respectively. This is compared to the averages for fiscal years 1994 and 1995 at 200 and 195 respectively.

1955 1946

1982 1983

When compared to 1980 when commitments

averaged 70 each month, the 1997 average represents a 215 percent increase. (There is some recent evidence that commitments may be leveling off during calendar year 1997.)

New court commitments represent the largest portion (74 percent) of prison admissions during the year. Offenders released from prison who are returned because they violate a

2328 2397

1985 1986

1984

represent approximately 23 percent of admissions. 5688 5388 5475 Offenders on release who return with a new crime represent about four percent of admissions. 4333 3958 3566 3285 3119 1998 1999 2000 2001 2002 2003 1993 1994 1995 1996 1997 1987 1988 1989 1990 1991 1992

Fiscal year-end total

#### St. Cloud facility becoming reception center for department

Centralized function is cost-effective, improves efficiencies and enhances program planning

At the end of the biennium, the Minnesota Correctional Facility-St. Cloud began the first phase as the department's reception center for adult male inmates. This change, which reduced the number of reception centers from three to one, is a key component of the department's plan to improve services, reduce costs, and enhance efficiencies.

The first phase includes the reception of inmates with sentences greater than 18 months. The second phase, to be completed during fiscal year 1998, will include supervised release violators and inmates with sentences of 18 months or less. Additional remodeling at the facility is required to complete establishment of the center.

With centralized admissions, all adult male inmates

Existing facility

will be processed similarly, using consistent assessment and testing procedures. This will result in improved program planning for inmates that will ensure more costefficient use of resources.

Inmates will be placed in programming that more appropriately coincides with their sentence length, needs, and custody level. Data on admissions will improve, permitting better long-term program planning which leads to reduced costs by eliminating duplicate or unnecessary programming.

A new program called Straight Talk was also added during the biennium. Straight Talk is an educational program in which inmates relate to youth the harsh realities of prison life and what can be done to prevent becoming entrenched in the criminal justice system. Juvenile participants meet with Straight Talk inmate volunteers who are under direct staff supervi-

with Straight Talk inmate volunteers who are under direct staff supervi
Minnesota Correctional Facilities (MCF) for Adults

MCF-Brainerd \* MCF-Willow River/Moose Lake

MCF-St. Cloud MCF-Rush \* City

MCF-Lino Lakes MCF-Stillwater MCF-Oak Park Heights MCF-Shakopee MCF-Shakopee MCF-Faribault MCF-

\* Planned facility

sion. A video of prison life is shown, and inmates talk about the choices they could have made and what could have made a difference for them. More than 500 juveniles participated during Straight Talk's first year.

# Stillwater improvements include education complex

Significant remodeling projects were completed during the biennium at the Stillwater facility including the conversion of an auditorium building to an education complex, renovation and expansion of industry space, and remodeling of the facility's security center.

Although there are other major needs at the facility, these projects, combined with other changes, have resulted in a much-improved physical plant at the Stillwater institution which opened in 1914.

The state's largest prison, Stillwater continued to function at capacity during the biennium while operating work, chemical dependency, education and other programs with relatively low levels of violence.

Other activities include:

Refinement of the facility's mission as a close-custody facility with the implementation of controlled inmate movement, living unit tier restrictions, and use of more metal detectors aiding in inmate searches.

Controlled movement limits the number of inmates moving in groups within the facility at any point in time. Tier restrictions prohibit inmates from being on cell-block tiers other than the one in which they live.

- ☐ A tool control system was established in the facility's industry programs that shows immediately if any tools are missing.
- Capabilities for investigation of illegal and illicit activities were enhanced with the additions of electronic monitoring of telephones used by inmates and video surveillance cameras in living units.

# 72% do not return with new crime

According to Recidivism of Adult Felons, a report released during the biennium by the Office of the Legislative Auditor, 72 percent of the inmates released from prison in 1992 did not return to prison for new crimes within three years after their release dates. The return rate drops to 60 percent if returns due to violations of release conditions are included.

In terms of arrest data, the report showed that 45 percent were rearrested for felonies (another five percent were rearrested in other states) and 34 percent were reconvicted for felonies.

#### New 952-bed prison is under construction at Rush City

Majority of close-custody, level four facility for adult males will be double-bunked

Construction of the state's new level four, close-custody facility is underway at Rush City.

Total capacity of the facility, which will house adult male felons, is 952 beds. Three of the facility's four housing units will be double-bunked with 272 beds each. One housing unit, which will be used for segregation purposes, will house 136.

In order to accommodate double-bunking, inmate activities will be conducted on a strict schedule and the time that both inmates are in the cell will be limited mainly to counts and sleeping hours

Funding for the project



Completion of the new facility is scheduled for 2000.

was approved in 1996 with the inclusion of \$89 million in the Capital Bonding Bill.

Anticipated to begin

opening in 2000, the facility is a key element of the department's plan to provide adequate prison space to house the increasing inmate population.

#### Cost-reduction measures aimed at containing per diems

Controlling institutional costs per inmate, per day is a top priority for the department. Several initiatives that have been implemented have increased cost-efficiencies as their goal, including:

- Utilizing all available space in facilities which resulted in increasing overall capacities by approximately 200 beds.
- ☐ Expanded use of doublebunking inmates in existing correctional facilities.
- ☐ Establishing a six-level inmate classification system that permits more flexibility for double-bunking.
- ☐ Centralization of inmate intake and transportation functions.
- ☐ Adult institutions will hold the line by operating within fiscal year 1997 base budgets for the 1998-99

biennium.

☐ Many other initiatives are underway or planned, such as a complete review and rein-

gineering of the health care delivery system to ensure cost-effective services.

☐ A report to the 1998

legislature is being developed which will outline costreduction actions and the results of those actions.

#### New system permits more double-bunking

A new system which classifies facility and inmate custody levels was established during the 1996-97 biennium.

With legislative authorization, the new six-level system reflects removal of the 50 percent limit on double-bunking in medium-custody facilities which was stricken from state law.

By more accurately and appropriately matching inmate and facility type, the system helps ensure costeffective use of prison beds at all custody levels.

The system encompasses level one, which is minimum custody, through level six, which is maximum custody.

Level four, which will include the Rush City facility, permits double-bunking as do levels one through three. Double-bunking is prohibited in level five and six facilities which include institutions at St. Cloud, Stillwater, and Oak Park Heights.

There are some exceptions to this prohibition for geriatric and honor dormitory-type units or units that house inmates who could be confined in custody level four or lower facilities.

While reducing risk to staff by sorting out assaultive inmates and placing them in more controlled settings, the system provides potential for reduced costs and economies of scale by increasing doublebunking capabilities.

#### MINNCOR marks significant advances during biennium

MINNCOR, the department's correctional industries program, made significant progress during the biennium with substantial increases in sales and reduction of operational costs.

MINNCOR competed fiscal year 1997 with \$14.5 million in sales, representing a 19 percent increase over the previous year. Sales for fiscal year 1998 are projected at \$18 million, representing a 25 percent increase over fiscal year 1997 sales.

Since consolidation of industries into MINNCOR during the 1994-95 biennium, state funds used to supplement operations have been reduced by 20 percent.

MINNCOR continues progress with its five-year plan to eliminate this subsidy while increasing sales and maintaining inmate employment goals.

MINNCOR keeps inmates productively occupied by providing "real world" work experiences. Without structured work activity, the likelihood is greater for a more volatile and dangerous prison environment due to inmate idleness. Skill development and work experience provided through MINNCOR are intended to help inmates find employment after release and become contributing members of society.

MINNCOR operates at the Stillwater, Oak Park

Heights, Lino Lakes, St. Cloud, Faribault, Shakopee and Moose Lake facilities. At the department's central office, MINNCOR operations include sales, accounting, purchasing, inventory control, product installation, and production management.

#### New system in place to manage incidents

A new incident management system (IMS) was established in the department during the 1996-97 biennium to enhance the ability to deal with facility incidents when they occur.

IMS sets standard operating procedures that are employed during incidents to assume command, effectively manage staff and resources,

11/10/07

and ensure the safety of all involved in an incident.

IMS is used for any incident that occurs outside normal operations and which requires the commitment of additional resources. Inmate disturbances, serious accidents involving injury, or fires are examples of incidents which may require use of IMS.

Training is key to IMS and was provided throughout the agency. This effort was managed by a steering committee and facility coordinators. The steering committee has been replaced by a departmentwide IMS coordinator, and training continues in all areas.

Training academy IMS instruction is followed by infacility training for new staff. Annual retraining takes place at each facility. IMS drills and incident simulations are also key components.

IMS has been employed at several facilities during the biennium to successfully manage emergencies, including two incidents at the Minnesota Correctional Facility-Lino Lakes — a fire and an inmate disturbance.

#### Minnesota Correctional Facilities General Information

Institution	Opened	Location	Туре	11/10/97 Population
Minnesota Correctional Facility-Oak Park Heights (MCF-OPH)	1982	Oak Park Heights	Level 6, maximum security — adult males	360
Minnesota Correctional Facility-Stillwater (MCF-STW)	1914	Stillwater	Level 5, close security, except for minimum security unit — adult males	1,272
Minnesota Correctional Facility-St. Cloud (MCF-SCL)	1889	St. Cloud	Level 5, close security — adult males	768
Minnesota Correctional Facility-Lino Lakes (MCF-LL)	1963	Lino Lakes	Level 3, medium security, except for minimum security unit — adult males	994
Minnesota Correctional Facility-Faribault (MCF-FRB)	1990	Faribault	Level 3, medium security — adult males	832
Minnesota Correctional Facility-Shakopee (MCF-SHK)	1986	Shakopee	Minimum security — adult females	262
Minnesota Correctional Facility-Willow River/ Moose Lake (MCF-WR/ML)	1951	Moose Lake Willow River	Moose Lake level 3, medium — adult mal Willow River level 1, minimum — adult males and females (CIP program)	es 633 74
Minnesota Correctional Facility-Red Wing (MCF-RW)	1867	Red Wing	Level 1, minimum security — juvenile and adult males	112 juv 58 adults
Minnesota Correctional Facility-Sauk Centre (MCF-SCR)	1911	Sauk Centre	Minimum security — juvenile males and females	96
Thistledew Camp (TC)	1955	Togo	Minimum security — Juvenile males	51

A level two facility is planned at Brainerd, and a level four facility is under construction at Rush City.

