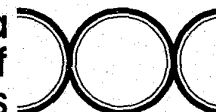


MINNESOTA COMMUNITY CORRECTIONS ACT EVALUATION

Minnesota
Department of
Corrections 

 **CRIME CONTROL
PLANNING BOARD**

86162

TECHNICAL REPORT:

ECONOMY

January, 1981

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A. Introduction

Resource scarcity is an issue for the private sector and the public sector. As a firm produces its output while attempting to minimize costs so also an effective correctional policy should maintain public safety and social justice while minimizing service delivery costs. The economy goal of the Community Corrections Act (CCA) assesses whether the CCA is a less expensive policy than continuation of the system it replaced.

The comparison given here is between community corrections costs associated with the existence of the Act (actual CCA costs) and an estimate of community corrections costs (i.e., continuation costs) assuming continuation of the pre-CCA policy. The continuation costs are primarily based upon the pre-CCA correctional service system provided by state and local governments.

Since taxpayers are aware that no type of governmental expenditures are indeed "free," i.e., expenditures are primarily made from tax revenues, this report examines corrections expenditures from state, county, and federal sources. For example, prior to CCA, juvenile probation services were funded from county revenues and state subsidies while L.E.A.A. grants helped finance correctional programming at the state and local levels. Since this report is written for governmental decision-makers, only governmental (not private) expenditures are examined. From a criminal justice perspective, a system-wide approach is taken to community corrections costs, both actual and continuation.

B. Issues

One goal of the Community Corrections Act is to promote economy in the delivery of correctional services through grants to assist counties in the development, implementation and operation of community-based corrections programs (Minn. Stat. 401.01). The CCA is an innovation in correctional management. According to economic theory, an innovation if successful should affect productivity. See Kendrick (1977). More output (public safety) should be achieved for the same or less resources. The CCA presumes that a decentralized approach to planning and correctional service delivery concentrated at the local level will obtain greater results from less or the same level of real costs, i.e., greater results for less or the same level of purchasing power expended.

There are at least six reasons why the CCA should reduce or at least maintain costs for given levels of public safety:

1. Reduction in overlapping jurisdictions,
2. Consolidation of correctional program administration and planning,
3. Reduction in state institutional costs,
4. Improvement in labor productivity through training,
5. Greater resource allocation responsiveness to criminal justice system indicators through local control, research, and information systems, and
6. Reduction in general assistance for offenders and in A.F.D.C. for offenders' dependents.

How each reason presumably reduces costs is discussed below.

The delivery of probation and parole services prior to CCA is an example of overlapping jurisdictions between county and state levels of government. For non-metropolitan counties with populations under 200,000, the counties assumed juvenile probation and parole services with the state subsidizing fifty percent of such costs (Minn. Stat. 260.311 Subd. 5). In such counties the state assumed adult probation and parole for felons and gross misdemeanants under Minn. Stat. 243.08. Hence, in counties under 200,000 there was a dual system of county and state agents delivering probation and parole services. In counties over 200,000, the state agents only dealt with adult parolees. The balance of adult and juvenile services were furnished by the county. Three counties fell into this category: Ramsey, Hennepin, and St. Louis. Hence, before CCA entry and for non-member counties even today, each area's probation and parole services were split between state and county levels of government and jurisdictional coverage of each level varied by county population size. Under CCA, all probation and parole services are consolidated at the CCA area level. A CCA area is defined by statute as one or more contiguous counties having population size 30,000 or more and within the same regional development area (Minn. Stat. 401.02). From a management perspective, probation and parole services consolidation at the CCA area level should reduce state administrative costs.

The CCA should also centralize correctional program administration at the local level. Prior to CCA, the counties and the state provided local correctional programming with no centralized administration or planning of such efforts across various federal, state, and local funding sources. For example, the state and counties provided numerous separate services under L.E.A.A. grants. Also, under Minn. Stat. 241.31, local community corrections centers can be established with the approval of the Commissioner of Corrections for the purpose of providing housing, supervision, treatment, counseling, or other correctional services. The commissioner can authorize grants up to sixty-five percent of each center's operating costs. Under CCA, by consolidating correctional program planning, administration, and development at the local level, the cost of duplicative programming services should be eliminated. Also, reduced planning and administrative costs should result.

One objective of the CCA is to decrease the use of state institutions by retaining offenders in the community. This will reduce state institutional costs. The presumption is that providing local alternatives for offenders is less costly than the state institutional use for such offenders thereby resulting in lower correctional costs under CCA. Also, future criminal justice system costs should be further reduced if the local programming rehabilitative mode is more effective than state incarceration in promoting public safety through reduced recidivism.

Costs can be reduced in any organization by improving resource productivity. Under rules promulgated for the Community Corrections Act, specific subsidy allocations are set aside for training purposes. These funds enable an ongoing human capital investment to be made under the CCA policy. This investment could increase labor productivity. By making existing corrections professionals more efficient in their jobs, labor costs can be maintained or even reduced. For example, training research staff in evaluation techniques or information systems design may reduce or avert consultant costs. Training a correctional officer in first aid techniques may eliminate medical expenses for minor injuries or reduce medical expenses for more serious injuries through early treatment.

In the business world, one sign of an efficient cost conscious firm is its ability to react quickly to changing market and competitive conditions so as to maintain or improve its profitability. Under CCA, corrections planning and programmatic administration is concentrated at the local level where changing criminal justice conditions are first

detectable. Indeed, under CCA, each area has an advisory board composed of criminal justice professionals from the law enforcement, prosecution, defense, and judicial subsystems. Allocations made for local research and information systems under rules interpreting the CCA should ensure system development such that the advisory board receives current information on local conditions. A forum is thus created by which changing criminal justice system signals can be quickly detected and corresponding correctional resource adjustments made without such signals being communicated one step further, i.e., to the state level. Quick responsiveness of correctional resource allocations to changing criminal justice system indicators should enable more public safety to be obtained with the same or less resources under the CCA.

The CCA should also reduce direct welfare payments to offenders and offenders' dependents by retaining offenders in the community where jobs and family support systems are maintained. The first hypothesis tested is whether the system prior to the CCA increased offender and offender dependents' reliance on general assistance and A.F.D.C. during the period from sentencing through incarceration. The hypothesis assumes that state institutionalization disrupts jobs and family support systems thereby forcing offenders and their dependents on government sources of support. Conversely, the second hypothesis is whether the CCA, by which more offenders are retained in the community, maintains or even reduces offender and offender dependents' reliance on government support sources from offender sentencing through the incarceration period. If the system prior to CCA led to greater government assistance dependence while under the CCA such dependence is reduced, then the CCA as a policy reduces general assistance and A.F.D.C. costs.

With the agreement of the CCA evaluation advisory group no analysis of the CCA's impact on indirect welfare expenditures for social service to offenders is made. One reason is that client tracking systems for welfare financed services are not yet operational in most CCA areas. Such tracking systems will aid in the cost assessment of services provided to juvenile and criminal justice system clients; yet, other issues remain unsolved. For example, if a client with a history of chemical dependency treatment becomes involved in the criminal justice system, should further treatment costs be solely attributed to the criminal justice system? This cost interface between the social service and criminal justice systems remains a gray area needing further investigation.

In summary, the economy goal hypothesizes that costs will be maintained or reduced under the CCA. The analysis will investigate CCA costs in each participating area. The CCA costs will be compared to costs based upon state and local community corrections systems in place prior to the area's entry into the Act. These pre-CCA figures will be adjusted whenever possible for upward target population trends in each area and inflation to generate continuation costs. The adjustment for inflation makes cost figures comparable in constant dollars of purchasing power no matter what year incurred. If such an adjustment is not made, the pre-CCA expenditures will appear smaller than CCA expenditures even though such pre-CCA dollars represent, per dollar, more actual purchasing power. The economy goal is achieved if the difference between continuation costs and actual CCA costs is positive or zero in a majority of CCA areas, i.e. where economy is increased or at least maintained.

C. Expenditure and Target Population Data Collection

1. Data Collection Goal and Major Expenditure Categories

The primary goal of the expenditure data collection is to describe the cost of two policies, the community corrections policy in place at the state and local level prior to

each area's entry into the Act and the cost of the Community Corrections Act policy in each area since its implementation in the area. Pursuing this goal thus leads to two major expenditure categories: pre-CCA expenditures and CCA expenditures. Pre-CCA expenditures are used to estimate continuation expenditures. Annual major expenditure category data were collected for each CCA area. The scope of expenditure data collected ranges over state, federal and local funds associated with operating each policy.

CCA expenditures are the annual operating costs of each CCA area's system (including state overhead costs and allocated costs of minor supplemental state community based programs also serving the CCA's target population) from the area's year of entry into the system through 1978. Hence, the post-CCA annual expenditures presented for Hennepin and Blue Earth are based on one year of CCA operation and one and one fourth years for Region 6 West. Pre-CCA expenditures are the costs associated with annual operation of community services for the two year period preceding the area's entry into the Act. Pre-CCA cost data were not collected back to 1972 (two years prior to the Act's passage) except for early joining areas (Dodge-Fillmore-Olmsted, Ramsey and Crow Wing-Morrison). The decision to collect data only two years prior to entry hinged on the availability of evaluation resources. Tracking and interpreting old financial records in an often changed format in earlier years is very difficult.

Expenditure data may be classified in three major categories:

- 1.) Overhead costs
 - a. Planning and administration costs
 - b. Research and information system costs
 - c. Training costs
- 2.) Local programming costs
 - a. Probation and parole costs
 - b. Other programming costs
 - i. Adult programs
 - ii. Juvenile programs
 - iii. Miscellaneous programs (Victim Services, etc.)
- 3.) Incarceration/juvenile facility costs
 - a. Local jail/workhouse costs
 - b. Juvenile facility costs
 - c. State institutional costs
 - i. Adult institutions
 - ii. Juvenile institutions

Detailed tables containing annual expenditure data for categories 1, 2, and 3b by CCA area are contained in the appendix to this report. Tables describing categories 3a and 3c are contained in the text of this report. Calculations are based on these data supplemented by characteristics of the appropriate target populations developed from the Technical Report: Adult Offender Sample and from the Technical Report: Retaining Offenders in the Community.

With the agreement of the CCA Evaluation Advisory Group (composed of CCA administrators and criminal justice practitioners), capital expenses such as jail construction costs or amortized historical jail costs are not analyzed. It is believed that the CCA has not been in existence long enough to detect any measurable influence on capital expenditures given the long lead time needed to assess, plan, and

amass funds for a major construction project. Hence, the costs do not include long term costs as described by Gray et al. (1978); rather, they are primarily the short term costs of day-to-day operations of overhead, programs, jail/workhouse and juvenile facility.

Analyses of data from the Adult Offender Sample (see Technical Report: Adult Offender Sample) describing changes in the welfare dependence of offenders and their dependents is presented later in this report. Based on these calculations no welfare expenditures describing changes in offender or offender dependents' support are needed for the economy analyses.

2. Expenditure Data Verification

To ensure the completeness of all expenditure data collected, several steps were taken. First, expenditures in the pre-CCA category were mailed to CCA area administrators in August for their comments. Second, in September, the CCA Evaluation Advisory Group asked researchers to assess which L.E.A.A. and other grants (no matter whether obtained by state or local governmental units) were indicative of pre-CCA expenses and also to include such grants as appropriate in the CCA period. To aid in this assessment and to further assess the completeness of CCA data, lists of program names reported in each CCA area's annual plan but not in financial reports and vice-versa, lists of pre-CCA program names, and lists of L.E.A.A. grants awarded to counties in each CCA area were mailed to each CCA area administrator. Administrators were asked to assess the accuracy of pre-CCA and CCA program lists, to select L.E.A.A. projects delivering services falling within their local definition of "community corrections" and to add other program names as necessary. All CCA areas responded except Crow Wing-Morrison. This high level of cooperation from area administrators and from state and local officials during the entire data collection process gives reasonable assurance that the expenditure data sets presented are complete.

Reported CCA expenditure data from Financial Status Reports submitted to the Department of Corrections were matched against reported budgets in each area's annual plan. Such steps enabled researchers to have a verification check against total reported expenditures and enable expenditures to be broken down into line item categories for future research purposes. This procedure is, of course, not a substitute for a rigorous audit of expenditures.

Staff consulted with Thomas Gast, Audit Activity Manager of the Crime Control Planning Board whose staff has twenty-two years of audit field experience in corrections and other criminal justice subsystems in Minnesota. Mr. Gast is currently auditing each CCA area. Based on his preliminary finding and prior audit experience, Mr. Gast estimates that reported CCA area figures used in this report may be over- or under-estimated by five percent. Therefore, this margin of over- or under-estimate for each CCA area will be noted in the interpretation of summary tables. However, when the results of all areas are examined from an overall policy perspective, these individual area over- and under-estimates will cancel out.

No attempt was made to assess the value of donated goods and services to individual projects. Gray et al. (1978) states that community based facilities frequently appear to be cheaper than institutions because such facilities do not internalize a number of costs such as education, some medical expenses, drug or alcohol rehabilitation, employment counseling and other services. Since this evaluation has a policy - rather than project - level perspective, to the extent that one project refers a client to a

second project providing the above services yet also falling under the policy, the first project's internalized and externalized costs are collected through both project's financial records. If the donated services are provided under another policy such as by social service/welfare projects, the value of such donated services is not assessed. Such costs can be substantial. The Minnesota Governor's Commission on Crime Prevention and Control (1977) estimates that for Minnesota juvenile and adult probation/parole services, the average outside social service agency costs per day consistently exceed the average unit labor costs per day for correctional agents. Based on that work, for probation and parole services, an assessment of the outside social service agency costs is approximately one hundred fifty percent of the total personnel expenditures for probation/parole services. Use of social service agencies by non-probation/parole projects was not assessed given the sheer difficulty of tracking client referral costs from over one hundred pre-CCA and CCA projects for multiple years including some projects that are no longer in operation. Also, as stated before, the CCA Advisory Group agreed that a study of social service costs associated with the CCA not be undertaken given the current lack of agreement between the correctional and social service systems on the definition of a "correctional client" (especially in the juvenile area.) In conclusion, the decision not to include social service agency costs associated with community programs underestimates costs. There are three reasons why CCA expenditures more greatly underestimate social service agency costs than pre-CCA expenditures: more community-based programs are operational under the CCA policy, more correctional clients are served in the community under CCA (see Technical Report: Local Correctional Programming) and under rules governing CCA operation each area is directed to use social service agencies whenever appropriate so as to avoid duplicative programs. Other areas in the nation considering legislation similar to Minnesota's must consider that the costs presented here underestimate the policy's externalized social service costs, that such externalized costs can be substantial based on previous research, and that the bias here is to underestimate CCA expenditures more than pre-CCA expenditures.

3. Derivation of Expenditure Data

a. Overall data adjustments

i. Conversion to constant 1980 dollars.

All expenditure data presented in this report are expressed in 1980 dollars of purchasing power. This adjustment is made given the impact of inflation throughout the 1970s on the general purchasing power of dollars allocated to corrections policies. Without such an adjustment, the CCA might appear more expensive than the pre-CCA (and hence the continuation) system even though each dollar of pre-CCA expenditures bought more.

Adjusted annual implicit price deflators (a form of price index) for state and local government goods and services are used. These deflators are derived from reported and unreported figures in U. S. Department of Commerce (1980a, 1980b). These implicit price deflators, which were available to 1979, were first projected to 1980 by summing the 1979 deflator and the weighted annual average increase in the index from 1976. Estimated weights used were 0.5 for the 1978-1979 period, 0.25 for the 1977-1978 period and 0.25 for the 1976-1977 period. This procedure gives most weight to recent figures. Next, the implicit price deflators now projected up to 1980 but still using a 1972 base year are converted to a 1980 base year. This procedure enables index adjusted expenditures to be expressed in 1980 dollars of purchasing power, not 1972 dollars. Using the unadjusted index, 1972 has a deflator of 100.0 while using the

adjusted index, 1980 has a deflator of 100.0. For non-base years under the conversion procedure, if the unadjusted deflator for 1975 is 129.7 and the unadjusted figure for 1980 is projected as 190.4, then the adjusted deflator for 1975 will be 68.2 or 68.0 when rounded; i.e., the ratio of each non-base year's unadjusted deflator to the 1980 unadjusted deflator equals the ratio of each non-base year's adjusted deflator to the 1980 base year deflator of 100.0.

