

Dr. Engberg, Superintendent

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M. E. Krafve, Dir. of Admin. Serv.

Information for Task Force Visit

## Buildings

The 1955 Legislature appropriated funds in an amount of \$2,150,000 for replacement of the old Main Building, this appropriation was supplemented by the 1957 Legislature in amount of \$1,586,639 for a total of \$3,736,639. The appropriation covered two dormitories, one warehouse building, one administration building, and an activities building, together with complete rasing of the old Main Building.

Construction of two dormitories started in the fall of 1956, and they were occupied during the summer of 1958. Each dormitory accommodates 100 beds, one for male and one for female. These units are of modern design, are very functional, and have proven very satisfactory.

The construction of the administration building was started in the spring of 1957 and the building was occupied in November, 1958. This building has proven to be very satisfactory and functional.

Construction of the activities building started in August of 1957 and was dedicated and occupies in April of 1959. This is an excellent building containing school rooms, handicraft rooms, patients' store, a large auditorium accommodating approximately 900, employees' dining room, and a canteen area.

Construction of the warehouse building was started in the fall of 1957 and was occupied in December of 1958. This building is also functional in its design, provides adequate cold storage and frozen storage, but we do find that it does not provide sufficient storage for canned goods.

Demolition of the old Main Building was completed in the summer of 1959.

The 1955 Legislature appropriated a sum of \$350,000 for rehabilitation and improvement in the Power Plant. Two new boilers have been installed, together with a new 1000 kilowatt generator. This project was completed early in 1958.

An extension to our Dairy barn was completed in 1957, which provides room for expansion of our herd to the point that we shall be self-sufficient in providing the total milk requirements of the institution.

Funds were provided by the 1957 Legislature for the construction of a new paint Shop. Construction is in progress at the present time.

One farrowing house has been completed at the Piggery, with the second under construction at this time. Construction on the Second unit has been delayed because of adverse weather conditions, and it now appears that completion will be postponed until spring. Materials for these units have been purchased by the institution with the labor being furnished by our Maintenance staff.

Two new cafeterias have been provided, one for Chippewa cottage and one for Ivy cottage. Construction began early in 1958, but because of many construction delays, these units were activated in the early part of 1959- These units have proven to be very satisfactory and have contributed considerably to solving a very unsatisfactory food-distribution problem.

The 1957 Legislature appropriated \$140,000 for maintaining and fire-proofing seven cottages. This project, designed primarily for fire-protection, is progressing slowly. Work has been completed in Glen, Lind, Daisy, and Iris cottages, and work is now going forward on Sioux cottage and Grandview.

The Women employes' Building has been completely re-wired and new fixtures have been provided. Plans are in progress to re-wire other critical areas.

Sorely-needed separation rooms have been provided for Dakota cottage. Construction on this project started in early 1958 and completed during the fall of the same year.

An appropriation of \$18,400 was made by the 1957 Legislature for installing sidewalks. This project has been delayed, with bids opened this fall. Because of inclement weather, it is doubtful that any of this construction can be started until next spring.

Relining of several bins and a concrete driveway in the sand rock cellar was completed in the summer of 1958. Likewise, installation of air-circulating equipment has been completed in Holly and Osage cottages.

Rebuilding of the storm sewer at the rear of the Kitchen was completed during the summer of 1958, likewise the installation of street lighting in the East Grove division area. Heating units for warming the floor areas in Cedar and Maple buildings have been installed, and ventilating ductwork in the Kitchen has also been completed.

The appropriation in the amount of \$11,700 for installing heating and ventilating equipment in Dakota building did not prove to be sufficient; however, it is expected that funds will be available from other projects as they are completed, which can be transferred to this project so that it can be completed. It is doubtful that this project can be accomplished until next summer, as heat is now needed in the building.

Contracts have been let for replacement of the plumbing in Dakota building and Fern building, a requisition has been submitted for moving the present employes' garage in order to provide room for a playground, the lumbershed has been enlarged, and the replacement transformers for the Greenacres division have been purchased.

The 1959 Legislature appropriated the sum of \$700,000 for the construction and equipping of a new Laundry. This unit is sorely needed and will be planned to accommodate the laundry needs of the Braille and Sight-Saving School, the School for the Deaf, and the Owatonna State School. It is likely that we will also take care of the flatwork from the Lake Owasso Children's Home, unless other arrangements can be made with the Minnesota State Prison. Preliminary plans are in progress for this unit.

An appropriation of \$59,000 was made for fire-proofing several cottages according to recommendations made by the engineering firm of Kline & Clark, this survey was made in 1952.