# Lino facility expansion continues

New CD unit added

Rapid expansion continued during the biennium at the Minnesota Correctional Facility-Lino Lakes as the institution capacity increased to approximately 1,000 inmates, making it the department's second largest prison.

A newly constructed 232-bed chemical dependency (CD) living unit opened in 1996. The unit houses TRIAD, a substance abuse treatment center comprised of four separate programs. All four programs are designed around the traditional twelvestep Alcoholics Anonymous philosophy and a cognitive behavioral model.

A new 42-bed disciplinary segregation unit also opened in 1996. In addition, the facility has increased its number of inmates who are double-bunked.

Opening of the CD unit, in combination with the facility's sex offender program, makes the facility the department's primary therapeutic center for offenders requiring CD and transitional sex offender treatment. The facility also houses short-term offenders committed from the courts and supervised release violators.

In conjunction with the evolving role of the facility, a significant portion of its industry work programs has been transferred to other institutions.

Current plans call for the facility to become the department's systemwide prerelease center for medium-custody, level three inmates.



A new 232-bed chemical dependency unit opened at Lino Lakes.

#### Transportation unit changes create efficiencies

The department's transportation unit implemented a number of significant changes during the biennium including:

☐ A new position entitled transfer and classification director was created with supervision of the transportation unit as a key responsibility.

- ☐ A centralized facility transport unit was added to provide scheduled and coordinated inmate transfers within the state.
- To enhance staff effectiveness and cost efficiencies, a prisoner transportation bus was added to the unit allowing large groups of inmates to be transported in a

safe and secure manner. Plans are underway to transport newly committed inmates to the department's new reception center at the St. Cloud facility.

☐ In cooperation with the Minnesota Department of Public Safety (DPS), the unit is using an aircraft for offender transportation. The plane, acquired at no cost from the National Aeronautics and Space Administration, is able to transport prisoners within a 1,000-mile range. Reduced staff hours spent in transit and elimination of overnight stays will result in cost savings. The plane is flown by armed State Patrol pilots, while inmate escort and security are provided by transportation unit officers. This combination enhances both control of the aircraft and security.

When not in use for prisoner transport, the plane is used by DPS for a variety of activities, such as emergency response unit transportation and moving personnel to crime scenes.

#### **Committee reviews programs**

A committee was established during the biennium to review all existing programming for inmates in department adult correctional facilities.

Jointly chaired by two institution wardens, the group is directed to examine programs to ensure that the department is using the most cost-effective, efficient, and productive approaches.

The group also reviews where more centralization and specialization of programming is appropriate in the department.

While the committee has completed an initial review and made recommendations

for change, the group will continue their work in implementing recommendations and reviewing new program options.

Centralized inmate reception and assessment, concentrating sex offender programming in limited locations, and providing chemical dependency programming primarily at facilities where inmates are nearing release are among the committee recommendations being implemented.

Recommendations regarding educational programming are also being developed.

#### Shakopee facility over capacity despite bed additions



Dogs trained by Shakopee inmates aid persons with disabilities.

The women offender population at the Shakopee facility reached over the institution's capacity of 237 during the 1996-97 biennium, despite adding 100 beds with the construction of new living units completed in the previous biennium. The facility has been adding temporary space by converting dayroom areas into dormitories. Plans call for further expansion to address projected continued population growth (see separate story).

Other activities at the facility include:

The successful Canine Companions for Independence program trains dogs to work with persons with disabilities. Inmates train dogs at the facility prior to the dog's transfer to the national program's training center where more extensive training takes place.

- ☐ A new cognitive restructuring program has been established for inmates who are either new to the facility or have reoffended and have returned. The purpose of the program is to explore errors in thinking patterns with an emphasis on how inmates can address problems that lead to recidivism.
- ☐ Victim impact classes for inmates have been developed. The classes are designed to teach inmates to understand the impact of their crime on victims, to accept responsibility for their criminal behavior, to learn how to bond with positive people, and to contribute to their communities in a way that will prevent future victimization.
- Representatives from other states and countries continue to tour the Shakopee facility, which is viewed as a national model.

#### Minnesota prison sentences among the toughest in nation

Two comparisons compiled during the biennium show that Minnesota's prison sentences in terms of actual time served are among the toughest in the nation.

One comparison issued by the U.S. Department of Justice indicates that of 27 reporting states, Minnesota ranked second in terms of the mean minimum time to be served before release. According to the report, Violent Offenders in State Prisons: Sentences and Time Served, the national average was 59 months compared to Minnesota's average of 88 months.

The second comparison, completed by Minnesota Sentencing Guidelines Commission staff, shows that offenders in Minnesota served more time in prison than they did in 36 states responding to a national survey. The comparison includes murder, manslaughter, rape, robbery, assault, burglary, and drug crimes.

Strong sentencing enhancements have increased penalties substantially since 1989 resulting in more dangerous, repeat offenders being sent to prison for longer periods of time. Also, prison good time for all felons was abolished in 1993. Inmates must serve the entire term of imprisonment imposed by the court. Each offender is also sentenced to a period of community

supervision and surveillance.

Among other changes are: sentence lengths for more serious crimes doubled, life sentences were increased from 17 to 30 years before parole consideration, and life sentences without the possibility of parole were added.

#### **Camp Ripley program planned**

As mandated by the 1997 legislature, planning began during the biennium for a correctional work program at Camp Ripley.

A total of \$2.2 million was appropriated to the department to plan the pilot program and begin operations.

According to the legislation, the camp is to serve adult male, nonviolent felony and gross misdemeanor offenders. Offenders must work during the day and attend basic educational programs in the evenings. The highly structured program will serve inmates for up to 90 days.

Offenders in the program will remain under the jurisdiction of the sentencing court and are not commitments to the commissioner of corrections.

# Moose Lake facility nears completion

Major expansion continued during the biennium at the Moose Lake site of the Minnesota Correctional Facility-Willow River/Moose Lake. The site of the former Moose Lake Regional Treatment Center has been converted to a level three medium-custody correctional facility which will house approximately 640 inmates.

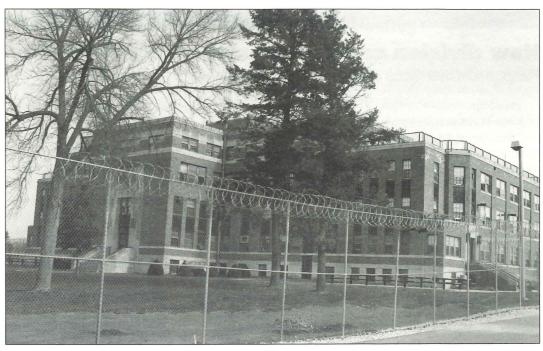
Begun in 1993, the conversion has been completed in phases as the treatment center's patients were placed in more appropriate settings in conjunction with a statewide plan to address the needs of people with mental illnesses and developmental disabilities. The final phase was nearly complete at the end of the 1996-97 biennium.

The potential for further bed expansion through conversion of another building to a living unit and increased double-bunking is also being explored.

At the facility's Willow River site, operation of the institution phase of the department's Challenge Incarceration Program (CIP) continued.

A short-term, intensive program for up to 80 offenders, the six-month facility phase is highly structured. Serving men and women, CIP includes rigorous physical exercise and extensive programming encompassing education, critical thinking skills development, and chemical dependency.

Two other CIP phases follow the facility phase into the community — one a sixmonth, highly supervised phase and the other a supervised release phase.



The Redwood unit opened at the Faribault facility, bringing the total population into the 840 range.

#### Special housing unit opened at Oak Park Heights

A second special unit was established at the Oak Park Heights facility during the biennium to house inmates who have been disciplinary problems, are awaiting assignments after being received from another facility or who refuse to work.

Essentially lockdown operations, the units create operational cost reductions since staffing levels are lower due to limited out-of-cell time and programming alternatives.

The establishment of these units reflects the increasing number of offenders committed to prison with violent criminal histories who are continuing that violent behavior while incarcerated.

Nearly 90 percent of the inmates at the Oak Park Heights facility have been convicted of serious crimes against person, and almost half of the population have been convicted of a homicide offense. Approximately 38

percent are serving life sentences for first-degree murder, with a growing number of offenders serving life without parole.

By housing those inmates who are the most dangerous, management problems or high escape risks, the Oak Park Heights facility is intended to enable other department institutions to operate with increased safety and security. Even with numerous disruptive inmates, the frequency of facility incidents is low.

#### **Critical thinking is key focus**

Incorporation of critical thinking skills training into educational and other programming throughout the department was a top priority during the biennium.

Critical thinking skills programs, also known as cognitive skills, focus on teaching inmates thinking patterns which are needed to solve problems and make responsible decisions.

Facility staff are trained in the critical thinking skills program to ensure that concepts taught to inmates are reinforced outside the classroom.

Although department education programs provide a wide range of academic and vocational opportunities, literacy instruction continues to be a main focus. More than 1,800 inmates are involved in literacy programs annually, using 100 inmate tutors

Approximately 1,400 adults and 250 juveniles participate in educational programming on an average day. More than 1,000 participate in GED instruction annually, and over 450 GED certificates are issued each year.

#### Legislative Relations & Juvenile Services Division

#### New division created as part of department reorganization

Responsibilities focus on juvenile programming and strategic planning

In order to focus attention on juveniles issues, services, and planning in the department, a new division entitled legislative relations and juvenile services was created during the biennium.

Under this restructuring, the department's juvenile facilities at Red Wing, Sauk Centre and Thistledew Camp are located in the division as is a new strategic juvenile planning unit. This division is also responsible for legislative relations for the department.

Juvenile services include the overall planning, administration and direction for the department's juvenile residential facilities. The department's juvenile facility programming and service delivery are coordinated through this division.

The division also coordinates the department's efforts in regard to juvenile issues including information and recommendations to juvenile justice policymakers and practitioners.