To use the adjusted index, expenditures for each year are divided by the appropriate adjusted implicit price deflator expressed as a decimal. For example, expenditure data from 1973 is divided by 0.56 to derive 1973 expenditures expressed in 1980 dollars of purchasing power. Conversely, to convert appendix Tables A.1a through A.13 (with the exception of Table A.11) into current dollars, multiply each year's entry by the appropriate adjusted implicit price deflator reported in Table A.11.

ii. Fiscal/calendar and partial year adjustments

All figures are expressed in terms of calendar year dollars. Fiscal year expenditures are converted to calendar year expenditures. For example, 1975 calendar year data is the sum of the last half of FY 1975 data and the first half of FY 1976 data. All expenditure data whether it be from fiscal year DOC budgets or from non-calendar year grant programs such as L.E.A.A. are converted to a calendar year basis.

Analyses sometimes necessitate partitioning calendar year data. For example, if only six months of data is needed yet one year of data is recorded, it is assumed that one-half of the annual figures approximate six months of data.

b. Overhead expenditures

i. Definition

Overhead expenditures are calculated for the pre-CCA and post-CCA periods. Post CCA overhead also includes expenses associated with CCA start up overall and in the area and Department of Corrections' expenses incurred during the policy's operation. The three components of overhead (administration (and planning) expenses, research and information system expenses, and training expenses) are discussed below for the pre-CCA and post-CCA periods.

ii. Pre-CCA overhead

Pre-CCA state overhead is assumed based upon level of state probation and parole services in each area. Section 3.c.ii. describes how each area's state probation and parole expenses are determined. It is assumed that the Department of Corrections allocated its administrative, research, and training resources in proportion to the level of expenditures for each direct service type (e.g. institutions, probation and parole, etc.). Even though such overhead resources may be allocated to probation and parole services on a state-wide basis, the overhead resource costs are assumed to be related to the level of direct service resources devoted to each CCA area during the pre-CCA period. So, if an area's probation and parole expenditures are two percent of total Department of Corrections' expenditures, two percent of research expenditures, of training expenditures and of adjusted central office administration expenditures will comprise the area's pre-CCA state overhead. Pre-CCA probation and parole expense categories are subtracted from Central Office figures whenever such Central Office figures included probation and parole expenses with other Central Office expenses.

Research and information expenditures for F.Y. 1975-1976 were aggregated with other expenditures and were estimated by interpolating between the F.Y. 1973-1974 and F.Y. 1977-1978 ratios of reported research and information expenditures and the total D.O.C. expenditures. The interpolated ratio of 0.6 was then multiplied by the F.Y. 1975-1976 total D.O.C. expenditures to derive research and information system expenditures for F.Y. 1975-1976.

Pre-CCA overhead expenses incurred at the area level were reported by Hennepin, St. Louis and Ramsey counties and relevant data were primarily supplied by budget/financial/research analysts. The Ramsey County CCA Administrator estimated pre-CCA overhead associated with court services. Pre-CCA overhead expenses are the sum of state and area administrative (and planning), research and information systems, and training expenditures.

iii. Post-CCA overhead

Post-CCA overhead expenses occur also at the state and area levels. State level expenses are the sum of CCA start up expenses and on-going operating expenses. Estimates of state level expenses are based upon time estimates provided by the Department of Corrections' CCA administrator for the years 1973-1979. These time estimates describe the involvement of the Commissioner, Deputy Commissioner of community services, fiscal services, the CCA administrator's office and area and district supervisors in CCA passage, implementation, and operation. Time estimates were then expressed in salary and other expense figures by Department of Corrections financial personnel. Passage and implementation activities (i.e., start up costs) that helped to set the overall direction of the CCA were allocated to all participating areas on a per capita basis without regard to their entry date. Included in such figures along with the cost of the above administrative activities were expenditures for the CCA Subsidy Unit that aided in implementing the CCA formula and drafting rules and regulations governing the Act. Subsidy Unit costs as start up costs were spread over all CCA areas on a per capita basis even though the unit existed early in the Act (1973-1975), the assumption being that all areas have benefited from the services of the unit in implementing the CCA. Ongoing operational expenses include the imputed administrative costs of the day-to-day CCA decisions made by the relevant Office of the Commissioner personnel, fiscal services, CCA administrator's office, and district and area supervisors. All such cost figures are once again based on time estimates given by the state CCA administrator.

State level research and information systems costs are related to three categories of resource allocations: Research and Information Systems Director's time allocated to the CCA as estimated by the CCA administrator, CMIS costs related to the CCA in 1977 and 1978 as estimated by the Research and Information Systems Director and the Impact Study's costs. The above cost estimates for the director's time and CMIS were allocated over only CCA areas while total Impact Study costs were allocated to CCA areas on a statewide basis.

Post-CCA area administrative and planning, research and information systems and training expenses were derived from reported figures on area Financial Status Reports and their updates submitted annually to the Department of Corrections. In Blue Earth county however, administrative expenses were combined with reported program expenses. Blue Earth administrative expenses were estimated based on preliminary Blue Earth audit figures supplied by the Crime Control Planning Board.

In summary, as with pre-CCA overhead expenses, post-CCA overhead expenses are the sum of state and area administrative (and planning), research and information systems, and training expenditures.

c. Program expenditures

i. Definition

Program expenditures are those costs associated with services delivered at the local level. Such expenditures are calculated for the pre-CCA and post-CCA periods and include traditional programs such as probation and parole along with other juvenile and adult programs. Jail treatment expenditures are treated as a portion of jail/workhouse costs rather than programming expenditures with the agreement of the CCA Evaluation Advisory Group. To fully describe the cost of programs operating under the pre-CCA and post-CCA policies it should be noted that programs offering such services may be actually funded from state, county, or federal sources.

ii. Probation and parole expenditures

Probation and parole expenditures under the CCA policy are recorded in each area's Financial Status Report. The 1980 constant dollars figures for probation and parole services are recorded for each area in appendix tables A.1a, A.1b, A.2a, A.2b, ... A.10b. Allocation of probation and parole expenses between adult and juvenile clients are derived from comprehensive plan narratives and/or interviews with CCA area personnel or their financial officers.

Estimation of pre-CCA probation and parole costs is more complex. First, the cost of local juvenile probation and parole services was obtained from county auditor records or from the area's budget/financial analyst. For every county covered under Minn. Stat. 260.311 Subd. 5, the state subsidy for juvenile probation and parole figures is deducted from each county's figures and is recorded separately in the appendix tables so as to avoid the subsidy's double counting. Annual state subsidy amounts were obtained for each county from Department of Corrections records.

In the case of Hennepin, Ramsey, and St. Louis, such a procedure is not necessary since such counties were not covered by Minn. Stat. 260.311 Subd. 5.

To derive the cost of adult probation and parole services for non-metropolitan counties under 200,000 population and the cost of adult parole services in counties over 200,000, a series of estimation procedures are used based upon the level of detail provided by Department of Corrections' annual expenditures as recorded in subsequent biennial budget proposals. The program budget format for expenditures is only available back to FY 1975. Hence, for the early joining counties of Dodge-Fillmore-Olmsted, Ramsey and Crow Wing-Morrison prior to FY 1975, a budgeting approach is used to derive expenditure estimates. The procedure is described below.

Estimates prior to FY 1975 for the early joining counties are based on the number of state agents and support staff absorbed into the area's personnel system upon entry as documented in Minnesota Department of Corrections (1976). Salary estimates for these agents and associated clerical help are based upon salary ranges for "corrections agent" and "clerk typist." Choice of these classifications were made following interviews with Crime Control Planning Board and Department of Corrections staff who had worked in the pre-CCA state service delivery system. The salary ranges for such classifications were obtained for fiscal years 1971-1976 from the Minnesota

Department of Employee Relations' Classification and Compensation Division. Salary estimates are derived from the annual average of each classification's minimum and maximum. Calculation of estimated fringe benefits are based upon fringe benefits allocated in selected Department of Corrections' grant budget proposals submitted to the Governor's Commission on Crime Prevention and Control. Annual compensation estimates for each agent and each support staff are the sum of the appropriate classification's average annual salary estimate and average annual fringe benefit estimate. In turn, annual compensation estimates are multiplied by the number of area personnel in each classification at time of CCA entry. Total compensation estimates are the sum of compensation estimates for agents and for clerical staff. To derive total state adult probation and parole expenses (or adult parole expenses for Ramsey), estimates of service and contractual expenses and supplies and materials expenses are added to total compensation estimates in each area. Service and contractual expenses, supplies and materials expenses are estimated by assuming that such expenses will be determined by the percentage of total departmental personnel costs devoted to probation and parole services for the area. For example, if three percent of the Department of Corrections' personnel expenditures is devoted to an area's adult probation and parole services, it is assumed the department also devotes three percent of its service and contractual expenses, supplies and materials expenses to such services. The sum of estimated compensation, service and contractual, supplies and materials expenses defines the estimated state expenditures for probation and parole services for Dodge-Fillmore-Olmsted and Crow Wing-Morrison prior to FY 1975 and for parole services for Ramsey prior to FY 1975.

A second estimation procedure is used to calculate all pre-CCA state adult probation and parole expenditures for FY 1975 and beyond. Expenditures for Metro, Non-metro East and Non-metro West operations are described in Minnesota Department of Corrections (1977a, 1979a) for FY 1978-1979 and 1979-1980 submitted to the governor. Annual county population data in Minnesota State Planning Agency (1980) for each region are used to partition each area's pre-CCA probation and parole expenses. The percentage of the region's population located in each pre-CCA area and the total percentage of the region's population located in counties that never joined the CCA is calculated. As each pre-CCA area joined the Act, its population is dropped from the region's population base upon which the pre-CCA population percentages are calculated. So, in 1976, if a pre-CCA area made up twenty percent of Non-metro East's population base, twenty percent of its adjusted Non-metro East probation and parole expenditures are allocated as the pre-CCA area's probation and parole expenses. Note that expenditures listed in the biennial budget documents are adjusted first. The salaries and expenses of regional directors and area supervisors are located in the probation and parole section of the budget document. Such personnel divide their time between probation and parole activities and CCA operations and start up activities. Before cost estimations for probation and parole activities can be made for any year, the cost estimates for regional director and area supervisor CCA start up activities and for CCA operation activities must be subtracted from the budget document expenditures. For example, assume a region serves six counties in 1976, county A is a pre-CCA area, county B joined the Act in 1973, county C is at the start up stage, counties D, E, and F never joined the Act. Then, 1976 appropriate state CCA operation costs for county B and CCA start up costs for county C must be subtracted from the region's probation and parole expenditures to derive adjusted probation and parole expenditures. Counties A, D, E, and F form the region's population base. The ratio of A's population to the region's population base is then multiplied by the adjusted probation and parole expenditures to derive the A's pre-CCA probation and parole expenditures. This procedure is followed for each year.

iii. Adult and juvenile program and other expenditures

Pre-CCA and CCA expenditures for community services other than probation and parole are based upon the level of community services provided by the state and by area counties. Based upon an agreement made with the CCA Evaluation Advisory Group as described in section C.2., the names of L.E.A.A. regional and county awarded grants were mailed to CCA administrators for review. Based upon the input from CCA administrators, designated L.E.A.A. grant expenditures are included in area pre-CCA and CCA expenditures. Grant expenditures were obtained from the Crime Control Planning Boards' Grants Management Information System and related systems.

L.E.A.A. grants awarded to the Department of Corrections have also been reviewed as advised by the CCA Evaluation Advisory Group. Based upon the grant application narratives, four grants were selected as providing community services: Volunteer Program (1973), Minnesota Program for Victims of Sexual Assault (1975-1978), Women Helping Offenders (1974-1977), and the Bakery Transportation Program (1976-1977). Every program except the Bakery Transportation Program provided services on a statewide basis and the cost of each program is allocated to areas during the grant period on a per capita basis. For example, the Volunteer Program expenditures appear in the 1973 "state other programs" category for Dodge-Fillmore-Olmsted, Crow Wing-Morrison and Ramsey where each area is allocated the program's cost on a per capita basis. If an area composes twenty-five percent of the state's population, it is allocated twenty-five percent of a statewide community services' program expenditures. According to the narrative of the Bakery Transportation Program's grant application, it served only three areas (Anoka, Ramsey, and Hennepin) and its costs are thus allocated only to these three areas based on client data supplied in the grant narrative in the relevant years.

Pre-CCA expenditures for community services other than designated L.E.A.A. grants have been obtained from budget/financial analysts in Olmsted, Hennepin and Ramsey counties, from the research analyst in Arrowhead Community Corrections and from county auditors in other areas. Further assistance has been provided by PORT personnel in Dodge-Fillmore-Olmsted and Crow Wing-Morrison and by CCA administrators in Ramsey, Todd-Wadena, Blue Earth, Red Lake-Polk-Norman, and Hennepin. As described in section C.2., two separate mailing procedures have been used to verify these data. Information on the included programs is specified in the documentation to the area expenditure tables contained in this report's appendix.

CCA program expenditures were derived from information submitted annually by each area in their financial reports (including supplemental documents) to the Department of Corrections.

In summary, pre-CCA and CCA program expenditures include state, regional and county L.E.A.A. grants, special legislative appropriations and other area programs designed to provide community services in CCA areas.

iv. Designation of adult and juvenile services categories

An attempt was made to partition all expenditures between adult and juvenile services. Documentation of staff time allocated to serving each group in joint projects has been investigated using available resources such as grant applications and annual plans. Beyond such sources, CCA administrators and program directors have been contacted for estimates of staff time allocations between adult and juvenile

services in joint projects. Project costs have been partitioned between adult and juvenile services in the same proportion as staff time spent serving each group.

However, the above procedure can not be used to partition the purchase of service expenditure category that appears in the submitted records of Dodge-Fillmore-Olmsted, Crow Wing-Morrison, Red Lake-Polk-Norman, Todd-Wadena, Region 6 West and Ramsey. Also, the CCA Evaluation Advisory Group could provide no direction as to the proper criteria for purchase of service partitioning. Given this drawback, adult and juvenile service expenditures are aggregated in all tables presented in the results of this report. Preliminary separate adult and juvenile analyses were conducted at the request of the Anoka CCA Administrator. Such separate analyses led to the same conclusions as reached by an aggregated analysis of Anoka County's data as presented in this report.

d. Jail/workhouse and juvenile facility expenditures

i. Jail/workhouse expenditures

Jail/workhouse average annual expenditures are listed in Table 6a for the post-CCA and in Table 6b for the pre-CCA continuation. Each type of expenditure is the product of three quantities: the estimated number of locally incarcerated felons, the average days served by such felons, and the estimated daily jail/workhouse cost. The first two quantities are derived from the evaluation's Adult Offender Sample. Cases with jail/workhouse days served were examined through December 1977 for the early joining areas and through December 1978 for the middle and late joining areas. The cases in each CCA area for the pre-CCA and post-CCA periods are weighted separately so that they have the same (proportional) distribution as the population from which they are drawn.

The post-CCA estimated number of locally incarcerated felons is the post-CCA sample proportion with jail/workhouse sanctions multiplied by the average annual post-CCA adult offender population. The estimated number of locally incarcerated felons under continuation of the pre-CCA system is the pre-CCA sample proportion with jail/workhouse sanctions, adjusted for a state trend of increased jail/workhouse usage and then multiplied by the average annual post-CCA adult offender population. The state trend of increased jail/workhouse usage is estimated from comparison data. The trend adjustment for Ramsey is the percentage increase in workhouse sanctions in Hennepin county between the periods 1972-74 and 1974-77 (+5.5 percent). The trend adjustment for Hennepin is the percentage increase in workhouse sanctions in Ramsey county between the periods 1974-77 and 1977-78. The trend adjustment for the other CCA areas is the average percentage increase in jail/workhouse sanctions for the periods between 1972-74 and 1974-77 for the recent participants and between 1974-77 and 1977-78 for the early participants.

The average length of stay is not significantly different between the pre-CCA and post-CCA periods except in Ramsey and Region 6 West. So, the post-CCA average length of stay is used in the calculation of continuation and post-CCA jail/workhouse expenditures except for Ramsey and Region 6 West.

In Ramsey, the post-CCA length of stay is significantly greater than pre-CCA and a comparable change is not found in Hennepin county during the same period. This may be due to the fact that Ramsey is diverting offenders from prison, thereby increasing the average length of stay during the post-CCA period. Unlike other areas, Ramsey is

not increasing its workhouse population with offenders who might have only received probation under the pre-CCA system.