An appropriation of \$100,000 was made for replacement of the present water storage tower. This will provide for the additional water storage required for the institution as well as replacing the tower which has been in service since 1914.

Appropriation in the amount of \$6,000 was made for a freshening barn which is badly needed, and \$20,000 for extending the Kitchen platform, grading, blacktopping, curb and gutter, etc\*

An appropriation of \$7,000 was made for demolishing the fire-damaged portion of Haven cottage and for repairing the East portion which was undamaged by the fire. Bids have been accepted for the demolition, but as yet a contract has not been processed. It is planned to use the undamaged portion of this unit as a dining room for the patients in Glen and Lind cottages. It is hoped that this project can be completed before the end of the winter as it will create a considerable problem to have patients walk from Glen and Lind buildings to the Hickory building for their meals. This can be seriously complicated during inclement weather.

### Future Building Plans

We are at the present time preparing our request to the 1961 Legislature for new construction and for special repairs and replacements. It is planned to request two dormitories for men to replace Huron, Lind, Glen, and Grandview cottages, and for one dormitory for women to replace Iris and Daisy cottages. It is also planned to ask for an architectural study to determine placement of future dormitories, having in mind that within the next ten-year period Ivy and Chippewa cottages should be replaced, it will be also necessary to plan for a new Kitchen and an architectural and engineering study is being requested to determine the type of unit or units which should be considered to improve our food preparation and service. It is also planned to request additional staff residences, together with an industrial building to accommodate the Mattress Shop, Tailor Shop, Shoe Shop, and a Chapel to take care of funerals and religious gatherings which are not feasible to handle in the large auditorium.

Our plans for special repairs and improvements include continuance of the project for wiring, installation of heating control devices in several of the older buildings, additional grading and hard-topping of service roads, replacement of unsatisfactory floors in Pine and Spruce cottages, enclosing the West porch of Dakota cottage to provide more dayroom space and also to provide activity space, as well as several other projects.

We are also requesting a new steam-turbine generator to replace the Murray engine in the Power Plant. It is necessary that we obtain a generator of 1600 kilowatt capacity in that we find that our present peak loads are exceeding the generating equipment which we now have.

### Building Maintenance

In general the maintenance in our buildings is good, but the older buildings of course need constant maintenance. Much of the plumbing is obsolete and needs replacement from time to time, especially so where there are old fixtures for which we are unable to obtain replacement parts. We have a considerable back-log of painting, however we have obtained one additional painter on our permanent staff and have three additional painters hired on a project-labor basis. It is hoped that we can continue the project-labor until we can get caught up with our painting. We find that it is extremely difficult to keep our buildings in a good, presentable condition where there are hyperactive and destructive patients, as this calls for constant surveillance by our maintenance staff and, in many of these areas, repairs and painting are a constant need.

I feel that the maintenance in general is good.

### Personnel

The total personnel complement in 1955-56 was 639, this number was increased by 43 at the time that the Lake Owasso Children's Home was opened in December of 1955, however, the Lake Owasso Children's Home was operated on a separate appropriation until July 1 of 1957. Our present complement is 727, of which 44 positions are located at the Lake Owasso unit, one of the 29 additional positions authorized by the 1959 Legislature was assigned to Lake Owasso as it was felt that they needed an additional Plant Maintenance Engineer Helper in order to keep up on maintenance and to furnish relief for workers who were on sick leave and on annual leave.

Recruitment continues to be a problem for us, the attached breakdown of open positions reflects that there are 28 positions open at Faribault and three positions open at Lake Owasso. These vacancies, you will note, are mostly in the Aide Trainee and professional areas. We are placing advertisements in newspapers in the adjacent area and it is hoped that we will be able to fill a majority of the Aide Trainee vacancies. Another area of concern is that of vacancies for professional persons, we have one and a half vacancies for Physicians II, two vacancies for Medical Specialists II, a vacancy for a Psychologist, and three vacancies for Special Teachers. During the past month we have been fortunate in appointing three registered nurses which have been assigned to the hospital to provide floor supervision.

We are maintaining a careful screening of all applicants, which we believe has resulted in appointment of persons who are well-qualified in their field of work and has also produced a more satisfactory Psychiatric Aide. I believe that the present procedure of screening Psychiatric Aide Trainee applicants by examination may be a deterrent to recruitment and I believe that this program should be carefully evaluated as in many instances it is eliminating the older applicants.

Two additional Social Workers have been added to our staff which has been of great help to us, enabling us to better organize the work load, and giving better service to patients and to the parents. The last session of the Legislature approved one additional Clerk Typist position for us which, when filled, will be of considerable help to our professional staff who have had some difficulty in having their reports, letters, etc., typed and filed.