Planning involves professionals, citizens, youth, and members of the community-at-large and focuses on the strengths and assets of youth, families and neighborhoods. Planning tasks include preparing reports,

Legislature mandates many

changes at Sauk Centre facility

conducting evaluations, and assisting in forming databases to be used in understanding the impact of juvenile correctional programs on clients served.

Implementation of the Governor's juvenile justice initiatives is also a key function of this division.

# School building completed at Thistledew, new project OK'd

A new school building was completed during the biennium at the department's Thistledew Camp. The building replaces a cramped, inadequate, old structure that was beyond repair.

areas. Elective courses are also offered in a variety of areas.

Another construction

Another construction project is planned with 1997 legislative authorization to use department

funds for construction
of a new building to
house the wilderness endeavors
program at the
camp.

On a fee-forservice basis, the camp provides an educational and confidence-

building outdoor survival program for males between 13 and 17 years-old who experience difficulties in their home communities.

Located in the George Washington State Forest 250 miles north of the Twin Cities, the camp has an average population of 48 juveniles.

Change was the watchword at the Minnesota Correctional Facility-Sauk Centre during the biennium. The 1997 legislature mandated significant modifications that were in the process of implementation at the time of this writing.

The legislature mandated that after December 30, 1998, the facility may no longer confine juvenile male offenders committed to the commissioner of corrections (see separate story on the Red Wing facility).

The department is developing a plan for future operation of the facility which will include specialized services which will be available to counties on a feefor-service basis.

An extensive statewide survey of local needs which included focus group meetings will be used as a basis for development of specialized programming options.

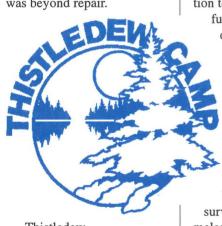
Other activities at the facility include:

☐ The facility was selected as a national demonstration site for Project 2001 to

enhance the institution's teaching and learning atmosphere. Sauk Centre is one of three facilities selected nationally for the program by the National Office of Social Responsibility.

Through Project 2001, a shared learning vision is developed which incorporates academic, social, legal, moral and treatment-specific education.

- ☐ A federal grant was awarded to the facility for a new substance abuse treatment program which includes an outcome evaluation component. (This program will transfer to the Red Wing facility.)
- ☐ Federal technical assistance was provided for gender-specific programming for an increasing adolescent female offender population.
- ☐ Academic community reintegration planning was enhanced through the creation of a transitional counselor position.



Thistledew provides educational resources for youths at all ability levels. Some students work toward preparation for high school equivalency exams, while others continue with coursework required by their schools at home.

Basic skills development is stressed in all academic

#### **Changes in programming enhance Red Wing facility**

Numerous changes have been implemented and are underway at the Minnesota Correctional Facility-Red Wing.

A thorough review of all programming and services has been completed in many areas and continues in other operations. Initiatives range from staff and resident uniforms to totally new program options. Significant changes are also eminent as legislative mandates are implemented.

Among changes are:

☐ Serious and chronic offenders are assigned to the facility's newly established Prepare Program. Prepare is a longer-term program that includes a nine-month minimum length of stay with specialized programming and a two to three-month community residential phase.

Participants are also required to successfully complete six months of intensive supervision parole and six months of general supervision parole. Prepare features a school-to-work academic/vocational program.

- ☐ The legislature has directed effective January 1, 1999, that all male juvenile offenders committed to the commissioner of corrections be transferred from the department's Sauk Centre facility to Red Wing or, upon court order, to an appropriate county setting.
- ☐ Plans call for the adult inmate population at Red Wing to be moved to the Faribault facility where a 120-bed, level two, minimum-security unit will be

established.

☐ All residents are required to participate in the facility's Equip Program which is designed to teach residents to think and act responsibly.

Curriculum includes principles for daily living, cognitive restructuring, anger management, moral reasoning, and social skills development.

- ☐ Security capabilities have been enhanced and security fencing is being planned.
- ☐ Aftercare options have been strengthened.
- ☐ Information systems and technology are being upgraded.

## Camp Ripley weekend program for kids to be highly structured

Several new juvenile initiatives included in the 1997 Omnibus Crime Prevention Bill are being implemented by the department's juvenile services unit.

Plans are underway for establishment of a new weekend camp at Camp Ripley for first or secondtime juvenile offenders and at-risk youth.

In accordance with provisions of the bill, activities at the camp will be highly structured and may use confidence-building courses and other programming available at Camp Ripley. Programs will be designed to teach skills such as responsibility, organization, and time management.

Parental and family participation will be included, and a job-shadowing program is also under consideration.

Statewide referrals to the program will be made by schools, parents, police, courts, youth service bureaus, and other youth-serving

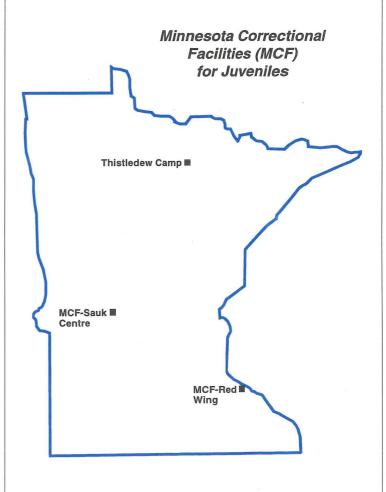
agencies or organizations.

Estimates are that the initial program will serve up to 120 youth each weekend.

Administrative oversight of the program will be provided by the corrections department, and a private vendor under contract to the department will operate the program.

The crime prevention bill also included:

- ☐ Funding for planning of additional programs at Camp Ripley including a Vision Quest-type program and a three-week work camp.
- Resources to improve aftercare services for juveniles released from correctional facilities.
- ☐ Funding for programs to address the special needs of specific juvenile offender populations including juvenile females and juvenile male sex offenders.
- ☐ Authorization to use funds for construction of a wilderness endeavors building at the department's Thistledew Camp.



#### Study provides first comprehensive look at EJJ process

A new report entitled Extended Jurisdiction
Juveniles in Minnesota was issued by the department during the biennium. The report provides a first glimpse of how juvenile courts are using the extended jurisdiction juvenile (EJJ) hearing process.

The report is a progress report on implementation of EJJ legislation which became law in January, 1995. It

covers actions from January 1, 1995, through October 31, 1996, relating to a total of 339 EJJs.

Major findings on EJJs include:

- ☐ Forty-one percent came from Hennepin County, 14 percent from Ramsey County, six percent from other metro counties, and 39 percent from non-metro counties.
- ☐ Hennepin County designated three times as

many EJJs as Ramsey County, and just a little more than all of the other nonmetro counties combined.

☐ More than half of the EJJs reviewed in the report are children of color.

Forty-two percent are Caucasian, 35 percent are African-American, seven percent are Asian-American, eight percent are American Indian, and eight percent are from Hispanic ethnicity.

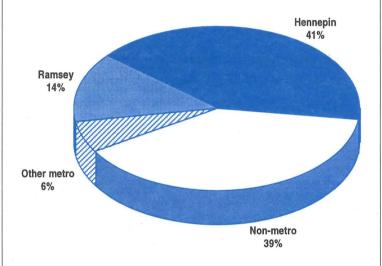
- ☐ Sixty-four percent were convicted for a person offense, 25 percent for a property offense, four percent for a drug offense, and seven percent for other felony offenses.
- ☐ Thirty-nine percent were placed in a local correctional or treatment facility, 25

percent were sent to out-ofstate facilities, 19 percent were committed to the commissioner of corrections, and 17 percent received no out-of-home placement.

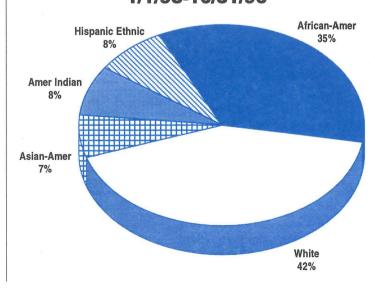
☐ Counties appear to be using the designated EJJ hearing as they think appropriate. However, Hennepin County uses the EJJ procedure more often than the other counties.

The report also indicates that the department's juvenile services unit plans to conduct an evaluation of the impact of the EJJ statute on the juvenile and adult systems after it has been in effect for three years.

#### EJJ Commitment Origin 1/1/95-10/31/96



## **EJJ Race** 1/1/95-10/31/96



## Juvenile facility population up from previous biennium

The juvenile population at the two state facilities at Red Wing and Sauk Centre remained in the 200-plus range during the biennium.

The average in fiscal years 1996 and 1997 was 233 and 214 respectively. During the previous biennium the average was 180 and 223 for fiscal years 1994 and 1995 respectively.

These numbers represent an increase over the previous several years, and some expansion at the facilities to accommodate this growth has taken place. The precise reasons for these increases are not clear. An increase in the general at-risk juvenile population may partially account for this phenomenon.

However, in general historical terms, these numbers are significantly less than was the case in the early 1970s when the number of juveniles in state facilities was in the 800-range. The number of juveniles committed by the courts to state facilities has decreased since this time period partially because status offenders — those adjudicated for offenses which would not be considered crimes if committed by adults — are no longer sent to state facilities.

The average population at Thistledew Camp, currently at 48 juveniles, will increase with the establishment of a new wilderness endeavors program. Youth at the camp are not committed by the courts to the corrections commissioner, and the camp operates on receipts from per diem fees rather than state-appropriated funds.

#### **Special Units**

#### Health services unit expanded to improve delivery system

Goal is efficient, cost-effective system to address current and future needs of inmate population

During the 1996-97 biennium the health services unit was expanded to address the need for more intensive health care planning, management and cost-containment efforts.