In Region 6 West, the post-CCA length of stay is significantly greater but there is no clear indication why this occurs.

Hence, since pre- and post-CCA lengths of stay differ significantly in Ramsey and Region 6 West, these significantly different figures are used in Table 6a and 6b. For all other areas, the post-CCA average length of stay is used in the calculation of continuation and post-CCA jail/workhouse expenditures.

To calculate the number of jailed clients in the St. Louis County Jail and in the North East Regional Corrections Center, data from Minnesota Department of Corrections (1977b), a study that compares sentencing patterns in CCA areas with comparison counties, has been used to partition total Arrowhead Regional Corrections clients with jail sanctions.

The same estimated average daily jail/workhouse costs are used for pre-CCA continuation and post-CCA calculations. The primary reason for this decision is that jail/workhouse expenses have been affected in the late 1970's by the enforcement of jail standards. Such enforcement nationwide has sprung from court decisions on jail standards and such enforcement would have occurred whether the CCA had been operational in Minnesota or not. Consultations with various county auditors and sheriff's department personnel also revealed a similar concern that pre-CCA jail/workhouse expenditures are too low compared to present expenditures under jail standards' enforcement. For these reasons, post-CCA average daily jail/workhouse costs are used for all calculations whether continuation or post-CCA. This assumes also that post-CCA jail treatment programs often funded by CCA subsidy funds would also exist if the pre-CCA system had been continued.

In Dodge-Fillmore-Olmsted (for the years 1974 and 1975), Crow Wing-Morrison, Arrowhead Regional Corrections (for the St. Louis County Jail), Blue Earth, and Washington, analysts obtained staff time allocation information for jail activities during the post-CCA period from sheriffs in the appropriate counties. This information is used to partition sheriff's department personnel expenditures into jail personnel expenditures. Other obviously associated jail operating costs such as food and other client upkeep costs have been added to personnel expenditures. Whenever possible, the percentage of square footage of space allocated to jail use is used to partition associated utility expenses for jail operation. Jail treatment programming costs are added to jail/workhouse operating costs since jail standards mandate such programming. Jail operating costs are the sum of jail personnel, client upkeep, utilities, and jail programming costs. Dodge-Fillmore-Olmsted annual jail expenditures for 1974-1978 (with the exception of the 1974 and 1975 jail personnel expenditures) are derived from a jail cost study completed by L. Weisbrod. The North East Regional Corrections Center's operating expenses are derived from Arrowhead Regional Corrections CCA annual financial reports supplemented with information from the Arrowhead Regional Corrections research analyst. To calculate the average daily jail/workhouse cost, annual jail/workhouse operating expenses are divided by the annual average daily jail population. These post-CCA annual average daily jail/workhouse costs are averaged over the post-CCA period from entry through 1978 to calculate estimated daily jail/workhouse costs. In Hennepin and Ramsey counties, sufficient figures on each workhouse were obtained from financial/budget analysts to facilitate the above calculations. For Red Lake-Polk-Norman, figures have been obtained from Financial Status Reports submitted to the Department of Corrections and from the CCA

administrator on North West Regional Corrections Center operation. Adjustments were made to deduct rental expenses for law enforcement operations at NWCC and to include appropriate jail administrative costs. In Anoka county, the 1980 jail per diem of \$21.00 is used given the extremely low per diems charged prior to 1980 as compared to per diems and average daily jail costs in other areas. Todd-Wadena and Region 6 West only operate holding or detention centers according to Department of Corrections (1979b). So, the average daily jail cost used reflects the average per diem paid by such areas for the use of jail facilities in other counties.

ii. Juvenile facility expenditures

Juvenile facility costs are explicitly added pre-CCA and post-CCA as applicable for Hennepin, Ramsey, Anoka, and Arrowhead Regional Corrections. Only these areas reported a separate correctional accounting category of juvenile facility costs. Such costs are included because the CCA is regarded as providing a wide range of services (including detention) to the entire juvenile population.

Pre-CCA Anoka expenditures are estimated. Due to the incompleteness of 1974 Anoka client records, 1974 child care days are estimated by assuming the same detention rate (child care days/juvenile population-at-risk) occurred in 1974 as in 1975. Child care days in 1974 and 1975 are valued at the per diem rate (in 1980 constant dollars) stated in Anoka's 1975 juvenile detention contract with the Department of Corrections. Juvenile detention child care days in 1976 are valued at the child care cost per day calculated for 1977 and 1978 records. To further assure the completeness of Anoka pre-CCA cost records, the value of donated Department of Corrections pre-CCA adjudicated delinquent treatment services are also included in pre-CCA figures. The number of child care days and the appropriate per diem are determined by another contract signed in January 1975. Both contracts involve use of the Lino Lakes facility. See Table A.13.

e. Averted State Institutional Expenditures

i. Definition

The CCA is expected to reduce adult and juvenile state commitments and thereby reduce state institutional costs. Averted state institutional costs are separately calculated for averted adult and juvenile commitments. Each type of averted institutional cost is the product of three quantities: averted state commitments under the CCA policy, the average institutional days served, and a measure of daily institutional costs.

Calculation of actual averted adult and juvenile commitments under the CCA is described elsewhere in the total evaluation. Forecasting techniques are used to estimate commitment rates without the CCA. In the technique used here, pre-CCA commitment rates are pooled with the commitment rates for the rest of the state. A trend (slope) is calculated from these, and is used to estimate commitments in each CCA area after it begins participation in the Act. All non-CCA data points available go into the estimate, thereby controlling for non-CCA effects during the same time periods. By comparing the forecasted estimate of commitments without the CCA with what is observed in each CCA area after it joins the Act, one can infer how many juveniles and adults are, or are not, retained due to the CCA. For a more comprehensive discussion of this methodology, the reader is referred to the Technical Report: Retaining Offenders in the Community. Table 7 presents averted juvenile

commitments and Table 10 presents averted adult commitments. If an area committed more individuals than expected, such numbers are enclosed in parentheses.

The average length of stay for juveniles in state institutions is calculated for each year based upon Department of Corrections' records. The adult institutional length of stay is derived from the length of stay for pre-CCA less serious state commitments included in the Adult Offender Sample. The assumption is made that this group most closely resembles the group that is likely to be diverted from state institutions to the community under the CCA. The CCA is not expected to lead to the retention of more serious state cases in the community, so this group is deleted from calculation of the average length of stay. The pre-CCA less serious state cases from which the average length of stay is computed includes only those individuals receiving less serious state sanctions initially, and less serious offenders revoked before the end of their matrix days (i.e., the minimum sentence derived from Minnesota's parole matrix) for other than a new felony. No cases currently incarcerated were included since such figures would bias the average length of stay downwards. Sufficient commitment sample size enabled separate lengths of stay to be calculated for Hennepin (488 days) and Ramsey (558 days). Aggregated less serious state cases for Dodge-Fillmore-Olmsted and Crow Wing-Morrison have an average length of stay of 470 days, while the similar figures for Red Lake-Polk-Norman, Todd-Wadena, Arrowhead Regional Corrections, and Anoka are 499 days and for Washington, Blue Earth, and Region 6 West are 530 days.

Averted state commitments and the average institutional length of stay are used to estimate averted institutional expenditures. Two approaches are taken to measure costs: the per diem approach and the variable cost approach. Each approach is described below.

ii. The per diem approach

One measure of daily institutional costs is the per diem charged for institution use. An annual average per diem is calculated by using the average of all institutional per diems weighted by each institution's population. Calendar year weighted average per diems expressed in current and 1980 dollars are listed for juveniles and adults in Table A.12.

To calculate averted institutional costs for each year using the per diem approach, averted commitments are multiplied by the appropriate institutional length of stay and by the appropriate weighted average annual per diem. Such figures are listed in Table 8 for juveniles and Table 11 for adults.

iii. The variable cost approach

The variable cost approach examines the extra costs incurred if one more client is committed to an institution. Certainly, food, clothing and upkeep expenses are generated along with possible additional staffing expenses. These are short-run costs as defined by Gray et al. (1978).

Estimates of the average daily variable population costs were obtained for Minnesota in Minnesota Governor's Commission on Crime Prevention and Control (1977). These figures in 1980 dollars are \$20.10 for the daily variable costs of juvenile institutions and \$12.99 for adult institutions. Since the study only examined detailed institutional costs for one year, i.e. 1975, it is assumed that such figures also provide reasonable institutional variable costs for other years.

To calculate averted institutional costs for each year using the variable cost approach, averted commitments are multiplied by the appropriate institutional length of stay and by the averted daily variable cost. Such figures are listed in Table 9 for juveniles and in Table 12 for adults.

4. Associated Population Data

a. Adult and juvenile target population data

The adult target population for both public protection and economy is defined as all cases sentenced to the community and less serious felons sentenced to prison. Serious offenders committed to prison are not targets of the CCA. No arguments have been made that the CCA ought to divert serious offenders to the community and that these cases would not increase the public risk; nor have any arguments been made that serious offenders can be better rehabilitated in the community. The CCA recognizes that certain categories of offenders should continue to be incarcerated. On the other hand, less serious felons who are committed are CCA targets. The assumptions of the CCA are that these cases would not increase the public risk and they could be better rehabilitated if sentenced to a community alternative. Since the expected input of the CCA is to reduce the proportion of less serious offenders committed to prison and in doing so to affect positively economy (i.e. reduce state costs), the analyses should include these cases.

Even the most serious juvenile offenders are expected to be treatable in the community under the CCA. Also, juvenile pre-offenders, unlike adult pre-offenders are targets of the CCA. A "pre-offender" is defined as someone who may (or may not) have exhibited potentially delinquent behavior or comes from an environment likely to promote delinquent behavior (e.g. family in crisis) but who has not been actually charged with an offense. The rationale behind prevention programs is that if the "pre-offender" can be treated at an early stage, later delinquency can be averted. It is, of course, difficult to assess if persons who have not yet committed crimes have been prevented from committing any crimes later because of preventive treatment. The juvenile target population is thus defined as the juvenile population-at-risk ages 13 through 17.

The Technical Report: Public Protection further describes the adult and juvenile target population rationale. For reasons cited in section 3c.iv., costs could not be partitioned between adult and juvenile programs. Because of this drawback, adult and juvenile target populations were summed for each year and averaged over the pre-CCA and the post-CCA time periods to define the pre-CCA and post-CCA target populations.

b. Welfare dependence data and analyses

Probation files have been searched for information on adult offender's and their dependent's reliance on welfare/public assistance as part of the data collection for the adult offender sample. See the Technical Report: Adult Offender Sample for information on population definition, sample selection, preparing the samples for analyses and related analytical procedures. A file was constructed to describe offender and offender dependents reliance on welfare/public assistance at three points in time: the time of the offense, the estimated or actual incarceration time, and one year after the estimated or actual incarceration time. Missing data in the third category limited analyses to the changes in welfare reliance between the time of the

offense and estimated or actual incarceration time. Even with this limitation, the scarcity of recorded data have not allowed separate analyses to be conducted at the individual area level during the pre and the post-CCA periods, rather for each period a Wilcoxon Signed Rank Test is applied at a five percent significance level (Tables 1 and 2). See Pfaffenberger, R. C. and Patterson, J. H. (1977).

D. Economic Methodology

1. Basic Cost Analyses

Using basic cost analyses a cost per target population measure is derived for before and after CCA entry for the following expenditure categories: Overhead (Table 3), administration (Table 3a), research and information systems (Table 3b), training (Table 3c) and programming (Table 4). For each CCA area in the above tables, average annual expenditures in each expenditure category is divided by the average annual target population served. Separate analyses are conducted before and after CCA entry. The entries in Table 5 describing pre-CCA and post-CCA overhead spent per one dollar of programming are derived by dividing the average annual expenditures for overhead (Table 3) by the average annual expenditures for programming (Table 4). Separate analyses are conducted for the pre-CCA and post-CCA periods.

An output cost measure as defined by Gray et al. (1978) is used to value jail/workhouse expenditures (Table 6a and 6b), averted juvenile state institutional costs (Tables 8 and 9) and averted adult state institutional costs (Table 11 and 12). Under such a measure, the relevant population (incarcerated adult felons or averted state commitments) is multiplied by a cost per day measure and by an estimate of an offender's average length of stay in the facility.

2. Continuation Costs

Continuation costs estimate the cost of maintaining the policy in effect before the CCA over the period 1972-1978. According to U.S. Department of Justice Expenditure and Employment Data for the Criminal Justice System reports, there was a decline in state intergovernmental correctional aids to local governments (expressed in 1980 dollars) in the United States over the period 1972-1977 for which data were available. Considering Wisconsin, Iowa, Kansas, and Oregon, a majority of these areas did not experience an increase in state intergovernmental correctional aids in constant dollars over the period. Therefore, during 1972-1977, there appears to be no strong national trend toward state intergovernmental correctional aids. A recent study by the Minnesota State Planning Agency, Fiscal Overview of Minnesota Local Governments, demonstrates less local reliance on property taxes and an increasing reliance on state aids as a revenue source. It is questionable the extent to which local governments could shift an increasing amount of their declining property tax dollars to corrections if a CCA policy did not exist. Therefore, the methodology used to estimate continuation costs should be considered in view of declining state intergovernmental correctional aids to local governments in the United States and of a declining local governmental ability to pay.

The continuation methodology is applied separately to each cost category (e.g., overhead, programs, jail/workhouse, juvenile facilities). Continuation overhead expenditures equal pre-CCA overhead expenditures adjusted for inflation and for maintenance of pre-CCA federal programs. The pre-CCA system is primarily a state

(probation and parole) system. Overhead should thus not be strongly related to target population trends; rather, managers merely shift resources from declining areas to expanding areas as needed.

Continuation program expenditures include adjustments for inflation, for maintenance of pre-CCA federal programs and for cost increases proportional to increases in the target populations. But if the target population falls, pre-CCA program costs will be maintained with adjustments for inflation and pre-CCA federal program maintenance. This "ratchet effect" generously estimates continuation costs along with the other adjustments.

As described in section C.3.d.i., continuation jail/workhouse costs reflect adjustments for the statewide trend increase in jail/workhouse use, for the cost-impact of increased jail standard enforcement and for inflation.

Juvenile facility costs like program costs are adjusted for inflation, maintenance of pre-CCA federal program and for increases in the juvenile population-at-risk. If the juvenile population-at-risk falls, juvenile facility costs will be maintained with adjustments for inflation and pre-CCA federal program maintenance.

Continuation costs are the sum of continuation overhead, program, jail/workhouse and juvenile facility costs. Given the adjustments made to derive such cost categories and in view of declining intergovernmental correctional aids to local governments in the United States and of a declining local governmental ability to pay, the continuation costs presented are generously estimated. See Table 13.

3. Definition of Economy

Economy under the CCA is measured by the difference between continuation costs and post-CCA costs. Continuation expenditures are described in the previous section. Post-CCA expenditures are the sum of average annual expenditures for CCA overhead, programs and local incarceration (or juvenile facility) of the target population adjusted for institutional cost savings under the CCA. If an area decreases its commitments, averted institutional costs reduce the post-CCA sum while if commitments increase, the above sum is also increased. As stated in section 3.e., averted commitments are controlled for changes in institutional commitments in non-CCA areas. The two approaches to post-CCA expenditures displayed depend on whether institutional costs are valued using the per diem or variable cost approach. Economy is decreased under the CCA if post-CCA costs exceed costs of continuing the pre-CCA policy, economy is increased under the CCA if post-CCA costs are less than continuation costs, and economy is maintained under the CCA if post-CCA costs are the same as continuation costs. As explained in section C.2., interpretation of final results will assume that individual area results may be over- or under-estimated by five percent due to variations in accounting practices. However, when area results are aggregated from an overall policy perspective, these over- or under-estimates will cancel out.

E. Results and Conclusions

The CCA goal of economy is achieved if the difference between the costs for continuing the pre-CCA policy and CCA costs is positive or zero in a majority of CCA areas so as to increase or at least maintain economy. Table 14 presents the results of the economy analysis. Economy decreases in all areas under the CCA. Whether

reduced state commitments are valued at per diems or variable costs averted, post-CCA costs are higher than continuation costs in a majority of areas. In Ramsey and Blue Earth, economy is maintained under the per diem approach to averted institutional costs. According to prior research this cost spread would have widened if social service costs under CCA and pre-CCA had also been quantified.