An Assistant Chief power Engineer was authorized for us and this position was filled in August of this year. This position was made possible by substituting for a plant Maintenance Engineer. This appointment should be of considerable assistance to us in maintaining our maintenance and preventive maintenance programs. Likewise, one Painter was added to the painting staff, and one Sheetmetal Worker added to the maintenance staff on a permanent basis, and a Cosmetic Therapist was added so that at the present time we have two persons in this classification.

It is unfortunate that the labor market in this area is such that we are unable to fill all of our Psychiatric Aide Trainee positions as these are sorely-needed to provide the needed service for our patients. It would be indeed unfortunate if, because of the inability to fill these positions, they would be removed from our roster of authorized positions. The study of job assignments and classifications is a continuous one. We have been able to obtain higher classification in some instances, notably for the person in charge of our Social Service Department and for the Personnel Officer.

A considerable number of positions should be added to our staff to arrive at the optimum staffing for an institution such as ours. For your information, there is attached a list of the positions requested at the time that we prepared our last biennial request, also a list of the positions which were recommended by the Department of Public Welfare to the Governor. It may be well in future requests to take into consideration the total number which we feel we could recruit during the biennium.

There are three vacancies for Special Teachers. It is hoped that we will be able to recruit in this area in order that more patients can receive the training which they need. We have at the present time 11 authorized positions in our School Department, including the School Principal.

From my observations, it appears that the morale of our total staff is good.

### Farm

The land area of institution property is 1217 acres. Of this amount, 120 acres is contained in the grounds proper, two hundred ninety-seven acres in pasture, 68 acres in wild hay, 60 acres in garden, 264 acres in alfalfa, and 408 acres in forage crops. We thus have 732 acres subject to cultivation. It is believed that the farm operation in our institution is a profitable one and contributes substantially to the institution food budget. At the present time we are planning on a multiple farrowing program to raise a sufficient number of hogs to meet the institution need. This will require that we set up a program so that we can butcher one hundred hogs each month throughout the year. We are building up our milking herd so that within a reasonable length of time we shall be producing all of the milk that is required for the institution. The value of food products provided by the farm during the fiscal year ending in June of 1958 was in excess of \$120,000.

### Dietary

The last session of the Legislature provided funds to increase the daily food allowance for raw food from 60 cents to 63 cents. However, since the appropriation was made, we have been informed that butter will no longer be available from Federal Surplus sources. This presents a serious problem to us, unless funds can be made available from other sources to cover this additional cash outlay. If funds cannot be made available to cover the butter cost, it will mean that we must curtail expenditures in other areas in order to meet this additional cost.

Food distribution through the tunnel system continues to be a problem even though it has been alleviated to a great extent by extending overground food delivery. During the past summer we have opened two cafeterias, one in Ivy cottage, the other in Chipewa cottage, the former accommodating 480 patients, the latter accommodating 607. By opening these cafeterias, we have been able to close eight dining rooms which were served by underground tunnel delivery. It is hoped that eventually we can enter into a program that will eliminate all underground delivery and place all dining rooms on overground truck delivery. One additional truck and driver have been added to improve and extend this service.

The menu has been substantially increased during this fiscal year because of the additional allowance for raw food. It is hoped, however, that the problem of butter can be solved so that it will not be necessary to curtail the menu in any way.

Insect control has become a serious problem that is being studied carefully by the staff.

Refrigerated milk dispensers are being installed in all dining rooms which will meet the requirements of the State Board of Health.

#### School Department

Our school program has been greatly improved since the opening of the new activities building, it has given our teaching staff an opportunity to present a more satisfactory program to all of the patients who are participating. Additional staff is needed in this department in order to provide a more complete program, namely, physical education for boys and girls, adult instruction for men and women, a nursery-kindergarten program, and a teacher for the multiply-handicapped children, such as the blind and partly-sighted. One hundred ninety-two patients are enrolled in formal school classes.

Mr. Delbert Knack was appointed to the position of School Principal in October, following the resignation of Mrs. Olive Lynch, who had served as principal for a number of years. It would be desirable if we could recruit one or two male teachers as we feel that this is necessary for the male population.

#### Rehabilitation Therapy

An accelerated program in handicraft and recreation has been made possible since the opening of the new activities building. Approximately 400 patients are enrolled in handicraft activities, and 1538 enrolled in Industrial Therapy, with approximately 75 per cent of the patient population participating in gymnasium and auditorium programs each week, with an equal number participating during the summer months when the majority of the recreational activities are conducted out of doors.

During the summer we filled a position for an Occupational Therapist II, with the program just getting underway after an extensive orientation period for the supervisor of this work. The Medical department has cooperated in assigning to the Occupational Therapist such patients who can benefit by her work.