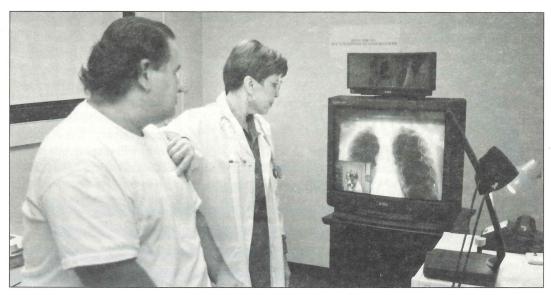
A director was appointed in June, 1997, responsible for management of the inmate health care delivery system. This position provides advice and leadership to the commissioner, deputy commissioner and facility heads on policy matters related to inmate health care. The director will also supervise a contract physician who will provide clinical supervision.

A review of health care systems of other state and federal corrections agencies has been a primary effort of the director. This review will aid in design of an efficient, cost-effective system for Minnesota that will address current and future needs of its inmate population.

Major responsibilities of the unit include:

- ☐ Development of a regionalized health services delivery system.
- ☐ Expansion of department infirmary and mental health beds to increase the spectrum of services delivered within the system.
- Telemedicine expansion to provide statewide access to care without incurring costs of transportation and risks associated with moving inmates out of facilities.

  Telemedicine provides a video link between locations.
- ☐ Evaluation of contracted health care services.
- ☐ Centralization/standardization of health care administration.



Telemedicine provides an interactive video link between the medical center and facilities.

#### Agency commitment to diversity reaffirmed

Corrections Commissioner Gothriel J. La Fleur issued a Commissioner's Memo in September 1996 reaffirming the agency's commitment to ensuring equal employment opportunities for all employees and applicants, and for maintaining a respectful and safe environment where employees are free from harassment. The text reads:

"The Minnesota Department of Corrections is strongly committed to ensuring equal employment opportunities for all employees and job applicants. Recruitment, training, and retention of a diverse work force are highest priorities for the department. Every employee or potential employee must have equal access to opportunities for employment, assignments, and promotion.

It is also the policy of the State of Minnesota and the

Department of Corrections to prohibit any kind of verbal, physical, and/or sexual harassment of employees under any circumstances. This prohibition includes serious acts and behaviors or actions which create a negative, hostile environment.

Tough and timely enforcement of this policy is critical. Any unintentional or deliberate policy violations will continue to be cause for prompt and appropriate action.

I want to reaffirm in the strongest possible terms that we are totally committed to creating and maintaining a work environment in which all employees feel valued, safe, and free from harassment of any kind.

As employees of the department, we all share responsibility for ensuring the total elimination of discrimination and harass-

ment. Much of the success of these policies is dependent on all of us stepping forward and reporting discriminatory or harassing behavior if we observe or experience it. Appropriate action cannot be taken unless these types of behavior are brought to the attention of supervisors. It is critical that no one ever be placed in the position of having to tolerate harassment.

Training of all staff has been and will continue to be a key focus in the department's commitment to prohibit discrimination and harassment.

It is with your cooperation that we are able to continue to promote and strengthen these critical policies that are aimed at making sure we have an excellent working environment for all employees."

For more information on agency diversity efforts, see page 16.

#### New office of planning and research studies future needs

Planning will guide corrections department into the new millennium

A centralized planning, research and evaluation office was created during the 1996-97 biennium to enhance the use of planning, analytical, and research support for



# Office Of Planning Research

management to make informed policy development and operational decisions.

Short and long-range strategic planning documents will be created by this office to guide the agency into the next millennium. To accomplish this goal, the office continues to work extensively with all divisions and department units. In addition, the office has built relationships with other criminal justice agencies and professionals; academic; and

local, state and

national criminal justice policymakers. **Tasks** undertaken range from providing technical assistance

to planning, coordinating and conducting complex, systemwide research and evaluation projects. The office monitors and coordinates all research and is extensively involved with or responsible for projects such as bed capacity, bed projections and centralized data collection.

A major responsibility of the planning and research office is to coordinate the completion of the department's annual performance report mandated by the 1997 legislature. The corrections department is the only state agency required to submit an annual report. The department will prepare two reports in response to the mandate: an overall summary and a more in-depth working document. The overall summary will include performance measures status.

the agency's guiding principle, mission and goals; along with past, current and future information on the department's top priorities. This report will be redesigned into a working document that will include performance measures terminology.

Once completed, these reports will be used to develop ongoing performance measures that will incorporate work plans, report on quarterly progress and collect central data.

#### The Office of Special Investigations (OSI) contin-

ued its focus on intelligence information gathering during the biennium. Various methods were expanded or intensified including inmate phone monitoring at all secure facilities, inspection of inmate mail, and increased use of video security cameras

**Special investigations work** 

adds to institution security

These activities add to a secure facility environment. They also help to promote lawful behavior by inmates and visitors. Any suspected criminal activity is shared with appropriate law enforcement agencies.

Another key responsibility is fugitive apprehension. OSI staff work with agents of the Minnesota Bureau of Criminal Apprehension, the State Fugitive Task Force, and various law enforcement agencies to track down those individuals who have absconded from state custody.

An OSI staff person, trained and certified as a forensic police pathologist specialist by the Ramsey County Medical Examiner's Office, has been assigned responsibility for coordinating inmate death investigations with various jurisdictions to ensure consistency in policy and procedures.

OSI staff serve on the oversight committee of and have provided technical assistance to the state's criminal gang strike force, established by 1997 legislation, in development of a gang data bank accessible by law enforcement agencies statewide.

Other duties of the office include drug trafficking investigations; training of department staff in investigation procedures; and serving as official liaison with local, state and federal law enforcement entities in investigative and apprehension matters.

#### **Affirmative Action Plan major** project of diversity office

In accordance with law, state agencies are required to develop an affirmative action plan to be revised biennially and approved by the Minnesota Department of Employee Relations. In corrections, the office of diversity is charged with this responsibility. The plan serves as the cornerstone of the agency's affirmative action program.

The purpose of affirmative action is to correct the effects of discriminationwhether intentional or unintentional-and to avoid present and future practices that may have an unfair, adverse effect on people of color, women and people with disabilities.

The agency plan, revised and approved in July 1997, is posted on official bulletin boards or staff may ask their manager for the plan. It contains program objectives for each facility and the department's central office for the 1998-99 biennium. It also contains departmentwide program objectives:

- ☐ Managing a diverse work force initiative. A training plan will be developed for managers and supervisors to provide them with the skills to carry out their responsibility to manage a diverse work force in a fair, objective and consistent manner.
- ☐ Respect in the workplace initiative. Strategies for promoting and creating a respectful working environment for all staff will be developed and implemented.

#### **Community Services Division**

#### Statewide offenders on probation number almost 104,000

Only four states in the nation have more probationers per 100,000 population

More than 103,000 offenders are under probation supervision in Minnesota, according to a survey compiled by the department during the biennium.

Survey data indicates that there were 99,433 and 103,874 persons on probation at the end of calendar years 1995 and 1996 respectively.

Conducted annually, the survey includes adults and juveniles on probation for felonies, gross misdemeanors, and misdemeanors.

The total probation population of 103,874 means that approximately one out of every 36 Minnesotans age 12 or older was on probation on December 31, 1996. One out of 25 juveniles statewide was on probation that day.

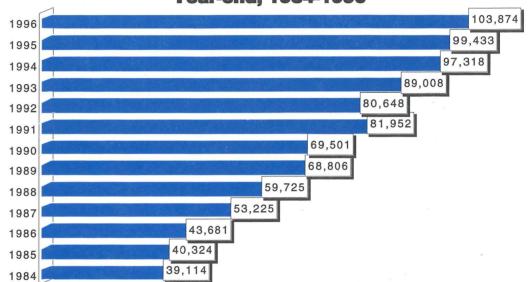
The U.S. Bureau of Justice Statistics reports that as of December 31, 1995 (the most recent nationwide percapita probation data available), only four states had more adult probationers per 100,000 adult population than Minnesota.

The survey documents Minnesota's long-standing reliance on the use of probation for less serious offenses and for persons with little or no criminal history, while reserving more costly prison space for dangerous, violent, repeat felons.

Probation supervision is provided by department agents, Community Correc-

tions Act (CCA) area agents, county agents in areas not participating in the CCA, and state agents who are under contract with counties (see separate stories on pages 19-20).

#### Statewide adult and juvenile probation cases Year-end, 1984-1996



#### Group reporting program offers effective, efficient supervision

A new group supervision program began during the biennium in the department's Marshall field services district.

The program, entitled the Marshall District Group Supervision Program, screens lower-risk adult offenders and permits them to meet their probation reporting requirements by participating in group meetings. Cases not appropriate for the program continue to be supervised by court services and state field services agents.

This alternative method of supervision was developed to

improve monitoring of lowrisk offenders while lowering field services agent caseloads to permit enhanced supervision and accountability of higher-risk offenders.

Making the most costeffective use of diminishing financial and human resources is also a primary objective of the program.

Offenders are scheduled for a group meeting on a regular basis. When clients report at each meeting, they receive a check-in form. They list any changes in their situation and report how they are meeting their probation

conditions. They also provide any documentation that they have completed probation conditions. If they are not meeting probation conditions, they must individually report to their supervising agent who must resolve the issue.

At the meeting, offenders are also required to participate in an educational presentation by a community resource on a wide variety of topics including areas such as chemical dependency, domestic abuse, job seeking, and financial management.

Meetings are scheduled in

the local courthouse, law enforcement center or technical college. Missing three consecutive meetings without contact with an agent results in a violation of probation conditions.

Preliminary evaluation reports indicate that the program is a cost-effective supervision alternative with positive offender accountability.

#### **Over 27,000 STS offenders work on community projects**

Crews work 1.7 million hours worth an estimated \$8.4 million

More than 27,500 offenders worked on Sentencing to Service (STS) crews during the 1996-97 biennium, representing a significant increase over the previous two-year period. The number of hours worked by crew members totals 1.7 million, with an estimated labor dollar value of \$8.4 million based on a \$5 hourly rate had workers actually been paid.

Other data indicates that

STS saved more than 104,000 jail days worth an estimated \$4.7 million based on a daily jail cost of \$45. The estimated market value of projects completed totals nearly \$11.6 million. In addition, the total amount of fines worked off by STS offenders amounted to \$2.3 million.