What accounts for this decreased economy? As shown in Tables 1 and 2, neither the CCA nor the pre-CCA policy had any overall significant effect on the welfare/A.F.D.C. reliance of offenders or on their dependents. Overhead (Table 3) is higher under CCA than under the pre-CCA system. Indeed, every component of overhead, namely administrative (Table 3a), research and information systems (Table 3b), and training (Table 3c) expenses, is higher under CCA as compared to pre-CCA. Overhead increased at the state and area level under CCA. This can be demonstrated using the expenditures and percentages presented in Figure 1. Creation of individual administrative units in each area generates extra costs. Also, there was no withering away of state administrative structures when pre-CCA state services were shifted to the CCA area level. Indeed, the state created an added layer of personnel to deal with CCA administrative and financial issues. Using Figure 1 entries, state overhead to Hennepin and Ramsey increased sixty-four percent, state overhead to Arrowhead Regional Corrections increased forty-nine percent and to other CCA areas increased one hundred twenty-eight percent between the pre-CCA and post-CCA periods. Overall, the pre-CCA overhead of ten cents or less per dollar of programming more than doubled under CCA in a majority of areas. See Table 5.

Program expenditures per target population increase in all areas except and Region 6 West. See Table 4. Anoka's increase in average annual programming expenses were smaller than the increase in their target populations. Region 6 West's decrease in program expenditures coupled with large overhead costs indicates the one and one-fourth years of post-CCA data represent a start up situation. Overall, the larger program expenditures per target population merely show that providing more programming (see Technical Report: Local Correctional Programming) at the local level increases costs. There was insufficient overlapping of state and local programs to result in substantial consolidation economies.

Jail/workhouse expenditures rose in every area under CCA. See Table 6. All areas experienced an increase in average annual jail commitments except Region 6 West. Between the pre- and post-CCA periods the average length of stay in each area was not significantly different except in Ramsey and Region 6 West where it was higher under CCA. Arrowhead Regional Corrections, Anoka and Hennepin experienced increased juvenile facility costs under CCA while similar costs in Ramsey decreased.

With respect to institutional costs, CCA will prevent approximately \$890,588 in annual juvenile per diems (Table 8) and \$354,719 (Table 11) in annual adult per diems. However, if only added institutional costs (food, clothing, staff) are considered as being averted, these figures drop to \$230,589 for juveniles (Table 9) and \$109,264 for adults (Table 12).

In conclusion, the averted state institutional costs cannot offset the added overhead, program, juvenile facility and jail/workhouse costs under the CCA. Therefore, for a majority of areas, economy is reduced under CCA. See Table 13. If annual continuation and actual cost measures are summed across all areas, actual costs exceed continuation costs by thirteen to sixteen percent. The CCA is more expensive than continuation of the policy it replaced. However, at the individual area level, actual costs exceed

(probation and parole) system. Overhead should thus not be strongly related to target population trends; rather, managers merely shift resources from declining areas to expanding areas as needed.

Continuation program expenditures include adjustments for inflation, for maintenance of pre-CCA federal programs and for cost increases proportional to increases in the target populations. But if the target population falls, pre-CCA program costs will be maintained with adjustments for inflation and pre-CCA federal program maintenance. This "ratchet effect" generously estimates continuation costs along with the other adjustments.

As described in section C.3.d.i., continuation jail/workhouse costs reflect adjustments for the statewide trend increase in jail/workhouse use, for the cost-impact of increased jail standard enforcement and for inflation.

Juvenile facility costs like program costs are adjusted for inflation, maintenance of pre-CCA federal program and for increases in the juvenile population-at-risk. If the juvenile population-at-risk falls, juvenile facility costs will be maintained with adjustments for inflation and pre-CCA federal program maintenance.

Continuation costs are the sum of continuation overhead, program, jail/workhouse and juvenile facility costs. Given the adjustments made to derive such cost categories and in view of declining intergovernmental correctional aids to local governments in the United States and of a declining local governmental ability to pay, the continuation costs presented are generously estimated. See Table 13.

3. Definition of Economy

Economy under the CCA is measured by the difference between continuation costs and post-CCA costs. Continuation expenditures are described in the previous section. Post-CCA expenditures are the sum of average annual expenditures for CCA overhead, programs and local incarceration (or juvenile facility) of the target population adjusted for institutional cost savings under the CCA. If an area decreases its commitments, averted institutional costs reduce the post-CCA sum while if commitments increase, the above sum is also increased. As stated in section 3.e., averted commitments are controlled for changes in institutional commitments in non-CCA areas. The two approaches to post-CCA expenditures displayed depend on whether institutional costs are valued using the per diem or variable cost approach. Economy is decreased under the CCA if post-CCA costs exceed costs of continuing the pre-CCA policy, economy is increased under the CCA if post-CCA costs are less than continuation costs, and economy is maintained under the CCA if post-CCA costs are the same as continuation costs. As explained in section C.2., interpretation of final results will assume that individual area results may be over- or under-estimated by five percent due to variations in accounting practices. However, when area results are aggregated from an overall policy perspective, these over- or under-estimates will cancel out.

E. Results and Conclusions

The CCA goal of economy is achieved if the difference between the costs for continuing the pre-CCA policy and CCA costs is positive or zero in a majority of CCA areas so as to increase or at least maintain economy. Table 14 presents the results of the economy analysis. Economy decreases in all areas under the CCA. Whether

reduced state commitments are valued at per diems or variable costs averted, post-CCA costs are higher than continuation costs in a majority of areas. In Ramsey and Blue Earth, economy is maintained under the per diem approach to averted institutional costs. According to prior research this cost spread would have widened if social service costs under CCA and pre-CCA had also been quantified.

What accounts for this decreased economy? As shown in Tables 1 and 2, neither the CCA nor the pre-CCA policy had any overall significant effect on the welfare/A.F.D.C. reliance of offenders or on their dependents. Overhead (Table 3) is higher under CCA than under the pre-CCA system. Indeed, every component of overhead, namely administrative (Table 3a), research and information systems (Table 3b), and training (Table 3c) expenses, is higher under CCA as compared to pre-CCA. Overhead increased at the state and area level under CCA. This can be demonstrated using the expenditures and percentages presented in Figure 1. Creation of individual administrative units in each area generates extra costs. Also, there was no withering away of state administrative structures when pre-CCA state services were shifted to the CCA area level. Indeed, the state created an added layer of personnel to deal with CCA administrative and financial issues. Using Figure 1 entries, state overhead to Hennepin and Ramsey increased sixty-four percent, state overhead to Arrowhead Regional Corrections increased forty-nine percent and to other CCA areas increased one hundred twenty-eight percent between the pre-CCA and post-CCA periods. Overall, the pre-CCA overhead of ten cents or less per dollar of programming more than doubled under CCA in a majority of areas. See Table 5.

Program expenditures per target population increase in all areas except and Region 6 West. See Table 4. Anoka's increase in average annual programming expenses were smaller than the increase in their target populations. Region 6 West's decrease in program expenditures coupled with large overhead costs indicates the one and one-fourth years of post-CCA data represent a start up situation. Overall, the larger program expenditures per target population merely show that providing more programming (see Technical Report: Local Correctional Programming) at the local level increases costs. There was insufficient overlapping of state and local programs to result in substantial consolidation economies.

Jail/workhouse expenditures rose in every area under CCA. See Table 6. All areas experienced an increase in average annual jail commitments except Region 6 West. Between the pre- and post-CCA periods the average length of stay in each area was not significantly different except in Ramsey and Region 6 West where it was higher under CCA. Arrowhead Regional Corrections, Anoka and Hennepin experienced increased juvenile facility costs under CCA while similar costs in Ramsey decreased.

With respect to institutional costs, CCA will prevent approximately \$890,588 in annual juvenile per diems (Table 8) and \$354,719 (Table 11) in annual adult per diems. However, if only added institutional costs (food, clothing, staff) are considered as being averted, these figures drop to \$230,589 for juveniles (Table 9) and \$109,264 for adults (Table 12).

In conclusion, the averted state institutional costs cannot offset the added overhead, program, juvenile facility and jail/workhouse costs under the CCA. Therefore, for a majority of areas, economy is reduced under CCA. See Table 13. If annual continuation and actual cost measures are summed across all areas, actual costs exceed continuation costs by thirteen to sixteen percent. The CCA is more expensive than continuation of the policy it replaced. However, at the individual area level, actual costs exceed

continuation costs by less than one percent in Ramsey and as much as one hundred six percent in Todd-Wadena using the institutional per diem approach and by as little as thirteen percent in Hennepin and as much as ninety-nine percent in Dodge-Fillmore-Olmsted using the institutional variable cost approach. Hence, as an overall policy, the Community Corrections Act reduces economy.

Errata Sheet: Economy

Page 20, paragraph #1.

However, at the individual area level, actual costs exceed continuation costs by less than one percent in Ramsey and as much as one hundred six percent in Todd-Wadena using the institutional per diem approach and by as little as thirteen percent in Hennepin and as much as ninety-nine percent in Dodge-Fillmore-Olmsted using the variable cost approach.

Replace the underlined segment with:

... ninety-three percent in Todd-Wadena ...

Page 27, Table 4 corrected figures:

	Pre-CCA	
	Average Annual Expenditures	Average Annual Expenditures/Target Pop.
Dodge-Fillmore-Olmsted	\$463,500	\$37.19

Page 28, Table 5 corrected figures:

	Pre-CCA	Percentage Change
Dodge-Fillmore-Olmsted	\$0.03	800%

Page 38, Table 13 corrected figures:

	Pre-CCA Programming	Total
Dodge-Fillmore-Olmsted	\$471,610	\$598,018

Page 39, Table 14 corrected figures:

	Economy	
	Per Diem Approach	Variable Cost Approach
Dodge-Fillmore-Olmsted	Decrease 34%	Decrease 40%
Continuation	\$598,018	

Page 41, Table A.1a corrected figures:

	Area Pre-CCA		
	June-Dec. 1972	1973	Jan. - May 1974
Juvenile Prob. & Parole	\$ 39,450.37	\$ 82,696.77	\$ 45,934.64
Adult Programs	\$ 69,393.12	\$153,835.82	\$ 79,628.55
Juvenile Programs	\$ 24,445.03	\$ 84,884.23	\$ 55,773.07
Total Area Programming	\$133,288.52	\$321,416.82	\$181,336.26

Page 42, Table A.1b corrected figures:

	June - Dec. 1972
Juvenile Prob. & Parole	\$24,346.25
Total Programming	\$72,295.00

TABLE 1: Offender Welfare Reliance Analyses

CCA Area	Pre-CCA Analysis Percentage Change in Welfare Reliance (Number)	Post-CCA Analysis Percentage Change in Welfare Reliance (Number)
Dodge-Fillmore-Olmsted	-1.4% (1)	-0.9% (1)
Ramsey	-2.6% (2)	-2.9% (4)
Crow Wing-Morrison	0.0% (0)	0.0% (0)
Red Lake-Polk Norman	-2.6% (1)	1.7% (2)
Todd-Wadena	1.8% (1)	0.0% (0)
Arrowhead Regional Corrections	-2.5% (1)	-0.7% (1)
Anoka	-5.7% (7)	-14.2% (18)
Region 6 West	-2.5% (1)	20.0% (5)
Hennepin	0.2% (1)	-4.6% (5)
Blue Earth	0.0% (0)	0.0% (0)
Washington	0.2% (1)	-2.3% (2)
Significant Change in Reliance ^b	NO	NO

^a Changes in welfare reliance occurring between the time of the offense through estimated or actual incarceration time.

^b Using a Wilcoxon signed rank test at the = 0.05 significance level.

TABLE 1: Offender Welfare Reliance Analyses

CCA Area	Pre-CCA Analysis	Post-CCA Analysis
	Percentage Change in Welfare Reliance ^a (Number)	Percentage Change in Welfare Reliance ^a (Number)
Dodge-Fillmore- Olmsted	-1.4% (1)	-0.9% (1)
Ramsey	-2.6% (2)	-2.9% (4)
Crow Wing- Morrison	0.0% (0)	0.0% (0)
Red Lake-Polk Norman	-2.6% (1)	1.7% (2)
Todd-Wadena	1.8% (1)	0.0% (0)
Arrowhead Regional Corrections	-2.5% (1)	-0.7% (1)
Anoka	-5.7% (7)	-14.2% (18)
Region 6 West	-2.5% (1)	20.0% (5)
Hennepin	0.2% (1)	-4.6% (5)
Blue Earth	0.0% (0)	0.0% (0)
Washington	0.2% (1)	-2.3% (2)
Significant Change in Reliance ^b	NO	NO

^aChanges in welfare reliance occurring between the time of the offense through estimated or actual incarceration time.

^bUsing a Wilcoxon signed rank test at the = 0.05 significance level.

TABLE 2: Offender Dependents' Welfare Reliance Analyses

CCA Area	Pre-CCA Analysis	Post-CCA Analysis
	Percentage Change in Welfare Reliance (Number)	Percentage Change in Welfare Reliance (Number)
Dodge-Fillmore- Olmsted	4.7% (1)	-3.6% (1)
Ramsey	-11.0% (3)	-8.6% (3)
Crow Wing- Morrison	0.0% (0)	0.0% (0)
Red Lake-Polk- Norman	0.0% (0)	0.0% (0)
Todd-Wadena	0.0% (0)	0.0% (0)
Arrowhead Regional Corrections	-15.9% (2)	-6.1% (2)
Anoka	-15.3% (6)	-39.6% (19)
Region 6 West	-0.7% (1)	0.0% (0)
Hennepin	1.8% (1)	-6.8% (3)
Blue Earth	0.0% (0)	0.0% (0)
Washington	9.8% (2)	0.0% (0)
Significant Change in Reliance ^b	NO	NO

^aChanges in welfare reliance occurring between the time of the offense through estimated or actual incarceration time.

^bUsing a Wilcoxon signed rank test at the = 0.05 significance level.

TABLE 3: Pre-CCA and Post-CCA Average Annual Overhead, Target Populations, and Average Annual Expenditures Per Target Population (Constant Dollars, 1980)

CCA Area	Entry Date	OVERHEAD ^a					
		PRE-CCA ^b			POST-CCA ^c		
		Average Annual Expenditures	Target Populations ^d	Average Annual Expenditures/Target Pop.	Average Annual Expenditures	Target Populations ^d	Average Annual Expenditures/Target Pop.
Dodge-Fillmore-Olmsted	6/1/74	\$ 14,940	12,463	\$ 1.20	\$149,790	12,672	\$11.82
Ramsey	7/1/74	\$699,380	46,572	\$15.02	\$948,840	45,891	\$20.68
Crow Wing-Morrison	9/1/74	\$ 6,270	7,236	\$ 0.87	\$ 95,320	7,008	\$13.60
Red Lake-Polk-Norman	1/1/76	\$ 4,640	5,373	\$ 0.86	\$ 46,840	5,020	\$ 9.33
Todd-Wadena	7/1/76	\$ 3,950	3,948	\$ 1.00	\$ 78,860	3,721	\$21.19
Arrowhead Regional Corrections	7/1/76	\$150,450	30,639	\$ 4.91	\$515,057.35	28,867	\$17.84
Anoka	9/1/76	\$ 54,910	21,732	\$ 2.53	\$207,090	22,261	\$ 9.30
Region 6 West	10/1/77 ^e	\$ 5,740	5,414	\$ 1.06	\$ 100,270	5,070	\$19.78
Hennepin	1/1/78 ^f	\$704,010	90,125	\$ 7.81	\$1,485,800	87,367	\$17.01
Blue Earth	1/1/78 ^f	\$ 5,500	5,384	\$ 1.02	\$ 56,020	5,340	\$10.49

^aOverhead is the sum of expenditures for administration (and planning), training, research, and information systems. Three separate tables for administration, training, and research and information systems expenditures follow.

^bAnnual figures are averaged over the two years prior to entry.

^cAnnual figures are averaged over the time period from entry through 1978.

^dPre-CCA and post-CCA target populations are based on the sum of annual juvenile populations-at-risk (aged 13-17) and adult felony dispositions averaged over the number of pre-CCA and post-CCA years, respectively.

^ePost-CCA annual figures are based on one and one-fourth years of data.

^fPost-CCA annual figures are based on one year of data.

TABLE 3a: Pre-CCA and Post-CCA Average Annual Administration Expenditures, Target Populations, and Average Annual Expenditures Per Target Population (Constant Dollars, 1980)

CCA Area	Entry Date	ADMINISTRATION					
		PRE - CCA ^a			POST - CCA ^b		
		Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures / Target Pop.	Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures / Target Pop.
Dodge-Fillmore-Olmsted	6/1/74	\$ 7,890	12,463	\$ 0.63	\$ 91,500	12,672	\$ 7.22
Ramsey	7/1/74	\$666,610	46,572	\$14.31	\$686,860	45,891	\$14.97
Crow Wing-Morrison	9/1/74	\$ 2,600	7,236	\$ 0.36	\$ 48,760	7,008	\$ 6.95
Red Lake-Polk-Norman	1/1/76	\$ 2,370	5,373	\$ 0.44	\$ 41,600	5,020	\$ 8.29
Todd-Wadena	7/1/76	\$ 2,270	3,948	\$ 0.57	\$ 61,600	3,721	\$16.55
Arrowhead Regional Corrections	7/1/76	\$129,860	30,639	\$ 4.24	\$319,710	28,867	\$11.08
Anoka	9/1/76	\$ 40,190	21,732	\$ 1.85	\$109,790	22,261	\$ 4.93
Region 6 West	10/1/77 ^d	\$ 4,035	5,414	\$ 0.75	\$ 84,900	5,070	\$16.75
Hennepin	1/1/78 ^e	\$506,880	90,125	\$ 5.62	\$716,970	87,367	\$ 8.21
Blue Earth	1/1/78 ^e	\$ 3,730	5,384	\$ 0.69	\$ 51,030	5,340	\$ 9.56

^a Annual figures are averaged over the two years prior to entry. Figures include planning expenditures.

^b Annual figures are averaged over the time period from entry through 1978. Figures include planning expenditures.

^c Pre-CCA and post-CCA target populations are based upon the sum of annual juvenile populations-at-risk (aged 13-17) and adult felony dispositions averaged over the number of Pre-CCA and post-CCA years, respectively.

^d Post-CCA annual figures are based upon one and one fourth years of data.

^e Post-CCA annual figures are based upon one year of data.

TABLE 3b: Pre-CCA and Post-CCA Average Annual Research and Information Systems Expenditures, Target Populations, and Average Annual Expenditures Per Target Population (Constant Dollars, 1980)

CCA Area	Entry Date	RESEARCH AND INFORMATION SYSTEMS					
		PRE-CCA ^a			POST-CCA ^b		
		Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures/Target Pop.	Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures/Target Pop.
Dodge-Fillmore-Olmsted	6/1/74	\$ 300	12,463	\$0.02	\$ 29,840	12,672	\$2.36
Ramsey	7/1/74	\$ 2,360	46,572	\$0.05	\$133,900	45,891	\$2.92
Crow Wing-Morrison	9/1/74	\$ 100	7,236	\$0.01	\$ 26,800	7,008	\$3.82
Red Lake-Polk-Norman	1/1/76	\$ 250	5,373	\$0.05	\$ 13,710	5,020	\$2.73
Todd-Wadena	7/1/76	\$ 380	3,948	\$0.10	\$ 9,600	3,721	\$2.58
Arrowhead Regional Corrections	7/1/76	\$ 2,880	30,639	\$0.09	\$101,250	28,867	\$3.51
Anoka	9/1/76	\$ 4,660	21,732	\$0.21	\$ 56,620	22,261	\$2.54
Region 6 West	10/1/77 ^d	\$ 1,030	5,414	\$0.19	\$ 6,130	5,070	\$1.21
Hennepin	1/1/78 ^e	\$181,720	90,125	\$2.02	\$588,790	87,367	\$6.73
Blue Earth	1/1/78 ^e	\$ 1,150	5,384	\$0.21	\$ 2,430	5,340	\$0.46

^aAnnual figures are averaged over the two years prior to entry.

^bAnnual figures are averaged over the time period from entry through 1978.

^cPre-CCA and Post-CCA target populations are based upon the sum of annual juvenile populations-at-risk (aged 13-17) and adult felony dispositions averaged over the number of pre-CCA and post-CCA years, respectively.

^dPost-CCA annual figures are based upon one and one-fourth years of data.

^ePost-CCA annual figures are based upon one year of data.

TABLE 3c: Pre-CCA and Post-CCA Average Annual Training Expenditures, Target Populations, and Average Annual Expenditures Per Target Population (Constant Dollars, 1980)

CCA Area	Entry Date	T R A I N I N G					
		P R E - C C A ^a			P O S T - C C A ^b		
		Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures/Target Pop.	Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures/Target Pop.
Dodge-Fillmore-Olmsted	6/1/74	\$ 6,750	12,463	\$0.54	\$ 28,450	12,672	\$2.25
Ramsey	7/1/74	\$30,410	46,572	\$0.65	\$128,080	45,891	\$2.79
Crow Wing-Morrison	9/1/74	\$ 3,570	7,236	\$0.49	\$ 19,720	7,008	\$2.81
Red Lake-Polk-Norman	1/1/76	\$ 2,020	5,373	\$0.38	\$ 12,580	5,020	\$2.51
Ford-Wadena	7/1/76	\$ 1,300	3,948	\$0.33	\$ 7,660	3,721	\$2.06
Arrowhead Regional Corrections	7/1/76	\$ 17,710	30,639	\$0.58	\$ 94,100	28,867	\$3.26
Anoka	9/1/76	\$10,060	21,732	\$0.46	\$ 40,630	22,261	\$1.83
Region 6 West	10/1/77 ^d	\$ 680	5,414	\$0.13	\$ 9,240	5,070	\$1.82
Hennepin	1/1/78 ^e	\$15,410	90,125	\$0.17	\$180,040	87,367	\$2.06
Blue Earth	1/1/78 ^e	\$ 620	5,384	\$0.11	\$ 2,550	5,340	\$0.48

^aAnnual figures are averaged over the two years prior to entry.

^bAnnual figures are averaged over the time period from entry through 1978.

^cPre-CCA and post-CCA target populations are based upon the sum of annual juvenile populations-at-risk (aged 13-17) and adult felony dispositions averaged over the number of pre-CCA and post-CCA years, respectively.

^dPost-CCA annual figures are based upon one and one fourth years of data.

^ePost-CCA annual figures are based upon one year of data.

TABLE 4: Pre-CCA and Post-CCA Average Annual Programming Expenditures, Target Populations, and Average Annual Expenditures Per Target Population (Constant Dollars, 1980)

CCA Area	Entry Date	PROGRAMMING					
		PRE - CCA ^a			POST - CCA ^b		
		Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures / Target Pop.	Average Annual Expenditures	Target Populations ^c	Average Annual Expenditures / Target Pop.
Dodge-Fillmore-Olmsted	6/1/74	\$ 289,480	12,463	\$ 23.23	\$ 554,000	12,672	\$ 43.72
Ramsey	7/1/74	\$3,192,500	46,572	\$ 68.55	\$3,858,600	45,891	\$ 84.08
Crow Wing-Morrison	9/1/74	\$ 234,430	7,236	\$ 32.40	\$ 304,150	7,008	\$ 43.40
Red Lake-Polk-Norman	1/1/76	\$ 112,610	5,373	\$ 20.96	\$ 166,070	5,020	\$ 33.08
Todd-Wadena	7/1/76	\$ 149,710	3,948	\$ 37.92	\$ 206,940	3,721	\$ 55.61
Arrowhead Regional Corrections	7/1/76	\$1,522,910	30,639	\$ 49.71	\$1,818,580	28,867	\$ 63.00
Anoka	9/1/76	\$ 855,770	21,732	\$ 39.38	\$ 863,640	22,261	\$ 38.80
Region 6 West	10/1/77 ^d	\$ 168,660	5,414	\$ 31.15	\$ 152,980	5,070	\$ 30.17
Hennepin	1/1/78 ^e	\$8,387,890	90,125	\$ 93.07	\$8,190,590	87,367	\$ 93.75
Blue Earth	1/1/78 ^e	\$ 302,880	5,384	\$ 56.26	\$ 354,160	5,340	\$ 66.32

^a Annual figures are averaged over the two years prior to entry.

^b Annual figures are averaged over the time period from entry through 1978.

^c Pre-CCA and post-CCA target populations are based upon the sum of annual juvenile populations-at-risk (aged 13-17) and adult felony dispositions averaged over the number of pre-CCA and post-CCA years respectively.

^d Post-CCA annual figures are based upon one and one fourth years of data.

^e Post-CCA annual figures are based upon one year of data.

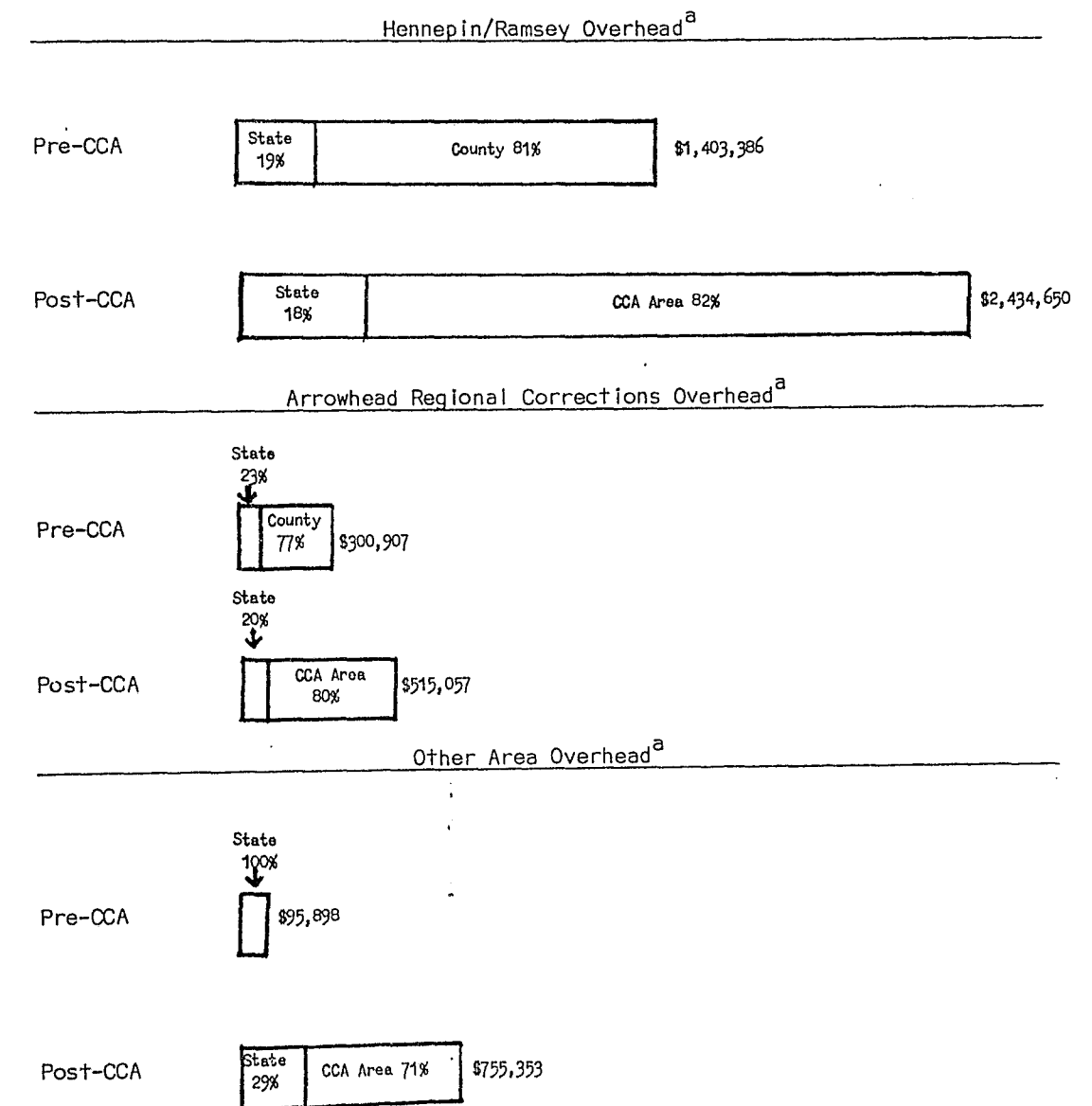
TABLE 5: Pre-CCA and Post-CCA Overhead Spent Per One Dollar of Programming Expenditures
(Constant Dollars, 1980)

<u>CCA Area</u>	<u>Pre-CCA</u>	<u>Post-CCA</u>	<u>Percentage Change</u>
Dodge-Fillmore- Olmsted	\$0.05	\$0.27	440%
Ramsey	\$0.22	\$0.25	14%
Crow Wing- Morrison	\$0.03	\$0.31	933%
Red Lake-Polk- Norman	\$0.04	\$0.28	600%
Todd-Wadena	\$0.03	\$0.38	1167%
Arrowhead Regional Corrections	\$0.10	\$0.28	180%
Anoka	\$0.06	\$0.24	300%
Region 6 West ^a	\$0.03	\$0.66	2100%
Hennepin ^b	\$0.08	\$0.18	125%
Blue Earth ^b	\$0.02	\$0.16	700%

^aPost-CCA annual figures are based on one and one-fourth years of data.

^bPost-CCA annual figures are based on one year of data.

FIGURE 1: Percentage Breakdown of Pre-CCA and Post-CCA Hennepin/Ramsey, Arrowhead Regional Corrections and Other Area Annual Overhead Expenditures by Governmental Level



^aState overhead are expenses associated with administration, training, and research carried on at the state level. County overhead are expenses associated with administration, training and research carried on at the county/CCA area level.

TABLE 6a: Post-CCA Jail/Workhouse Average Annual Expenditures for Adult Felons (Constant Dollars, 1980)

Area	Percent with Jail Sanctions ^a	X	Average Annual Adult Offender Population ^a	X	Average Length of Stay in Days ^b	X	Estimated Cost Per Day	=	Post-CCA Average Annual Jail/Workhouse Expenditures
Dodge-Fillmore- Olmsted	48.3%		83		104.1		\$34.22		\$ 142,809
Ramsey	32.8%		643		163.5		\$30.29		\$1,044,484
Crow Wing-Morrison	21.8%		83		129.1		\$18.75		\$ 43,799
Red Lake-Polk-Norman	61.3%		69		110.4		\$38.80		\$ 181,180
Todd-Wadena	19.8%		26		103.2		\$17.00		\$ 9,032
Arrowhead Regional Corrections	Jail 44.5%		19.15		212.2		\$23.14		\$ 41,844
	NERC 44.5%		363.85		212.2		\$53.45		\$1,836,435
Anoka	22.3%		224		121.1		\$21.00		\$ 127,033
Region 6 West ^c	16.6%		23		183.1		\$25.80		\$ 18,036
Hennepin ^d	33.1%		1357		96.9		\$37.98		\$1,653,052
Blue Earth ^d	45.8%		52		89.7		\$14.72		\$ 31,446

^aDerived from the CCA Evaluation's Adult Offender Sample data base.

^bThis average is based upon all jail/workhouse days accumulated due to a sentence or sanction change that occurs within one year of sentencing.

^cPost-CCA annual figures are based on one and one-fourth years of data.

^dPost-CCA annual figures are based on one year of data.

TABLE 6b: Continuation Jail/Workhouse Average Annual Expenditures for Adult Felons (Constant Dollars, 1980)

Area	Pre-CCA Percent with Jail Sanctions ^a	+	Percent of State Trend ^b	=	Continuation Trend	X	Average Post-CCA Adult Offender Population ^c	X	Pre-CCA Average Annual Length of Stay in Days	X	Post-CCA Estimated Cost per Day ^e	=	Continuation Average Annual Jail/Workhouse Expenditures
Dodge-Fillmore- Olmsted	29.1%		8.6%		37.7%		83		104.1		\$34.22		\$ 111,468
Ramsey	26.5%		5.5%		32.0%		643		103.9		\$30.29		\$ 647,554
Crow Wing-Morrison	6.0%		8.6%		14.6%		83		129.1		\$18.75		\$ 29,333
Red Lake-Polk-Norman	17.8%		8.6%		26.4%		69		110.4		\$38.80		\$ 78,029
Todd-Wadena	0.0%		8.6%		8.6%		26		103.2		\$17.00		\$ 3,922
Arrowhead Regional Corrections	Jail		30.4%		39.0%		31 ^f		212.2		\$23.14		\$ 58,676
	NERC		30.4%		39.0%		353		212.2		\$53.45		\$1,558,635
Anoka	9.1%		8.6%		17.7%		224		121.1		\$21.00		\$ 100,829
Region 6 West	8.5%		8.6%		17.1%		23		35.2		\$25.80		\$ 3,572
Hennepin	26.4%		6.4%		32.8%		1357		96.9		\$37.98		\$1,638,070
Blue Earth	30.2%		8.6%		38.8%		52		89.7		\$14.72		\$ 26,640

^aThe percentage is the percentage of the Adult Offender Sample for each area receiving jail sanctions prior to CCA entry.