Through STS, local courts put nonviolent offenders to work on community improve-

ment projects. Closely supervised offender crews work in parks and other public areas, frequently in combination with jail time. Projects vary widely and include work such as river and park cleanup and improvement, trail development including walking bridge construction, and litter pickup.

STS crews were very active in flood prevention and

cleanup work during the 1997 flood disasters in Minnesota.

A pilot program in which prefabricated stress-panel housing is constructed for low-income families is underway, and plans call for further expansion of the program to other areas of the state.

The STS program has also developed a new separate initiative, called Institution Community Work Crews, which uses minimum-security inmates from the Minnesota Correctional Facility-Lino Lakes for work projects.

STS projects are not included in scheduled work by governmental agencies, and are projects that without STS would not get done.

STS is operated by the department in cooperation with the state Department of Natural Resources, the courts and local governments with a combination of state and local dollars. Counties provide one-half of local costs.



Construction of prefabricated stress-panel housing for low-income families is an STS pilot project.

#### State, local correctional facilities inspected regularly

The department's inspection and enforcement unit continued its work toward ensuring that state and local correctional facilities comply with statewide operational standards. Upgrading of facilities and standard compliance continue to improve. Using the unit's technical assistance, several counties have added to capacities with new construction and conversion of existing buildings.

Other significant activities of the unit include:

- ☐ Implementation of comprehensive security audits at state adult correctional facilities.
- Continued work related to development of Departments of Corrections and Human Services umbrella rules governing the licensing of programs and facilities offering residential care and treatment for children in out-of-home placement.
- ☐ Grant award activity continued to provide financial assistance with construction of local juvenile deten-
- tion centers. Funds became available through the 1994 bonding bill to assist counties in constructing local beds. Approximately 260 new secure detention beds and 100 new secure treatment beds have been constructed, are underway, or are in planning stages.
- Several studies were completed including a jail per diem cost study done cooperatively with the Minnesota Sheriffs Association, a secure treatment facility study, and an out-of-

- state juvenile facility certification progress report.
- ☐ Implementation of legislative mandates requiring certification of out-of-state juvenile facilities serving preadjudicated and adjudicated delinquents and extended jurisdiction juveniles.
- ☐ Training opportunities continue to be provided to local facility staff.

#### Probation, supervised release cases continue upward climb

The number of probation and supervised release cases supervised by the department's field services agents continued to increase during the 1996-97 biennium.

The total number of cases went up six percent from July 1, 1995, when they were at 11,904 to July 1, 1997, when they numbered 12,596 (see graph).

One hundred and sixty agents and supervisors located in 52 offices across the state supervise these cases. Cases are comprised of approximately 95 percent probation, with the remainder being supervised release, intensive supervised release, intensive community supervision, or parole cases.

In addition to providing supervision and surveillance for a large caseload of offenders, field service agents are responsible for a wide variety of other duties shown in the accompanying table entitled Sample of duties and responsibilities.

#### Corrections Department field services agents Sample of duties and responsibilities

- ☐ Client supervision
- Caseloads of approximately 100
- □ Bail evaluations
- Presentence investigations
- ☐ Court appearances
- □ Sentencing worksheets
- Conditional release supervision
- Program referrals
- Client transportation
- □ Program monitoring
- ☐ Community service monitoring
- Restitution services
- □ Victim impact statements
- Neighborhood impact statements
- Sex offender notification

- Client progress reports
- □ Sentence reviews
- ☐ Facilitate DNA testing
- Supervision violation reports
- ☐ Transfer investigations
- Chemical use assessments
- ☐ Prerelease investigations
- Drug and alcohol testing
- ☐ Specialized training
- Intensive supervision
- ☐ Electronic monitoring
- Victim services and notifications
- Interstate client fingerprinting
- □ Sex offender address reports
- Domestic abuse investigations

#### **Community panels target property offenders**

In the department's Bemidji area field services district, a new Community Response to Crime program is underway using crime panels that bring together the victim, the community and the offender with the goal of restoring all parties affected by crime.

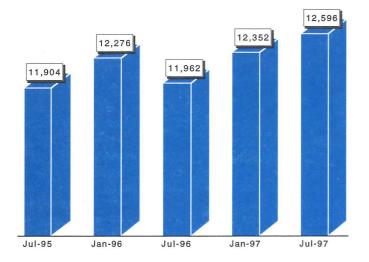
Targeting property offenders, the program is an innovative probation supervision model that augments traditional services by going beyond one-to-one supervision. Using the formal chemical dependency intervention paradigm, offenders are required to participate in formalized intervention sessions.

During intervention sessions, representatives of the community confront the offender with the realities of how their criminal behavior negatively impacted the community. Prior to the intervention session, the victim of the offender's crime has the option to participate in victim/offender mediation if they wish.

While a key component, the intervention session is only one element of the program. For example, the offender is required to meet stringent conditions of probation which follow recommendations made by the panel at the session. The offender is required to report back to the panel on progress and explain why any conditions of probation are not being met. Offenders are given incentives, such as a reduction in jail time, as they meet probation conditions.

A key objective of the Community Response to Crime Program is to move offenders from a position of culpability to one where they are gradually welcomed back and rewarded by the community for their positive efforts and thereby becoming lawabiding citizens.

#### Department field services cases Fiscal years 1996-1997



#### State's Community Corrections Act nears 25th anniversary

The number of counties participating in the Community Corrections Act (CCA) remained at 31 during the biennium, with Stearns

County being the last county to join in the previous biennium. These 31 counties represent approximately 70 percent of the state's population.

The CCA, which became law in 1973, authorizes the

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Counties participating in Minnesota Community Corrections Act

commissioner of corrections to award subsidy funds to a county or group of counties for the provision of local correctional services.

Through the law, a wide variety of services and sanctions has been funded including probation, diversion, prevention, community service and jail programs.

A plan developed by local

advisory boards identifies needs in each participating area. Department approval of the plan makes the area eligible for state funds to put the plan into effect. Funding is based on a formula which includes a number of different factors.

The general fund appropriation for the CCA subsidy formula in the 1996-97 biennium was \$60.8 million.

# **Committee to review offender transition to community**

A new committee was formed during the biennium to review and make recommendations regarding ways to enhance the transition to the community process offenders experience as they are released from a correctional facility.

Appropriate preparation for release and adequate follow-through with programming and supervision are key to an offender's successful return to society.

The committee, which is representative of the department's facilities and community services divisions, is reviewing a number of critical areas such as:

- ☐ Establishment of a departmentwide release center.
- ☐ Enhanced community residential programming.
- ☐ Placement of sex offenders in the community.
- Improved transitional services that focus on the initial time period after release.

The committee is developing recommendations to the commissioner.

#### Department role is key in sex offender notification process

In compliance with a law passed in 1996, the department assisted in establishing the state's community notification for sex offenders process during the biennium.

Notification of the community of where sex offenders intend to reside after release from prison is the responsibility of local law enforcement. Notification information also includes criminal history, modus

operandi, and other relevant facts.

However, the department is responsible for assessing risk that offenders present in order to determine the type of notification that is appropriate.

End of confinement review committees were established at each facility and central office to review each case. The committees review risk assessment reports compiled by institution treatment staff and determine from three levels what risk the offender presents:

Level one offenders require sex offender registration, and notification information is sent to law enforcement who may share the information with other law enforcement, victims and witnesses who wish to be notified.

- Level two offenders include level one notification, plus law enforcement may notify schools, day care centers and other organizations that represent potential victims of the offender.
- ☐ For level three offenders, law enforcement includes full community notification. A community meeting may be held and there will likely be media involvement.

#### Restorative justice repairs fabric of community peace

The department's restorative justice initiative continued to expand during the biennium with approximately 50 different projects underway or in planning

stages across Minnesota. The department has established a special unit that advocates implementation of restorative justice concepts statewide.

Restorative justice is a

philosophical framework which is an alternative to the current way of thinking about crime and justice. Restorative justice emphasizes the ways in which crime harms relationships in the context of community. Crime is viewed as a violation of the victim and the community, and the offender becomes accountable to the victims and the community — not the state.

Restorative justice defines accountability for offenders in terms of taking responsibility for actions, and taking action to repair the harm caused to the victim and the community. It provides for active participation by the victim, the offender and the community in the process of repairing the fabric of community peace.

Among restorative justice key initiatives are peacemaking or sentencing circles. Peacemaking circles use traditional circle ritual and structure to create a respectful space in which all individuals affected by an offense can speak from the heart and identify the steps necessary to assist in healing all parties and prevent future occurrences. Circles develop consensus on an appropriate sentencing plan which address concerns of all.

Other projects include family group conferencing, victim-offender conferencing, community panels, crime repair crews, community service, victim impact panels, peer mediation programs in schools, inmate involvement in developing prevention programs, and teen courts.

# programs, and teen courts.

#### Work release has strict rules, requirements

The average number of offenders on work release was 160 and 167 for fiscal years 1996 and 1997 respectively.

Work release provides a structured living environment with close supervision and surveillance for offenders returning to the community who meet specific screening criteria. Any inmate determined to be at high risk for reoffending is excluded from participation.

While on work release, offenders are required to be fully employed and remain chemically free. They are under close supervision while at the work release facility and are subject to random urinalysis and breathalyzer tests. Offenders participating in work release must also adhere to strict rules, and may be terminated from the program depending upon the severity of any infractions.

The work release unit administers contracts with county jails, jail annexes, and community corrections residential facilities to house work release inmates. Beds are also used at the minimum-custody unit at the Lino Lakes correctional facility.

Recent data on work release includes:

- ☐ Two years after successfully completing work release, participants returned to prison less than half as often as other offenders placed on supervised release.
- Only two percent of offenders on work release committed new offenses while participating in the program.
- ☐ In fiscal year 1996, offenders on work release paid more than \$212,000 in room and board and paid \$22,000 in restitution to crime victims.

#### **Probation caseload reduction effort continues**

The first statewide effort to reduce unmanageable caseloads for probation officers began during the biennium. Approximately \$20 million was appropriated for this purpose in the 1995 and 1997 legislative sessions.

Reduced probation officer caseloads result in increased surveillance and supervision of offenders, with the goal of increased public protection and offender accountability.

In addition to funding additional staff positions, the appropriation is used for a number of other approaches to decrease workloads and increase the amount of time agents have for supervision of offenders. Workloads are being reduced through the addition of new or expanded court diversion programs, enhanced technology, and contracted services.

This caseload reduction effort greatly improves

probation officer to offender ratios which results in earlier interdictions of offenders before they return to criminal acts. It also allows faster preparation of reports for the courts which will speed up the judicial process.

#### Social control rank is 10th

Minnesota ranks tenth highest in the nation in use of correctional supervision and social control, according to a study by the National Council on Crime and Delinquency.

The study shows that although Minnesota ranks low in its prison incarceration

rate, the state's criminal justice system has a high use of other sanctions such as probation and local jails.

The report measures the ratio of persons under the control of the criminal justice system and reflects the rate of reported crime in the state.

#### **Crime Victim & Prevention Services Division**

#### **Community preservation unit strives to prevent crime**

There is a disproportionate representation of communities of color in Minnesota's prison population. Although communities of color represent only six percent of the state population, they represented 50 percent of the adult prison population at the end of the 1996-97 biennium.

According to a national study conducted by the Washington, D.C.-based Sentencing Project, Minnesota has the highest ratio of racial disparity in court commitments to state prison in the nation. In Minnesota in 1994, the state incarceration rate for African Ameri-

cans was 1,275 per 100,000 compared to 56 per 100,000 for Whites. This means that African Americans in Minnesota are almost 23 times more likely to be incarcerated than Whites the highest ratio in the United States.

Communities of color are

most impacted by crime, violence and the criminal justice system.

The corrections department is focusing attention on methods designed to stem the flow of offenders into the corrections system. To that end, a community preservation unit has been created to address community crime prevention by involving community members in developing strategies that will have long-term impact. The unit is organizationally located within the department's Crime Victim and Prevention Services Division.

The goal of the unit is to build partnerships among communities of color, department correctional facilities and other services, and the criminal justice system. The intent is to eliminate the historic gap that has existed between these three entities.

Focus groups and community forums involving various audiences in communities of color are being held to develop strategies and tactics for responding to crime and violence, build the public's understanding of community victimization and restorative justice, and provide training and information on criminal justice and corrections.

A multicultural advisory board of 24 concerned citizens has been formed. The board consists of six members each from the African American, Southeast Asian, Hispanic and American Indian communities. Their role is to involve themselves in educating the community and promoting active citizenship.

#### **Anti-violence campaign promotes peace**

You're the one who can make the peace is a statewide violence prevention campaign that promotes peaceful actions, positive solutions and individual responsibility in a climate of peace and

hope. The campaign uses mass media to tell stories about individual actions that have a real and tremendous effect on people's lives.

Initiated through Lieutenant Governor Benson's

> Violence Prevention the cam-

Interagency Task Force,

paign is coordinated by the Minnesota Office of Drug Policy and Violence Preven-The corrections depart-

campaign through funding,

ment participates in the

agency publications.

task force participation, design of a brochure distributed to all state employees, and inclusion of materials in

To learn more, call 800/672-9563

WHO CAN MAKE THE PEACE

YOU'RE THE ONE

#### **Violence Against Women Act funds granted**

The corrections department victim services unit administered Minnesota's first allocation of federal Violence Against Women Act (VAWA) funds during the 1996-97 biennium. Federal statute requires that VAWA funds be allocated according to preestablished percentages (25 percent to improve law enforcement response; 25 percent to improve the response of prosecution; 25 percent for victim services; and 25 percent for discretionary use) and that states address the needs of underserved populations. Working within these percentages, Minnesota prioritized victim services

funding for women of color. Additionally, the 25 percent discretionary amount was targeted for services to American Indian women.

VAWA funds have been

used to support a range of creative projects that demonstrate a coordinated community response to domestic and sexual violence against women.

#### Inmates pay over \$393,000 to victim fund during biennium

More than \$393,000 was collected from wages of working inmates during the 1996-97 biennium to fund services for crime victims.

The department deducts between five and ten percent from the pay inmates earn working in correctional industry jobs. Inmates whose

biweekly gross wages are over \$50 are subject to the deduction. Funds are transferred to the Minnesota Department of Public Safety for use for crime victim reparations.

The inmate deduction began in 1985 in accordance with state law.

#### Victim services unit administers funds for many programs

#### Community-based centers serve over 23,000 sexual assault victims

More than 23,000 victims of sexual assault were provided services through programs funded by the department's victim services unit during the biennium. State and federal funds for the biennium totaled \$5.4 million.

The department awards state and federal funds to approximately 50 community-based sexual assault centers. These centers provide services to sexual assault victims including immediate crisis intervention and support counseling; and medical, legal and criminal justice advocacy.

Centers also provide training for professionals who work with victims of sexual assault including medical, legal, law enforcement and human services workers; educators; and members of the clergy. During the biennium more than 26,000 professionals received training.

All centers provide community education to increase awareness of sexual assault. More than 415,000 people participated in these education programs during the biennium.

The Minnesota Coalition

Against Sexual Assault, a statewide coalition for sexual assault services, is funded to provide outreach to member programs, provide issue service-related technical assistance, and facilitate statewide efforts to increase awareness of sexual violence issues.

#### More than 20,000 battered women, children sought shelter during 1996-97 biennium

The battered women program in the department's victim services unit granted more than \$13 million to battered women programs throughout the state during the 1996-97 biennium.

Funds are granted to about 70 community advocacy programs which offer services such as 24-hour crisis intervention, peer support, information and referral, and other types of advocacy.

Also funded are close to 40 projects designed to

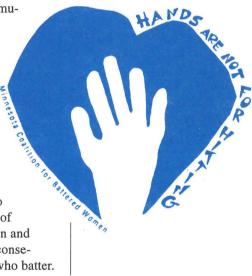
improve the criminal justice system's response to battering, specialized programs to serve the needs of traditionally underserved populations, and the statewide battered women coalition.

Over 20,000 women and children sought shelter and support services from battered women shelters or the safe home network.

Over 175,000 general advocacy services and over 70,000 legal advocacy services were provided. Battered women programs

also provided community education to over 260,000 citizens regarding domestic violence and its affect on women and their children.

Additionally, more than 65,000 professionals received training on what they can do to increase the safety of women and children and promote effective consequences for those who batter.



#### General crime victim programs funded by corrections department serve 60,000+

More than 60,000 general crime victims were provided services during the 1996-97 biennium through programs funded by the department. State and federal funding totaled \$3.6 million for the biennium.

Services are provided to victims of crime which includes but is not limited to assault, robbery, burglary, theft, homicide, DWI vehicular homicide or injury, arson, criminal damage to

property, and bias/hate crimes.

Crisis intervention, emergency and support services, court-related services, and legal resources are provided.

Over 50 programs receive state and federal funding through the department. Included are crime victim centers funded in Austin, Albert Lea and Minneapolis. Centers provide a wide variety of services such as

crisis intervention and counseling. The General Crime Victims Coalition is also funded.

Funded areas also include victim/witness assistance programs which aid victims with preparation for and accompaniment to court.

Other programs include services to abused and neglected nursing home residents, victims of juvenile offenders, Indian victims on reservations, and other victims in communities of color.

The department also provided funding to the state crime victim ombudsman office in the Minnesota Department of Public Safety. Complaints of unfair treatment of victims by the criminal justice system or by any other victim-related program or agency may be brought to the ombudsman.

#### **Management Services Division**

#### Policy and legal services section incorporates many functions

In an effort to coordinate policy development and legal services, several functions were consolidated into a new policy and legal services section during the biennium. The section is organizationally located within the management services division.

The section oversees a

number of activities including administrative review of claims filed by offenders; provision of technical assistance to staff who draft contracts and administrative rules; development and review of department policy; and management and coordination of litigation and legal advice. Offender

records are maintained by this section, as well as ensuring compliance with the Data Practices Act. Staff support is provided to the Minnesota Board of Pardons.

Additionally, this section oversees all agency hearings and release activities through its hearings and release unit. Duties of the unit include

administrative hearings and reviews to which inmates and those offenders released to the community are entitled, including disciplinary hearings and release revocations. Hearings and release officers approve plans for supervised release, work release and parole as well as issue warrants when offenders abscond from supervision. Staff coordinate reviews for inmates serving life sentences. Parole decisions and review of treatment goal progress for juveniles under the jurisdiction of the commissioner of corrections are also handled by this unit.

A major project undertaken by the policy and legal services section during the biennium is review of all department policies to ensure they adhere to law and applicable standards. Staff throughout the department have been trained to prepare new and revised policies in a standardized format. Completion of this massive undertaking is projected for the next biennium.

#### **Fiscal restraint continues for department**

The department continued to operate in a period of fiscal restraint during the 1996-97 biennium.

Numerous cost-containment measures have been adopted such as absorbing inflationary increases, filling only essential positions, and consolidating programming.

Controlling institutional per diems is a top priority for the department. Several initiatives that have been implemented have increased cost-efficiencies as their goal. A report to the 1998 legislature is being developed which will outline cost-reduction actions and the results of those actions (see separate

story on page seven).

Appropriated funds and construction bonding dollars were increased from the previous biennium to meet the demands caused by substantial offender population growth. Larger increases included \$89 million for construction of a new closecustody facility at Rush City, probation officer caseload reduction funding, extended jurisdiction juvenile program funding, and expansion/ continuation funding for crime victim programming.

The department's budget represented about 2.8 percent of the total state budget for the 1996-97 biennium.

Many other initiatives are underway or planned and will continue into the 1998-99 biennium, including a complete review and reengineering of the health care delivery system to ensure cost-effective services. Additionally, all adult prisons will operate within fiscal year 1997 base budgets for the 1998-99 biennium except for increases due to inmate population growth and salary inflation.

A breakdown of the department's budget for fiscal years 1996 through 1999 can be found on pages 28 and 29 of this report.

#### Department facilities, offices are nationally accredited

The Minnesota Department of Corrections continued its efforts to achieve national accreditation by the American Correctional Association's (ACA) Commission on Accreditation. This function is the responsibility of the policy and legal services section, management services division.