^bSince non-CCA counties tend to increase their use of jails an adjustment is made to the pre-CCA percentage receiving jail sanctions. The adjustment for Ramsey is based on the change occurring in Hennepin and vice versa. The adjustment for other areas is based on the average increase in jail usage for the comparison time periods of Dodge-Fillmore-Olmsted, Crow Wing-Morrison, Region 6 West, Blue Earth and Washington.

^cDerived from the CCA Evaluation's Adult Offender Sample data base.

^dIf the pre-CCA and post-CCA lengths of stay are not significantly different, the post-CCA length of stay is used as the predicted. In only Ramsey and Region 6 West is the pre-CCA length of stay significantly lower than the post-CCA.

^eDue to increased jail standards activity that has occurred independent of the CCA, the post-CCA estimated cost per day is used in continuation jail/workhouse cost calculations.

^fFigures for Arrowhead Regional Corrections are rounded. The actual figure used in calculating the continuation average annual jail/workhouse expenditures for the jail is 30.64 and for the NERC is 352.36.

TABLE 7: Juvenile Commitments Averted by CCA Area By Year

CCA Area	1974	1975	1976	1977	1978	Total By Area
Dodge-Fillmore-Olmsted	7.4	7.8	8.1	5.3	6.6	35.2
Ramsey	3.5	22.9	11.0	25.1	12.0	74.5
Crow Wing-Morrison	(0.9) ^a	10.3	10.2	7.1	5.0	31.7
Red Lake-Polk-Norman			0	2.0	3.0	5.0
Todd-Wadena			1.1	(0.9)	1.2	1.4
Arrowhead Regional Corrections			(2.8)	(10.0)	40.2	27.4
Anoka			(2.7)	2.8	5.4	5.5
Region 6 West				2.0	5.0	7.0
Hennepin					21.0	21.0
Blue Earth					1.1	1.1
Statewide Total By Year	10.0	41.0	24.9	33.4	100.5	

^aNumbers in parentheses indicate increased state commitments under CCA, i.e. actual commitments exceeded expected commitments.

TABLE 8: Averted Juvenile State Institutional Per Diem Costs (Constant Dollars, 1980)

<u>CCA Area</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total Averted Juvenile Per Diem Costs</u>	<u>Average Annual Averted Juvenile Per Diem Costs^a</u>
Dodge-Fillmore- Olmsted	\$101,252	\$118,311	\$109,865	\$ 58,693	\$ 74,006	\$462,127	\$100,901
Ramsey	\$ 47,889	\$347,349	\$149,199	\$277,963	\$134,556	\$956,956	\$212,657
Crow Wing-Morrison	(\$ 12,314) ^b	\$156,231	\$138,348	\$ 78,627	\$ 56,065	\$416,957	\$ 96,295
Red Lake-Polk- Norman			\$ 0	\$ 22,148	\$ 33,639	\$ 55,787	\$ 18,596
Todd-Wadena			\$ 14,919	(\$ 9,966)	\$ 13,455	\$ 18,408	\$ 7,363
Arrowhead Regional Corrections			(\$ 37,978)	(\$110,742)	\$450,764	\$302,044	\$120,818
Anoka			(\$ 36,621)	\$ 31,007	\$ 60,550	\$ 54,936	\$ 23,578
Region 6 West				\$ 22,148	\$ 56,065	\$ 78,213	\$ 62,570
Hennepin					\$235,473	\$235,473	\$235,473
Blue Earth					\$ 12,334	\$ 12,334	\$ 12,334

^aAnnual averages are calculated based upon the entry date of each area.

^bNumbers in parentheses indicate increased costs due to greater commitments under CCA.

TABLE 9: Averted Juvenile State Institutional Variable Costs (Constant Dollars, 1980)

<u>CCA Area</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total Averted Juvenile Variable Costs^a</u>	<u>Average Annual Juvenile Variable Costs</u>
Dodge-Fillmore- Olmsted	\$ 31,760	\$ 34,335	\$ 29,217	\$ 13,933	\$ 18,561	\$127,806	\$ 27,905
Ramsey	\$ 15,021	\$100,804	\$ 39,678	\$ 65,986	\$ 33,748	\$255,237	\$ 56,719
Crow Wing-Morrison	(\$ 3,862) ^b	\$ 45,340	\$ 36,792	\$ 18,665	\$ 14,061	\$110,996	\$ 25,634
Red Lake-Polk- Norman			\$ 0	\$ 5,257	\$ 8,437	\$ 13,694	\$ 4,565
Todd-Wadena			\$ 3,967	(\$ 2,366)	\$ 3,374	\$ 4,975	\$ 1,990
Arrowhead Regional Corrections			(\$101,100)	(\$ 26,289)	\$113,056	\$ 76,667	\$ 30,666
Anoka			(\$ 9,739)	\$ 7,361	\$ 15,186	\$ 12,808	\$ 5,497
Region 6 West				\$ 5,257	\$ 14,061	\$ 19,318	\$ 15,454
Hennepin					\$ 59,059	\$ 59,059	\$ 59,059
Blue Earth					\$ 3,093	\$ 3,093	\$ 3,093

^aVariable costs include added food, clothing, and staff costs.

^bNumbers in parentheses indicate increased costs due to greater commitments under CCA.

TABLE 10: Adult Commitments Averted By CCA Area By Year

<u>CCA Area</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total By Area</u>
Dodge-Fillmore-Olmsted	(1.9) ^a	1.6	(3.7)	(0.8)	(8.0)	(12.8)
Ramsey	24.7	40.1	53.2	34.4	38.5	190.9
Crow Wing-Morrison	3.0	(3.7)	7.6	6.9	4.2	12.0
Red Lake-Polk-Norman			5.3	6.2	7.1	18.6
Todd-Wadena			(1.3)	(1.5)	(1.7)	(4.5)
Arrowhead Regional Corrections			12.2	(1.5)	2.3	13.0
Anoka			(12.2)	(0.3)	(9.3)	(21.8)
Region 6 West				2.3	(3.3)	(1.0)
Hennepin					(35.0)	(35.0)
Blue Earth					4.0	4.0
Statewide Total By Year	<u>19.8</u>	<u>38.0</u>	<u>61.1</u>	<u>45.7</u>	<u>(1.2)</u>	

^aNumbers in parentheses indicate increased state commitments under CCA, i.e., actual commitments exceeded expected (trend) commitments.

TABLE 11: Averted Adult State Institutional Per Diem Costs (Constant Dollars, 1980)

<u>CCA Area</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total Averted Adult Per Diem Costs</u>	<u>Average Annual Averted Adult Per Diem Costs^a</u>
Dodge-Fillmore- Olmsted	(\$ 36,938) ^b	\$ 32,843	(\$ 73,011)	(\$ 15,546)	(\$158,125)	(\$ 250,777)	(\$ 54,755)
Ramsey	\$570,646	\$978,163	\$1,247,504	\$794,362	\$904,304	\$4,494,979	\$998,884
Crow Wing-Morrison	(\$ 58,324)	(\$ 75,949)	\$ 149,968	\$134,080	\$ 83,015	\$ 232,790	\$ 53,762
Red Lake-Polk- Norman			\$ 111,081	\$127,964	\$149,055	\$ 388,100	\$129,367
Todd-Wadena			(\$ 27,246)	(\$ 30,959)	(\$ 35,689)	(\$ 93,894)	(\$ 37,558)
Arrowhead Regional Corrections			\$ 255,697	(\$ 30,959)	\$ 48,286	\$ 273,024	\$109,210
Anoka			(\$ 255,697)	(\$ 6,192)	(\$195,242)	(\$ 457,131)	(\$196,194)
Region 6 West				\$ 50,421)	(\$ 73,585)	(\$ 23,164)	(\$ 18,531)
Hennepin					(\$718,661)	(\$ 718,661)	(\$718,661)
Blue Earth					\$ 89,195	\$ 89,195	\$ 89,195

^a Annual averages are calculated based upon the entry date of each area.

^b Numbers in parentheses indicate increased costs due to greater commitments under the CCA.

TABLE 12: Averted Adult State Institutional Variable Costs (Constant Dollars, 1980)

CCA Area	1974	1975	1976	1977	1978	Total Averted Adult Variable Costs ^a	Average Annual Averted Adult Variable Costs
Dodge-Fillmore-Olmsted	(\$ 11,599) ^b	\$ 9,767	(\$ 22,587)	(\$ 4,884)	(\$ 48,836)	(\$ 78,139)	(\$ 17,061)
Ramsey	\$179,180	\$290,896	\$385,927	\$249,547	\$279,289	\$1,384,839	\$307,742
Crow Wing-Morrison	(\$ 18,313)	(\$ 22,587)	\$ 46,394	\$ 42,121	\$ 25,639	\$ 73,254	\$ 16,918
Red Lake-Polk-Norman			\$ 34,364	\$ 40,200	\$ 46,035	\$ 120,599	\$ 40,200
Todd-Wadena			(\$ 8,429)	(\$ 9,726)	(\$ 11,022)	(\$ 29,177)	(\$ 11,671)
Arrowhead Regional Corrections			\$ 79,102	(\$ 9,726)	\$ 14,913	\$ 84,289	\$ 33,716
Anoka			(\$ 79,102)	(\$ 1,945)	(\$ 60,299)	(\$ 141,346)	(\$ 60,664)
Region 6 West				\$ 15,840	(\$ 22,726)	(\$ 6,886)	(\$ 5,509)
Hennepin					(\$221,954)	(\$ 221,954)	(\$221,954)
Blue Earth					\$ 27,547	\$ 27,547	\$ 27,547

^aVariable costs include added food, clothing, and staff costs.

^bNumbers in parentheses indicate increased costs due to greater commitments under the CCA.

TABLE 13: Continuation Average Annual Expenditures by Major Cost Category (Constant Dollars, 1980)

CCA Area	Continuation Average Annual Expenditures ^a				
	Overhead	Programming	Jail/Workhouse	Juvenile Facilities	Total
Dodge-Fillmore-Olmsted	\$ 14,940	\$ 294,545	\$ 111,468	-	\$ 420,953
Ramsey	\$699,379	\$3,192,501	\$ 647,554	\$1,632,619	\$6,172,055
Crow Wing-Morrison	\$ 6,258	\$ 234,425	\$ 29,333	-	\$ 270,016
Red Lake-Polk-Norman	\$ 4,633	\$ 112,611	\$ 78,028	-	\$ 195,273
Todd-Wadena	\$ 3,950	\$ 149,710	\$ 3,922	-	\$ 157,582
Arrowhead Regional Corrections	\$150,453	\$1,522,913	\$1,617,311	\$ 444,381	\$3,735,058
Anoka	\$ 54,913	\$ 877,726	\$ 100,829	\$ 365,129	\$1,398,598
Region 6 West ^b	\$ 5,736	\$ 168,654	\$ 3,572	-	\$ 177,962
Hennepin ^c	\$704,010	\$8,387,890	\$1,638,070	\$4,445,623	\$15,175,593
Blue Earth ^c	\$ 5,495	\$ 302,881	\$ 26,640	-	\$ 335,016

^aSee Section D.2 for further explanation of underlying methodology.

^bPost-CCA annual figures are based on one and one-fourth years of data.

^cPost-CCA annual figures are based on one year of data.

TABLE 14: Economy Goal:: Continuation and Post-CCA Total Average Annual Expenditures (Constant Dollars, 1980)

CCA Area	Continuation ^a	Post-CCA ^b		Economy ^c	
		Actual-Averted Inst. Per Diems	Actual-Averted Inst. Variable Costs	Per Diem Approach	Variable Cost Approach
Dodge-Fillmore-Olmsted	\$ 420,953	\$ 800,452	\$ 835,754	Decrease 90%	Decrease 98%
Ramsey	\$ 6,172,055	\$ 6,177,002	\$ 7,024,082	Maintain 0%	Decrease 13%
Crow Wing-Morrison	\$ 270,016	\$ 293,211	\$ 400,715	Decrease 8%	Decrease 48%
Red Lake-Polk-Norman	\$ 195,273	\$ 246,127	\$ 349,325	Decrease 26%	Decrease 78%
Todd-Wadena	\$ 157,582	\$ 325,026	\$ 304,512	Decrease 106%	Decrease 93%
Arrowhead Regional Corrections	\$ 3,735,058	\$ 4,563,467	\$ 4,729,111	Decrease 22%	Decrease 26%
Anoka	\$ 1,398,598	\$ 1,854,609	\$ 1,737,159	Decrease 32%	Decrease 24%
Region 6W ^d	\$ 177,962	\$ 227,248	\$ 261,341	Decrease 27%	Decrease 46%
Hennepin ^e	\$15,175,593	\$16,731,763	\$16,411,470	Decrease 10%	Decrease 8%
Blue Earth ^e	\$ 335,016	\$ 340,012	\$ 410,981	Maintain 1%	Decrease 22%

^aContinuation costs assume extension of the pre-CCA system such that all expenditures (e.g. overhead, programming, jail/workhouse, juvenile facility) increase with inflation, that all pre-CCA federal programs are maintained, that juvenile facility and program costs increase with increases in relevant target populations but are maintained if relevant target populations fall. Further, jail/workhouse expenditures reflect any trend increase in jail use and the added cost impact of increased jail standard enforcement.

^bPost-CCA total average annual expenditures are calculated from the sum of post-CCA average annual expenditures for overhead, programming, juvenile facilities, and local incarceration of target population clients; then, the average annual averted adult and juvenile state institutional costs are subtracted from this sum. However, if commitments rose under the CCA, adult and juvenile institutional costs are added to the sum. Two approaches are used to calculate institutional costs: the per diem approach and the added variable cost approach.

^cIf Continuation costs exceed post-CCA costs, economy is increased; if Continuation costs are lower than post-CCA costs, economy is decreased; and if Continuation costs equal post-CCA costs, economy is maintained. Based upon interviews with expert audit staff in the field, individual area figures may be over- or under- estimated by five percent given accounting procedures.

^dPost-CCA annual figures are based upon one and one-fourth years of data.

^ePost-CCA annual figures are based upon one year of data.

APPENDIX

TABLE A.1a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Dodge-Fillmore-Olmsted

	Area Pre-CCA			Area Post-CCA				
	June-Dec. 1972	1973	Jan.-May 1974	June-Dec. 1974	1975	1976	1977	1978
Administration				31,256.62	48,340.95	77,593.39	75,514.35	72,265.94
Research				6,193.95	18,187.61	33,754.43	38,850.63	34,831.94
Training				3,941.24	19,060.22	31,228.24	29,351.18	42,647.85
Total Area Overhead				<u>41,391.81</u>	<u>85,588.78</u>	<u>142,576.06</u>	<u>143,716.16</u>	<u>149,745.73</u>
Adult Probation & Parole				44,098.60	94,699.07	112,724.95	135,394.17	168,561.46
Juvenile Probation & Parole ^a	32,783.70	82,696.76	45,934.74	78,397.50	146,820.47	127,115.36	111,260.49	77,135.61
Adult Programs ^b	11,692.86	36,765.44	25,072.58	103,989.21	164,700.96	168,419.87	174,752.13	149,795.73
Juvenile Programs ^c		32,391.13	32,391.13	88,081.80	201,884.72	178,921.72	38,917.57	75,930.90
Purchase of Service					17,511.41	Missing	22,062.03	24,615.92
Total Area Programming	<u>44,476.56</u>	<u>151,853.33</u>	<u>103,398.45</u>	<u>314,567.11</u>	<u>625,616.63</u>	<u>587,181.90</u>	<u>482,386.39</u>	<u>496,039.62</u>

^aState aid for juvenile probation has been deducted (when applicable).

^bIncludes: the Port Corrections Center, the Volunteer Program and the Rapeline Program. Any jail programming expenditures are included in the jail expenditures (See Table 6)

^cIncludes: the Port Corrections Center, the Volunteer Program, the Youth Services Coordinator, the Contingency School Program and the Post Group Home. The Learning Disability Research Project, having a national rather than solely local impact, has been excluded from these figures.