Accreditation means that applicants are in compliance

with many national standards relating to all aspects of operation. The standards are developed by leaders from corrections, law enforcement and other groups interested in correctional management.

During the accreditation process, applicants complete detailed self-evaluations and provide written documentation to determine standards compliance. ACA auditors then conduct onsite visits to verify compliance. Once accredited, applicants must go through a reaccreditation audit every three years.

All juvenile and adult facilities, except for Willow River/Moose Lake and Faribault, are accredited. The adult facilities at Willow River/Moose Lake and Faribault are in a period of change and growth, and plan

to complete the accreditation process in the future.

The department's central office, adult probation/parole field services, juvenile probation/aftercare services, and office of adult release (now part of the hearings and release unit) are also accredited.

#### Academy trains new department staff for job assignments

Over 500 staff participated in preservice training academies presented by the department's employee development unit during the 1996-97 biennium. Most staff who have direct contact with inmates now participate in the three-week academy

held at the department's central office.

Of the total number of staff trained during the biennium, corrections officers numbered approximately 300.

The training academy is an intensive program that

covers areas relating to all aspects of correctional work. Classes include topics such as restorative justice, hostage situations, suicide prevention, legal issues, infectious diseases, and the inmate disciplinary process.

A recent addition to the

curriculum is the department's incident management system, a systematic approach that allows staff to work efficiently, effectively and cooperatively during emergency situations.

The academy is in the process of a major review to determine how it might be redesigned to better facilitate learning, aid retention and develop competencies identified by a job analysis study.

The department's recent videoconferencing initiative will play an integral part in redesign of the training academy.



Staff participating in training academy session at the department's central office.

#### New tests for officer 3 and 4 positions receive high marks

The testing process for promotion to corrections officer 3 and 4 has been revamped by the human resource management (HRM) unit.

The previous process utilized promotional ratings. After receiving input from wardens and union representatives regarding the previous process, a committee of HRM staff, facility and department managers, and Department of Employee Relations representatives was formed to assist with redesigning the testing procedure.

The goal was to create a new testing process that is uniform, equitable for all applicants, and identifies the most qualified individuals for promotion.

A job analysis was completed to determine major job tasks of the two classes. Knowledge, skills and abilities required for each task were identified. Factors were then developed to assess an applicant's knowledge, skills and abilities necessary to perform each task. Finally, structured questions were created for an oral examination, along with anchors to assist with rating each response.

In addition, the committee specified minimum criteria applicants must meet in order to qualify for testing, such as no disciplinary action in their file, satisfactory performance reviews, active employment for the previous 18 months, and completion of training requirements.

The new testing procedure for corrections officer 3 consists of an oral examination, and was first given in July of 1996.

Corrections officer 4 applicants must complete an oral and written exam, including a mock emergency exercise. The new corrections officer 4 procedure was first used in March of 1997.

A feedback questionnaire given to applicants taking the

new corrections officer 4 test indicated a positive reaction: 94 percent said the instructions given were clear and easy to understand, and 84 percent responded that the process seemed professional, fair and consistent.

The HRM unit plans to review the testing procedure for corrections officer 1 and 2 during the next biennium.

#### In-service training hours enhance, maintain staff skills

Classes conducted on a variety of topics pertinent to employee work responsibilities

A wide spectrum of training and development opportunities is available for department staff. Training is designed to develop and maintain employee competence in work performance and to enable staff to meet mandatory training requirements set by state law or national accreditation standards. The department's community services and facility training advisory committees assist employee development unit staff in the planning and delivery of training opportunities.

# Videoconferencing initiative saves time, taxpayer dollars

Videoconferencing has been a major initiative of the agency during the 1996-97 biennium.

An interactive video link was first piloted in fiscal year 1996 at the Oak Park Heights and Stillwater facilities as a telemedicine project connecting both institutions to Regions Hospital (formerly Ramsey Medical Center).

The telemedicine project enabled facility medical staff to review an inmate's medical concern and decide whether it required onsite treatment, offsite treatment or could be addressed via a videoconference.

The videoconference provides complete confidentiality — only the inmate and medical personnel are involved and aware of the procedure. Additionally, it is not possible for anyone to tap into the video connection.

Because of the success of the pilot project, videoconferencing was expanded during fiscal year 1997 to include all adult facilities and the department's central office. It is now used departmentwide in three major areas:

☐ Telemedicine — Applicable clinics include HIV,

orthodontics, dermatology, surgical follow-up, endocrine (diabetes, etc.), neurological and GI.

- ☐ Hearings Used extensively for inmate disciplinary hearings. May also be expanded to include other types of hearings.
- ☐ Training and administrative meetings where participants are located at multiple offices.

The benefits of videoconferencing are many. Taxpayer dollars are saved through reduced travel costs. Communication occurs more quickly and staff time is saved. Public safety is enhanced because of the reduced need to transport inmates out of facilities for medical appointments and hearings.

The videoconferencing initiative is the responsibility of the management services division and will play an integral part in redesign of the department's training academy (see separate story on page 25).

The videoconferencing equipment has the potential to be connected to a satellite system for live access to national presentations and workshops.

Training is offered regularly on topics ranging from specific correctional issues to areas of general interest. For example, department field agents and county probation officers are trained in individual counseling skills, client interviewing techniques and supervising sex offenders. A clerical conference is held annually which provides a full day of training for several hundred support staff.

Because of the department's commitment to the principles of affirmative action and diversity, participation in a six-hour diversity training program entitled *Bridges to Understanding* was required for all staff during fiscal year 1996. *Bridges* is now offered semiannually for new employees.

All department professional staff are required to complete a minimum of 40 hours of in-service training each fiscal year. Support staff are required to complete a minimum of 16 hours. Training is provided at each correctional facility and at the department's central office.

# Many information technology projects are completed

The information technology unit continues its efforts to evaluate the department's information technology needs and provide services to staff. Evaluation of assignments and responsibilities of unit staff was also begun during the biennium.

Current and completed projects of the unit are:

☐ Corrections Management Information System (CMIS) migration: This project will centralize CMIS data that had been dispersed across facilities into a single data base accessible by all facilities over a wide area network. It will also allow for better control of information resources and more efficient data processing.

Phase I of the project, moving CMIS data to one location and converting applications, has been completed. Unit staff have completed training in Visual Basic and all CMIS applications are being rewritten in this language, which will complete phase II of the project.

- Upgraded local area network servers were installed at all facilities. The new servers are more powerful and are necessary for new network software currently available. They will also address the growing need for greater speed and storage capability.
- ☐ Word processing/scheduling/e-mail software: An assessment of agency software needs was completed and new software has been purchased. Installation and related training will occur in fiscal year 1998.
- ☐ The automated inmate custody classification system was converted and redesigned to reflect the department's new process for determining custody level.

#### Adult inmate records system functions centralized

A process to centralize adult offender record functions was designed and implemented during the biennium.

Prior to implementation, inmate files were maintained at the department's central office (CO) and at the facility where each inmate was housed. Copies of most reports generated on an inmate (case summary, annual reviews, etc.) were prepared in duplicate and sent to the CO file. However, some materials were not forwarded (inmate kites, miscellaneous correspon-

dence), making the CO file incomplete. Information regarding an inmate's status was also entered into the automated record system.

A survey revealed that most of the materials maintained in the CO file were not used by CO staff until after the offender was placed on release status. Also, most information needed by staff prior to an inmate's release was available via the automated record system.

The new process eliminates the CO file. All paper records pertaining to an inmate are retained in the

facility file. Upon release, the complete file is forwarded to the CO records unit where a discharge order is prepared and the file is retained until expiration or revocation of the offender. The automated record system is maintained by facility and CO staff.

There are many benefits to the new system:

- ☐ The process is streamlined by eliminating duplication of paperwork and facility/CO resources.
- ☐ A complete file is maintained and available at one location.

- Over 5,000 adult inmate files will no longer need to be maintained at duplicate locations.
- ☐ Discharge letters are issued by one office utilizing a standardized format.

The new central office records unit process is one phase of a plan to eliminate duplicate files and entry work while moving towards a more automated record system.

A similar process for probation offender record functions has been designed and will be implemented in fiscal year 1998.

#### **Corrections budget analysis**

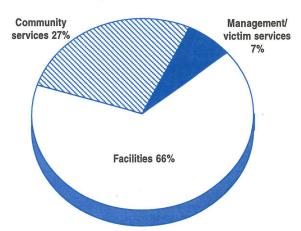
The pie chart below indicates the department's budget by funding source for fiscal years 1997 and 1998. The percentage is the same for both fiscal years.

The pie charts to the right indicate the department's total budget, by division

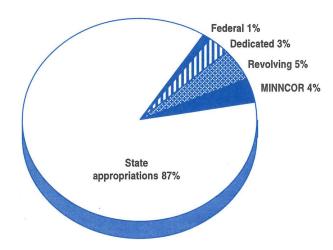
percentage, for fiscal years 1997 and 1998. The fiscal year 1998 chart reflects the department's new organizational structure.

A detailed budget summary can be found on pages 28 and 29 of this report.

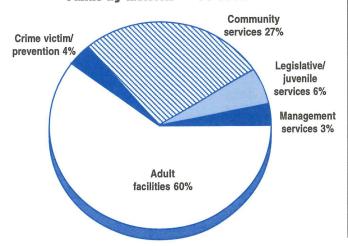
#### Funds by division — FY 1997



## **Funds by source FY 1997 & 1998**



#### Funds by division — FY 1998



#### Budget — Fiscal Years 1996-99

Following is the Minnesota Department of Corrections' budget for fiscal years 1996 through 1999. The budget for

fiscal years 1998-1999 reflects the department's new organizational structure.