TABLE A.1b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent by the State by Year for Dodge-Fillmore-Olmsted

	State Pre-CCA			State Post-CCA ^a						
	June-Dec. 1972	1973	Jan.-May 1974	1973	Jan.-May 1974	June-Dec. 1974	1975	1976	1977	1978
Administration	4,244.74	8,517.40	3,013.95			15,978.23	28,696.99	17,594.71	17,515.97	17,208.49
Research	163.95	319.89	110.14				443.82	1,746.92	2,189.25	574.42
Training	562.36	8,557.50	4,368.88			2,905.00	577.08	675.55		
State Overhead Subtotal ^b	<u>4,971.85</u>	<u>17,394.79</u>	<u>7,492.97</u>			<u>18,883.23</u>	<u>29,717.89</u>	<u>20,017.18</u>	<u>19,705.22</u>	<u>17,782.91</u>
CCA Start Up: Administration	N/A	N/A	N/A	9,228.50	2,879.20					
CCA Start Up: Directors and Supervisors	N/A	N/A	N/A		5,281.77					
Start Up Subtotal ^c	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>		<u>8,160.97</u>					
Total Overhead ^d	<u>4,971.85</u>	<u>17,394.79</u>	<u>7,492.97</u>	<u>9,228.50</u>	<u>8,160.97</u>	<u>18,883.23</u>	<u>29,717.89</u>	<u>20,017.18</u>	<u>19,705.22</u>	<u>17,782.91</u>
Adult Probation & Parole	47,948.75	95,747.79	33,791.34							
Juvenile Probation & Parole	20,288.54	59,572.77	27,163.90 ^e							
Other Programs		2,383.95				1,284.06	5,760.65	10,278.41	9,643.60	6,440.96
Total Programming	<u>68,237.29</u>	<u>157,704.51</u>	<u>60,955.24</u>			<u>1,284.06</u>	<u>5,760.65</u>	<u>10,278.41</u>	<u>9,643.60</u>	<u>6,440.96</u>

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bNon-Metro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering probation and parole and the juvenile subsidy program in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes Fillmore County's State Aid for juvenile probation in June-Dec., 1974 (\$2,518.35) and Jan.-Oct. 1975 (\$5,155.72). Fillmore County joined the Dodge-Olmsted Community Corrections Act Area in October of 1975.

^fIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.2a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Ramsey

	Area Pre-CCA			Area Post-CCA				
	July-Dec. 1972	1973	Jan.-June 1974	July-Dec. 1974	1975	1976	1977	1978
Administration	291,218.77	664,485.09	251,891.65	292,935.10	699,269.28	707,365.75	537,932.81	575,981.17
Research				44,498.82	109,762.58	157,438.35	83,784.80	189,191.74
Training				35,843.85	120,258.94	143,676.71	107,341.77	151,824.69
Total Area Overhead	<u>291,218.77</u>	<u>664,485.09</u>	<u>251,891.65</u>	<u>373,277.77</u>	<u>929,290.80</u>	<u>1,008,470.81</u>	<u>729,059.38</u>	<u>916,997.60</u>
Adult Probation & Parole ^a	588,020.13	1,277,476.69	573,429.33	855,976.94	1,104,031.30	1,301,486.30	1,415,107.40	1,264,141.10
Juvenile Probation & Parole ^b	462,015.83	1,003,731.69	450,551.62	460,875.32	1,416,552.60	1,487,876.70	1,572,975.70	1,495,462.20
Adult Programs ^b	78,883.29	209,656.32	48,727.23	48,607.52	1,132,721.44	602,016.43	409,450.62	355,957.65
Juvenile Programs ^c	17,140.25	177,819.97	75,208.04	135,934.47	155,360.50	160,243.83		
Purchase of Service				178,490.32			981,554.43	694,697.64
Total Area Programming	<u>1,146,059.49</u>	<u>2,668,684.67</u>	<u>1,147,916.22</u>	<u>1,679,884.57</u>	<u>3,808,665.84</u>	<u>3,551,623.26</u>	<u>4,379,088.15</u>	<u>3,811,258.59</u>

^aPre-CCA includes probation only. Post-CCA includes both probation and parole.

^bIncludes: Re-Entry Service, Project Remand, Chemical Assessment, Vocational Rehabilitation, Domestic Relations and any LEAA funded corrections' programs identified by Eugene Burns, Director of Community Corrections, Ramsey County. Any jail programming expenditures are included in the jail expenditures (see Table 6).

^cIncludes: Youth Service Bureau, Juvenile Justice Pilot Project and any LEAA funded corrections' program identified by Eugene Burns, Director of Community Corrections, Ramsey County.

TABLE A.2b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Ramsey

	State Pre-CCA			State Post-CCA ^a						
	July-Dec. 1972	1973	Jan.-June 1974	1973	Jan.-June 1974	July-Dec. 1974	1975	1976	1977	1978
Administration	31,055.89	63,837.46	30,730.09			44,024.66	82,975.15	32,769.93	31,969.69	32,832.51
Research	1,199.51	2,397.57	1,123.01				1,622.50	6,359.63	7,862.70	2,045.62
Training	4,114.42	34,972.56	21,732.47				14,932.10	2,469.18		
State Overhead Subtotal ^b	<u>36,369.82</u>	<u>101,207.59</u>	<u>53,585.57</u>			<u>44,024.66</u>	<u>99,529.75</u>	<u>41,598.74</u>	<u>39,832.39</u>	<u>34,878.13</u>
CCA Start Up: Administration	N/A	N/A	N/A	33,736.74	12,630.61					
CCA Start Up: Directors & Supervisors	N/A	N/A	N/A		6,446.91					
Start Up Subtotal ^c	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>33,736.74</u>	<u>19,077.52</u>					
Total Overhead ^d	<u>36,369.82</u>	<u>101,207.59</u>	<u>53,585.57</u>	<u>33,736.74</u>	<u>19,077.52</u>	<u>44,024.66</u>	<u>99,529.75</u>	<u>41,598.74</u>	<u>39,832.39</u>	<u>34,878.13</u>
Adult and Juvenile Parole	350,614.60	718,339.46	344,233.65							
Other Programs ^e		9,155.51				4,790.36	21,194.18	40,919.24	41,528.74	24,727.88
Total Programming	<u>350,614.60</u>	<u>727,494.97</u>	<u>344,233.65</u>			<u>4,790.36</u>	<u>21,194.18</u>	<u>40,919.24</u>	<u>41,528.74</u>	<u>24,727.88</u>

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.3a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For
Crow Wing-Morrison

	Area Pre-CCA			Area Post-CCA				
	Sept.-Dec. 1972	1973	Jan.-Aug. 1974	Sept.-Dec. 1974	1975	1976	1977	1978
Administration					23,055.00	26,399.59	40,636.70	30,081.84
Research				1,917.74	18,316.48	32,443.69	17,135.44	43,687.99
Training				1,917.74	18,316.48	15,514.01	20,145.56	25,702.85
Total Area Overhead				<u>3,835.48</u>	<u>59,687.96</u>	<u>74,357.29</u>	<u>77,917.70</u>	<u>99,472.68</u>
Adult Probation & Parole				4,132.19	39,348.00	42,983.11	55,726.57	54,544.45
Juvenile Probation & Parole ^a	11,393.48	41,714.62	51,855.33	24,229.00	74,491.67	64,474.67	83,589.86	81,927.21
Adult Programs ^b		50,388.40	49,665.59	24,832.80	73,592.63	58,119.96		
Juvenile Programs ^c		50,388.40	101,625.52	50,812.76	128,983.90	117,600.47	150,921.78	135,253.25
Purchase of Service							26,582.28	6,363.00
Total Area Programming	<u>11,393.48</u>	<u>142,491.42</u>	<u>203,146.44</u>	<u>104,006.75</u>	<u>316,416.20</u>	<u>283,178.21</u>	<u>316,820.49</u>	<u>278,127.91</u>

^a Imputed from preliminary Crime Control Planning Board audit records. Program costs have been reduced by a corresponding amount since reported Department of Corrections' figure include administrative costs in programming costs.
^b State aid for juvenile probation has been deducted (when applicable).
^c Any jail programming expenditures are included in the jail expenditures (see Table 6).
^d Includes: Youth Diversion, Youth Service Bureau, Outreach and Prevention, and the Group Home Program.

TABLE A.3b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Crow Wing-Morrison

	State Pre-CCA			State Post-CCA ^a						
	Sept.-Dec. 1972	1973	Jan.-Aug. 1974	1973	Jan.-Aug. 1974	Sept.-Dec. 1974	1975	1976	1977	1978
Administration	851.12	2,640.39	1,700.00			17,932.20	20,858.28	15,081.27	15,278.52	15,040.89
Research	32.87	99.17	62.13				236.80	932.21	1,168.86	309.73
Training	112.76	4,177.34	2,840.98			1,334.56	2,161.02	360.36		
State Overhead Subtotal ^b	996.75	6,916.90	4,603.11			19,257.76	23,256.10	16,373.84	16,447.48	15,350.62
CCA Start Up: Administration	N/A	N/A	N/A	4,923.86	1,843.43					
CCA Start Up: Directors & Supervisors	N/A	N/A	N/A							
Start Up Subtotal ^c	N/A	N/A	N/A	4,923.86	1,843.43					
Total Overhead ^d	996.75	6,916.90	4,603.11	4,923.86	1,843.43	19,257.76	23,256.10	16,373.84	16,447.48	15,350.62
Adult Probation & Parole	9,615.97	29,703.84	19,043.00							
Juvenile Probation & Parole	7,230.26	32,865.98	11,401.05							
Other Programs ^e		1,279.74	689.25				3,079.36	5,977.44	5,935.16	3,435.91
Total Programming	16,846.23	63,849.56	31,133.30				3,079.36	5,977.44	5,935.16	3,435.91

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.4a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Red Lake-Polk-Norman

	Area Pre-CCA		Area Post-CCA		
	1974	1975	1976	1977	1978
Administration			15,532.88	18,031.25	20,915.07
Research			12,298.60	15,370.90	11,634.90
Training			13,153.50	10,328.55	13,999.04
Total Area Overhead			<u>40,984.98</u>	<u>43,730.70</u>	<u>46,549.81</u>
Adult Probation & Parole			45,817.29	50,120.43	67,128.03
Juvenile Probation & Parole ^a	53,676.13	50,316.94	90,767.35	97,322.20	77,945.83
Adult Programs ^b					
Juvenile Programs					
Purchase of Service				38,612.35	19,115.07
Total Area Programming	<u>53,676.13</u>	<u>50,316.94</u>	<u>136,584.64</u>	<u>186,054.98</u>	<u>164,188.93</u>

^aState aid for juvenile probation has been deducted (when applicable).

^bAny jail programming expenditures are included in the jail expenditures (see Table 6).

TABLE A.4b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Red Lake-Polk-Norman

	State Pre-CCA		State Post-CCA ^a					
	1974	1975	1973	1974	1975	1976	1977	1978
Administration	1,630.04	3,114.93				13,477.52	13,749.91	13,215.58
Research	101.24	394.04				705.21	880.54	229.60
Training	1,966.26	2,060.75				272.97		
State Overhead Subtotal ^b	<u>3,697.54</u>	<u>5,569.72</u>				<u>14,455.69</u>	<u>14,630.45</u>	<u>13,445.18</u>
CCA Start Up: Administration	N/A	N/A	3,722.75	5,489.12	10,879.11			
CCA Start Up: Directors & Supervisors	N/A	N/A		5,505.14	4,271.53			
Start Up Subtotal ^c	<u>N/A</u>	<u>N/A</u>	<u>3,729.75</u>	<u>10,994.26</u>	<u>15,150.64</u>			
Total Overhead ^d	<u>3,697.54</u>	<u>5,569.72</u>	<u>3,729.75</u>	<u>10,994.26</u>	<u>15,150.64</u>	<u>14,455.69</u>	<u>14,630.45</u>	<u>13,445.18</u>
Adult Probation & Parole	30,379.58	35,776.31						
Juvenile Probation & Parole	26,752.81	25,461.47						
Other Programs ^e	523.18	2,334.08				4,455.66	4,333.26	2,588.29
Total Programming	<u>57,655.57</u>	<u>63,573.86</u>				<u>4,455.66</u>	<u>4,333.26</u>	<u>2,588.29</u>

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

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TABLE A.5a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For
Todd-Wadena

	Area Pre-CCA			Area Post-CCA		
	July-Dec. 1974	1975	Jan.-June 1976	July-Dec. 1976	1977	1978
Administration				20,787.52	50,372.10	27,947.60
Research					5,596.20	17,170.58
Training				1,823.64	5,767.79	11,572.47
Total Area Overhead				<u>22,611.16</u>	<u>62,336.09</u>	<u>56,690.65</u>
Adult Probation & Parole				12,018.66	29,105.51	30,472.77
Juvenile Probation & Parole ^a	24,487.35	80,887.83	45,406.34	24,037.32	58,211.03	60,945.54
Adult Programs ^b						
Juvenile Programs ^c	11,683.80	27,696.57	23,060.60	23,060.60	131,860.68	137,447.66
Purchase of Service					2,936.53	972.35
Total Area Programming	<u>36,171.15</u>	<u>108,584.40</u>	<u>68,466.94</u>	<u>59,116.58</u>	<u>222,113.75</u>	<u>229,838.32</u>

^aState aid for juvenile probation has been deducted (when applicable).

^bAny jail programming expenditures are included in the jail expenditures (see Table 6).

^cIncludes: Community Concern for Youth, Staples Identification and Intervention, Identification and Intervention (Todd-Wadena Community Concern for Youth), and Group Home and Foster Care.

TABLE A.5b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Todd-Wadena.

	State Pre-CCA			State Post-CCA ^a						
	July-Dec. 1974	1975	Jan.-June 1976	1973	1974	1975	Jan.-June 1976	July-Dec. 1976	1977	1978
Administration	1,056.79	2,263.31	1,208.97					6,009.18	12,354.57	12,003.06
Research	68.03	288.15	389.91					303.59	654.39	172.84
Training	739.07	1,501.59	348.10							
State Overhead Subtotal ^b	<u>1,863.89</u>	<u>4,053.05</u>	<u>1,946.98</u>					<u>6,312.77</u>	<u>13,008.96</u>	<u>12,175.90</u>
CCA Start Up: Administration	N/A	N/A	N/A	2,749.29	3,007.71	5,260.68	929.80			
CCA Start Up: Directors & Supervisors	N/A	N/A	N/A		1,123.66	5,883.76	5,079.38			
Start Up Subtotal ^c	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>2,749.29</u>	<u>4,131.37</u>	<u>11,144.44</u>	<u>6,009.18</u>			
Total Overhead ^d	<u>1,863.89</u>	<u>4,053.05</u>	<u>1,946.98</u>	<u>2,749.29</u>	<u>4,131.37</u>	<u>11,144.44</u>	<u>6,009.18</u>	<u>6,312.77</u>	<u>13,008.96</u>	<u>12,175.90</u>
Adult Probation & Parole	11,399.01	25,988.57	14,386.17							
Juvenile Probation & Parole	5,374.13	15,331.75	11,176.14							
Other Programs ^e	379.91	1,098.91	1,056.70					1,056.70	3,321.87	1,923.59
Total Programming	<u>17,153.05</u>	<u>42,419.23</u>	<u>26,619.01</u>					<u>1,056.70</u>	<u>3,321.87</u>	<u>1,923.59</u>

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.6a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Arrowhead Regional Corrections

	Area Pre-CCA			Area Post-CCA		
	July-Dec. 1974	1975	Jan.-June 1976	July-Dec. 1976	1977	1978
Administration	45,873.30	108,761.60	66,630.94	145,785.84	198,133.61	203,772.73
Research				39,866.35	121,912.02	82,766.02
Training	4,852.00	5,351.00		44,192.06	104,450.09	86,611.28
Total Area Overhead	<u>50,752.30</u>	<u>114,112.60</u>	<u>66,630.94</u>	<u>230,844.25</u>	<u>424,495.72</u>	<u>373,150.03</u>
Adult Probation & Parole	230,222.34	842,978.28	430,817.02	401,690.85	858,219.30	1,011,724.37
Juvenile Probation & Parole ^a	134,091.80	526,575.85	262,133.61	267,793.90	572,146.20	629,278.16
Adult Programs ^b				933.35	83,173.72	92,590.36
Juvenile Programs ^c		647.17		128,220.50	120,511.14	306,275.18
Purchase of Service ^d	58,064.52	13,170.59			20,253.16	
Total Area Programming	<u>422,378.66</u>	<u>1,383,371.89</u>	<u>692,950.63</u>	<u>798,638.60</u>	<u>1,654,303.52</u>	<u>2,039,868.07</u>

^aState aid has been deducted when applicable.

^bIncludes: Volunteers in Corrections. Any jail/workhouse programming expenditures are included in the jail/workhouse expenditures (see Table 6).

^cIncludes: Youth Development, Range Youth Program, Special Learning Disability Project, Project C.A.P.E., Miscellaneous State Subsidy (grant match), International Falls Youth Program, Spruce Up, Community Youth Program and S.W.A.T.

^dIncludes: purchase of service from the Detox Center and Hillcrest House.

TABLE A.6b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Arrowhead Regional Corrections

	State Pre-CCA			State Post-CCA ^a						
	July-Dec. 1974	1975	Jan.-June 1976	1973	1974	1975	Jan.-June 1976	July-Dec. 1976	1977	1978
Administration	10,133.04	19,099.13	9,228.67					23,377.79	47,085.29	45,713.73
Research	651.65	2,370.31	2,731.55					2,070.89	5,158.91	1,352.80
Training	6,104.08	15,052.97	4,066.45							
State Overhead Subtotal ^b	<u>16,888.77</u>	<u>36,522.41</u>	<u>16,026.67</u>					<u>25,448.68</u>	<u>52,244.20</u>	<u>47,066.53</u>
CCA Start Up: Administration	N/A	N/A	N/A	21,921.21	24,255.21	39,025.57	7,413.30			
CCA Start Up: Directors and Supervisors	N/A	N/A	N/A		6,839.68	18,974.71	15,964.49			
Start Up Subtotal ^c	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>21,921.21</u>	<u>31,094.89</u>	<u>58,000.28</u>	<u>23,377.79</u>			
Total Overhead ^d	<u>16,888.77</u>	<u>36,522.41</u>	<u>16,026.67</u>	<u>21,921.21</u>	<u>31,094.89</u>	<u>58,000.28</u>	<u>23,377.79</u>	<u>25,448.68</u>	<u>52,244.20</u>	<u>47,066.53</u>
Adult Probation & Parole	108,607.81	219,342.49	110,109.55							
Juvenile Probation & Parole	19,389.76	35,409.68	25,077.74							
Other Programs ^e	3,035.25	13,544.36	12,608.51					12,608.51	25,874.86	15,164.68
Total Programming	<u>131,032.82</u>	<u>268,296.53</u>	<u>147,795.80</u>					<u>12,608.51</u>	<u>25,874.86</u>	<u>15,164.68</u>

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.7a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Anoka

	Area Pre-CCA			Area Post-CCA		
	Sept.-Dec. 1974	1975	Jan.-Aug. 1976	Sept.-Dec. 1976	1977	1978
Administration				29,252.93	48,918.17	61,809.34
Research				18,263.01	47,997.46	61,197.48
Training				8,536.39	32,464.85	53,788.76
Total Area Overhead				<u>56,052.33</u>	<u>129,380.48</u>	<u>176,795.58</u>
Adult Probation & Parole				72,839.97	334,597.22	418,531.87
Juvenile Probation & Parole ^a	76,130.82	247,390.41	190,257.50	162,914.66	245,789.54	279,925.62
Adult Programs ^b				5,423.86	23,224.11	26,087.55
Juvenile Programs ^c					148,263.88	261,619.73
Purchase of Service						
Total Area Programming	<u>76,130.82</u>	<u>247,390.41</u>	<u>190,257.50</u>	<u>241,178.49</u>	<u>623,230.69</u>	<u>986,164.77</u>

^aState aid for juvenile probation has been deducted (when applicable).

^bIncludes: Domestic Relations. Any jail programming expenditures are included in the jail expenditures (see Table 6).

^cIncludes: Intake Intervention, Juvenile Intake, the School Program and the Emergency Foster Home.

TABLE A.7b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Anoka

	State Pre-CCA			State Post-CCA						
	Sept.-Dec. 1974	1975	Jan.-Aug. 1976	1973	1974	1975	Jan.-Aug. 1976	Sept.-Dec. 1976	1977	1978
Administration	11,438.38	29,737.79	39,205.17					5,937.56	16,802.57	16,089.06
Research	731.33	2,722.01	5,871.34					224.89	3,333.99	903.07
Training	4,461.58	10,086.93	5,572.43							
State Overhead Subtotal ^b	<u>16,631.29</u>	<u>42,546.73</u>	<u>50,648.94</u>					<u>6,162.45</u>	<u>20,136.56</u>	<u>16,992.13</u>
CCA Start up: Administration	N/A	N/A	N/A	13,997.51	13,740.02	26,701.85	6,311.57			
CCA Start Up: Directors & Supervisors	N/A	N/A	N/A		5,014.26	7,126.75	4,117.97			
Start up Subtotal ^c	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>13,997.51</u>	<u>18,754.28</u>	<u>33,828.60</u>	<u>10,429.54</u>			
Total Overhead ^d	<u>16,631.29</u>	<u>42,546.73</u>	<u>50,648.94</u>	<u>13,997.51</u>	<u>18,754.28</u>	<u>33,828.60</u>	<u>10,429.54</u>	<u>6,162.45</u>	<u>20,136.56</u>	<u>16,992.13</u>
Adult Probation & Parole	121,888.14	341,554.50	446,126.45							
Juvenile Probation & Parole	36,303.63	124,023.71	105,768.62							
Other Programs ^e	1,924.55	8,635.99	11,525.81					5,762.90	17,482.96	9,800.33
Total Programming	<u>160,116.32</u>	<u>474,214.20</u>	<u>563,420.88</u>					<u>5,762.90</u>	<u>17,482.96</u>	<u>9,800.33</u>

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.8a: Pre-CCA, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Region 6 West

	Area Pre-CCA		Jan.-Sept. 1977	Area Post-CCA	
	Oct.-Dec. 1975	1976		Oct.-Dec. 1977	1978
Administration				14,247.34	45,350.73
Research					7,397.23
Training				791.13	10,759.45
Total Area Overhead				<u>15,038.47</u>	<u>63,507.41</u>
Adult Probation & Parole				3,106.71	26,972.10
Juvenile Probation & Parole ^a	18,426.21	86,215.81	59,023.71	18,576.27	132,759.39
Adult Programs ^b					
Juvenile Programs ^b					
Purchase of Service					6,921.35
Total Area Programming	<u>18,426.21</u>	<u>86,215.81</u>	<u>59,023.71</u>	<u>21,862.98</u>	<u>166,653.34</u>

^aState aid for juvenile probation has been deducted (when applicable).

^bIn Region 6 West adult and juvenile programs are administered through adult and juvenile probation and parole operations.

TABLE A.8b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Region 6 West

	State Pre-CCA			State Post-CCA ^a						
	Oct.-Dec. 1975	1976	Jan.-Sept. 1977	1973	1974	1975	1976	Jan.-Sept. 1977	Oct.-Dec. 1977	1978
Administration	846.96	3,980.06	3,240.05						3,534.12	12,207.29
Reserach	200.53	953.17	901.60						86.96	180.07
Training	475.12	601.99	272.86							
State Overhead Subtotal	1,522.61	5,535.22	4,414.51						3,621.08	12,387.30
CCA Start Up: Administration	N/A	N/A	N/A	2,955.70	2,213.15	3,100.03	5,979.17	4,216.67		
CCA Start Up: Directors & Supervisors	N/A	N/A	N/A			2,125.94	2,122.96	8,072.36		
Start Up Subtotal ^c	N/A	N/A	N/A	2,955.70	2,213.15	5,225.97	8,102.13	12,289.03		
Total Overhead ^d	1,522.61	5,535.22	4,414.51	2,955.70	2,213.15	5,225.97	8,102.13	12,289.03	3,621.08	12,387.30
Adult Probation & Parole	9,728.60	45,659.05	37,451.03							
Juvenile Probation & Parole	8,217.51	40,805.93	24,306.82							
Other Programs ^e	1,054.80	3,828.64	2,591.37						863.78	2,024.98
Total Programming	19,000.91	90,293.62	64,349.22						863.78	2,024.98

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.9a: Pre-CCA, And Post-CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Hennepin

	<u>Area Pre-CCA</u>		<u>Area Post-CCA</u>
	<u>1976</u>	<u>1977</u>	<u>1978</u>
Administration	386,821.92	365,311.40	351,623.53
Research	145,464.93	156,785.57	584,670.58
Training			180,041.23
Total Area Overhead	<u>532,286.85</u>	<u>522,096.97</u>	<u>1,116,335.34</u>
Adult Probation & Parole ^a	2,688,510.95	2,606,551.91	3,519,625.43
Juvenile Probation & Parole ^a	2,051,372.61	2,026,092.41	2,318,939.18
Adult Programs ^b	672,437.73	442,717.10	332,735.50
Juvenile Programs	1,466,229.31	1,649,929.30	2,019,288.82
Purchase of Service			
Total Area Programming	<u>6,878,550.60</u>	<u>6,725,290.72</u>	<u>8,190,588.93</u>

^aPre-CCA includes probation only. Post-CCA includes both probation and parole.

^bIncludes: Psychological Services and LEAA funded corrections' programs identified by Jan Smaby, Staff Director of Community Corrections, Hennepin County Administration Office of Planning and Development. Any jail programming expenditures are included in the jail expenditures (see Table 6).

^cIncludes: Psychological Services, Joint Contractual Agencies - Hennepin Area Youth Diversion also, LEAA funded corrections' programs identified by Jan Smaby, Staff Director of Community Corrections, Hennepin County Administration Office of Planning and Development.

TABLE A.9b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Hennepin

	State Pre-CCA		State Post-CCA ^a					
	1976	1977	1973	1974	1975	1976	1977	1978
Administration	114,303.77	147,324.55						65,983.57
Research	24,924.78	36,261.40						4,122.78
Training	18,408.44	12,407.02						
State Overhead Subtotal	157,636.99	195,992.97						70,106.35
CCA Start Up: Administration	N/A	N/A	67,517.79	50,555.62	50,990.06	45,666.28	41,966.33	
CCA Start Up: Directors & Supervisors	N/A	N/A				20,246.70	22,426.72	
Start up Subtotal ^c	N/A	N/A	67,517.79	50,555.62	50,990.06	65,912.98	64,393.05	
Total Overhead ^d	157,636.99	195,992.97	67,517.79	50,555.62	50,990.06	65,912.98	64,393.05	70,106.35
Adult and Juvenile Parole	1,324,694.80	1,702,763.18						
Other Programs ^e	62,970.21	81,506.73						46,306.20
Total Programming	1,387,665.01	1,784,269.91						46,306.20

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.10a: Pre-CCA, and Post CCA Expenditures (Constant Dollars, 1980) Spent By Area By Year For Blue Earth

	<u>Area Pre-CCA</u>		<u>Area Post-CCA</u>
	<u>1976</u>	<u>1977</u>	<u>1978</u>
Administration ^a			23,066.05
Research			2,201.46
Training			2,552.52
Total Area Overhead			<u>28,420.53</u>
Adult Probation & Parole			181,835.72
Juvenile Probation & Parole ^b	57,575.54	138,635.24	68,817.12
Adult Programs ^c			
Juvenile Programs ^d	104,500.77	99,185.48	100,897.36
Purchase of Service			
Total Area Programming	<u>162,076.31</u>	<u>237,820.72</u>	<u>351,550.20</u>

^a Imputed from preliminary Crime Control Planning Board audit records. Program costs have been reduced by a corresponding amount since reported Department of Correction's figures include administrative costs in programming costs.

^b State aid for juvenile probation has been deducted (when applicable).

^c Any jail programming expenditures are included in the jail expenditures (see Table 6).

^d Includes: Youth Diversion, Youth Service Bureau, Outreach and Prevention, and the Group Home Program.

TABLE A.10b: Pre-CCA, CCA Start Up, and Post-CCA Expenditures (Constant Dollars, 1980) Spent By The State By Year For Blue Earth

	State Pre-CCA		State Post-CCA ^a					
	1976	1977	1973	1974	1975	1976	1977	1978
Administration	3,771.72	3,687.73						8,023.77
Research	1,100.71	1,198.04						230.08
Training	718.55	513.35						
State Overhead Subtotal ^b	<u>5,590.98</u>	<u>5,399.12</u>						<u>8,253.85</u>
CCA Start Up: Administration	N/A	N/A	3,788.72	2,836.90	2,861.28	2,562.54	2,364.18	
CCA Start Up: Directors & Supervisors	N/A	N/A				2,786.38	2,742.76	
Start Up Subtotal ^c	<u>N/A</u>	<u>N/A</u>	<u>3,788.72</u>	<u>2,836.90</u>	<u>2,861.28</u>	<u>5,348.92</u>	<u>5,106.94</u>	
Total Overhead ^d	<u>5,590.98</u>	<u>5,399.12</u>	<u>3,788.72</u>	<u>2,836.90</u>	<u>2,861.28</u>	<u>5,348.92</u>	<u>5,106.94</u>	<u>8,253.85</u>
Adult Probation & Parole	43,255.95	42,621.46						
Juvenile Probation & Parole	50,154.45	60,888.72						
Other Programs ^e	4,438.54	4,506.33						2,608.74
Total Programming	<u>97,848.94</u>	<u>108,016.51</u>						<u>2,608.74</u>

^aCCA Start Up expenditures are related to CCA operation and therefore have been moved to the post-CCA time period.

^bMetro State overhead subtotal pre-CCA represents the Department of Corrections' overhead associated with administering parole in the area. State overhead post-CCA represents the Department of Corrections' overhead associated with administering CCA in the area.

^cState CCA Start Up represents estimates of Department of Corrections' administrative staff time distributed over all participating areas and associated with passage of the CCA establishment of administrative procedures. Also, included are estimates of regional director's and area supervisor's time.

^dPost-CCA overhead total equals the post-CCA overhead subtotal plus the CCA Start Up subtotal.

^eIncludes LEAA Grant funded Department of Corrections' programs providing community services.

TABLE A.11: State and Local Government Adjusted Implicit Price Deflators
(Base Year = 1980)

<u>Year</u>	<u>Adjusted Implicit Price Deflator</u>
1972	53.0
1973	56.0
1974	62.0
1975	68.0
1976	73.0
1977	79.0
1978	85.0
1979	93.0
1980	100.0

TABLE A.12: Weighted Average Annual Institutional Per Diems

	<u>Adult Institutional Per Diems</u>	
	<u>Current Dollars</u>	<u>1980 Constant Dollars</u>
1974	\$25.65	\$41.37
1975	\$29.70	\$43.68
1976	\$30.65	\$41.99
1977	\$32.67	\$41.35
1978	\$35.75	\$42.06

	<u>Juvenile Institutional Per Diems</u>	
	<u>Current Dollars</u>	<u>1980 Constant Dollars</u>
1974	\$39.73	\$64.08
1975	\$47.10	\$69.26
1976	\$55.17	\$75.58
1977	\$66.89	\$84.67
1978	\$68.12	\$80.14

TABLE A.13: Pre-CCA and Post-CCA Average Annual Correctional Juvenile Facility Expenditures (Constant Dollars, 1980)

<u>Area^a</u>	<u>CCA Entry</u>	<u>Pre-CCA</u>	<u>Post-CCA</u>
Ramsey ^b	7/1/74	\$1,632,620	\$1,536,626
Arrowhead Regional Corrections ^c	7/1/76	\$ 444,381	\$ 581,575
Anoka ^d	9/1/76	\$ 356,250	\$ 484,225
Hennepin ^e	1/1/78	\$4,445,623	\$4,919,134

^aThese CCA areas explicitly report juvenile facility expenditures as a separate cost category in Financial Status Reports submitted to the Department of Corrections.

^bIncludes Woodview Detention, the Juvenile Service Center and Boy's Totem Town.

^cIncludes the Arrowhead Juvenile Center

^dPre-CCA expenditures are based on reported county child care days and on contracts with the Department of Corrections describing county use of Lino Lakes.

^eIncludes Hennepin County Home School and Juvenile Detention Center.

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