# Minnesota Department of Corrections Fiscal Years 1996-97 General Fund Appropriation (dollars in thousands)

	<u>FY 1996</u>	<u>FY 1997</u>
Facilities		
Minnesota Correctional Facility (MCF)-Faribault	\$25,811	\$24,278
MCF-Lino Lakes	28,772	28,340
MCF-Oak Park Heights	17,249	17,288
MCF-Red Wing	8,086	8,758
MCF-St. Cloud	22,653	23,056
MCF-Sauk Centre	5,258	5,803
MCF-Shakopee	10,068	9,534
MCF-Stillwater	31,255	32,892
MCF-Willow River/Moose Lake	24,172	19,642
Thistledew Camp	17	18
Support Services	13,126	13,203_
Total	\$186,467	\$182,812
<b>Community Services</b>		
Probation & Supervised Release	\$8,246	\$9,459
Community Corrections Act	30,959	37,431
Community Corrections Alternatives	12,341	13,330
Sentencing to Service	3,224	3,197
Facilities Planning & Inspection	2,090	1,943
Support Services	14,216	8,647
Total	\$71,076	\$74,007
Management Services		
Administrative Management	\$2,370	\$2,807
Financial Services	800	999
Office Services	1,296	1,486
Human Resource Management	802	1,120
Employee Development	553	629
Information Technology & Research	1,924	1,802
Victim Services	10,797	10,983
Total	\$18,542	\$19,826
DEPARTMENT TOTAL	\$276,085	\$276,645

#### Minnesota Department of Corrections Fiscal Years 1998-99 General Fund Appropriation (based on a 7/15/97 analysis; dollars in thousands)

	<u>FY 1998</u>	<u>FY 1999</u>
Adult Facilities		
Minnesota Correctional Facility (MCF)-Brainerd		\$199
MCF-Faribault	\$25,724	26,166
MCF-Lino Lakes	29,194	29,805
MCF-Oak Park Heights	17,148	17,514
MCF-St. Cloud	24,172	24,567
MCF-Shakopee	11,251	11,575
MCF-Stillwater	33,249	33,983
MCF-Willow River/Moose Lake:		3/2
Willow River campus	3,069	3,118
Moose Lake campus	19,533	19,890
Camp Ripley	700	1,500
Education	379	379
Health Care	9,328	9,658
Support Services	5,628	10,673
Total	\$179,375	\$189,027
Legislative Relations & Juvenile Services		
MCF-Red Wing	\$9,714	\$10,438
MCF-Sauk Centre	6,130	6,226
Thistledew Camp	18	18
Support Services	1,144	1,044
Total	\$17,006	\$17,726
<b>Community Services</b>		
•	¢0.700	¢10,000
Probation & Supervised Release	\$9,799	\$10,008
Special Supervision	2,865	2,888
Community Corrections Act	40,795	41,983
Community Corrections Alternatives	12,323	11,805
Sentencing to Service	3,340	3,467
Facilities Planning & Inspection	2,028	2,045
Support Services	9,237	12,628
Total	\$80,387	\$84,824
Crime Victim & Prevention Services	\$10,297	\$10,417
Management Services		
Administrative Management	\$2,451	\$2,734
Planning & Research	730	730
Financial Services	1,180	1,205
Office Services	1,725	1,768
Human Resource Management	1,199	1,221
Employee Development	672	683
Information Technology	1,870	1,880
Total	\$9,827	\$10,221
DEPARTMENT TOTAL	\$296,892	\$312,215

#### **Adult Inmate Profile**

6.1% 32.4% 25.3% 18.0% 14.8% 3.4%

67.7% 15.6% 13.9% 2.8%

17.6% 12.6% 11.2% 17.3% 3.8% 3.3% 3.6%

24.3% 18.1% 16.3% 14.6% 10.3% 7.5% 4.9% 1.2% 2.9%

Data as of 7/1/97 (un	less noted)			,		
Population:				Educational Level:		
Total		5224		Grades 0-8	319	
Males		4962	95.0%	Grades 9-11	1690	3:
Females		262	5.0%	High school graduate	1322	2
1 ciliales		202	3.070	GED	939	1
Commitments:	1996	1997	Change	College and up	774	1
January-June	1299	1322	1.8%	Other/Unknown	180	
July-December	1344					
Total	2643			Average Age: 32.7		
Releases - Fiscal Ye				Marital Status:		
Supervised Releas		2314	81.1%	Single	3538	6
Intensive Commun	nity Supervision		6.3%	Married	817	1.
Discharge		360	12.6%	Divorced/Separated	725	1
Total		2854		Other/Unknown	144	
Admissions - Fiscal	Vear 1007.			Religion:		
New Commitment		2523	73.5%	Catholic	919	- 1
Release Return W		784	22.8%	Baptist	659	1:
Release Return W		127	3.7%	Lutheran	587	1
Total	THEW BOIL	3434	3.170	Other Christian	903	1
Total		3434		Muslim	200	
Average Sentence L	ength (senten	ced in CV	96 includes	American Indian religions	170	
jail credit, excludes l			o, merades	Other religions	190	
jan ordan, exercides i	11015). 15.111	ionuis		(Note: 30.6% unknown or no pr		)
Offenses (top six): 1	N=5196					
Criminal Sexual C	onduct	1078	20.7%	Population by Institution:		
Homicide		915	17.6%	Stillwater	1267	2
Assault		733	14.1%	Lino Lakes	948	1
Drugs		579	11.1%	Faribault	853	1
Burglary		509	9.8%	St. Cloud	761	1
Robbery		466	9.0%	Willow River/Moose Lake	536	1
				Oak Park Heights	390	
Types of Offenses:	N=5196			Shakopee	257	
Person		3290	63.3%	Red Wing	62	
Property		1052	20.2%	Contract facilities	150	
Drug Offense		579	11.1%			
Other/Not Reporte	ed	275	5.3%	Industry - Inmates Employed	935	
Current Inmates A	ge 50 or Olde	er: 300		Average Population - Fiscal Yea	r 1997:	5075
Number of Lifers:	277 (330 inclu	iding non-	Minnesota)	Certified Juveniles:	465	
				Certified at Commitment	180	
Race:				Current Inmates Under Age 18	39	
White		2586	49.5%			

36.0% 6.9%

5.9%

1.6%

1881

363

309

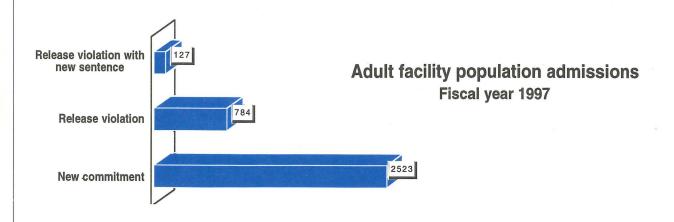
85

Black

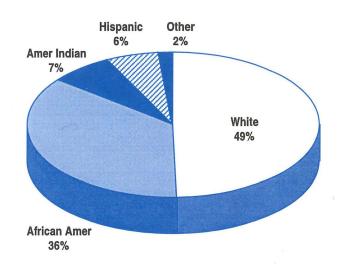
Indian

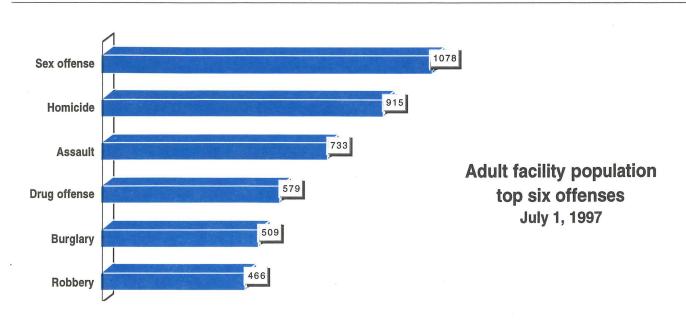
Other

Hispanic



Race of adult facility population
July 1, 1997 (N = 5,224)





#### **Juvenile Profile**

Data	20	of	7/1	107	(unless	noted)
Data	as	OI	// 1	171	(unites:	s noteu)

()		
Population by Institution:	204	
Total	204	
Red Wing	96	47.1%
Sauk Centre	108	52.9%
Sex:		
Males	192	94.1%
Females	12	5.9%
remates	12	3.9%
Race:		
White	117	57.4%
Black	41	20.1%
Indian	29	14.2%
Hispanic	13	6.4%
Other	4	2.0%
Average Age: 17.1		
	·	
Offenses (top five): N=188		48
Auto Theft	41	21.8%
Assault	32	17.0%
Burglary	26	13.8%
Sex Offense	25	13.3%

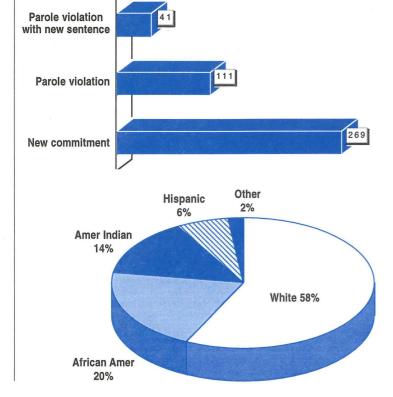
County of Commit Hennepin Ramsey Mille Lacs Wright Stearns	tment (top five)	*: N=18 43 10 8 8 7	22.9% 5.3% 4.3% 4.3% 3.7%	
Admissions - Fisca	l Year 1997:			
New Commitmen	nts	269	63.9%	
Parole Return W/	e 111	26.4%		
Parole Return W/	41	9.7%		
Total		421		
Releases - Fiscal Y Parole Discharge Total	ear 1997:	331 48 379	87.3% 12.7%	
<b>Average Population - Fiscal Year 1997:</b> 213				
Commitments:	1996	1997	Change	
January-June	156	140	- 10.3%	
July-December	170			
Total	326			

#### Juvenile facility population admissions Fiscal year 1997

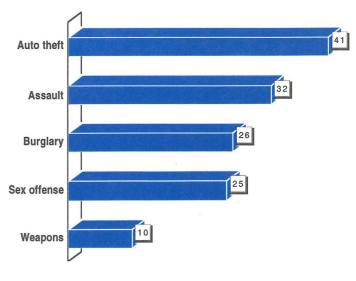
Weapons

10

5.3%



### Juvenile facility population top five offenses — July 1, 1997



Race of juvenile facility population July 1, 1997 (N = 204)