Additional staff is needed in this department, especially in the handicraft area where it is desirable to enlarge upon the evening adult classes.

#### Library Services

Our new facilities have permitted us to enlarge on the library services with evening hours having been established in order to accommodate the working patients. There has been a sizable increase in circulation, with the patients showing more and more interest in the books that are available for them.

#### Volunteer Services

The 1959 Legislature approved a position of Volunteer Services Coordinator I, this position was filled in September of this year. Mrs. Stabbert, who was appointed to this position, has completed an extensive orientation program, and is laying the groundwork for a good volunteer program in the institution. At the present time we have 66 volunteers in the religious program here and at Owasso, with 56 of these

participating in the Monday evening religious classes here which include Catholic, Protestant, and Jewish patients. A Girl Scout troop has been organized with direction from a volunteer, Mrs. Stabbert has appeared before local civic groups and, I am sure, with the interest shown, we will soon have a good volunteer program.

Chaplaincy Service

Our chaplaincy program is recognized as one of the best in the state institutions. Our Chaplain Streufert is doing an outstanding job in caring for the spiritual needs of the patients in the institution, however, with a patient population of 3200 at Faribault and 108 at Lake Owasso, it presents a terrific problem to adequately cover the needs of such a large group. I believe that serious consideration should be given to adding another Chaplain, at least on a part-time basis, to assist him. It is hoped that we can establish a chaplaincy training program at the institution, however, at such a time it will be necessary to have another Chaplain on our staff.

Business and Finance

The business and finance section is capably managed by Mr. Charles Thurber, Business Manager. His area of supervision also includes stores, industrial shops, housekeeping, farm and dairy, grounds, laundry, building maintenance, and power plant. One of the major problems during the past fiscal year has been the inadequacy of the budget in current expense. It was necessary for us to request a deficiency appropriation for the fiscal year 1958-59 in order to meet the increased fuel costs. This was brought about by the need to use a considerable amount of standby fuel oil over and above the amounts used in the previous fiscal years. The cost of fuel oil compared to the cost of natural gas is about double, and therefore it presents a sizable problem budget-wise when gas curtailment increased from 16½ days in 1957-58 to 46 days in 1958-59.

The following is a comparative breakdown of fuel costs for the fiscal year 1957-58 and 1958-59:

	1957-58		1958-59	
	Consumption	Cost	Consumption	Cost
Nat. Gas--Interrup. (M.cuft)	314,964	\$ 109,665.00	314,446	\$ 108,962.37
" " --Firm (M.cuft)	20,015	12,220.44	24,512	15,915.32
#5 Fuel Oil (Gal.)	152,998	13,895.68	488,689	47,568.90
<b>Total</b>		<b>\$ 135,781.12</b>		<b>\$ 172,446.59</b>

Natural gas rates increased in December of 1958 and an additional increase is expected in December of this year.

The addition of five new buildings to replace the old Administration Building has increased the heating and generating load. This was brought about because the new buildings have considerably more cubic foot area, the new warehouse has much more refrigerated space than we ordinarily had, and, in addition, we have a large frozen storage area. The new buildings also have more adequate ventilating systems, all of which contribute to the electrical load, this also supports the need for an additional generator as mentioned, in the report on buildings.

We especially appreciate the action of the 1959 Legislature in appropriating for retro-active merit increases for our employes. This appropriation in the amount of \$43,488.00 permitted us to grant merit increases to those persons who were eligible as early as July 1 of 1958 and I'm sure that this action by the Legislature was appreciated by all employes.

As mentioned in the prior part of this report under dietary, the purchase of butter will also create a serious budgetary problem during this fiscal year. The estimated cost of butter for three-quarters of this fiscal year is \$28,000 and for the full fiscal year next year will be approximately \$37,000. We shall also experience some difficulty in obtaining; sufficient clothing, but it is hoped that this will be alleviated somewhat by encouraging families to provide more adequate clothing for new admissions .

#### General Comments

An organization chart is attached and it is felt that the organization as it is set up is functioning in a very satisfactory manner. I believe that we have in the past years built up a strong staff of supervisory personnel and it is hoped that we can continue to maintain this strength by careful selection. I feel that in the administrative section there is a good spirit of cooperation and working together, and because of this there is a continued improvement in patient care.

An expression of appreciation should go to the Legislative Interim Commission to study state building needs appointed in the 1955 session which submitted a report to the Legislature in January of 1957. Likewise, the Legislative Building Commission appointed in the 1957 session which reported to the 1959 Legislature. Both of these commissions did an excellent job in studying the needs of the institution with the result that we gained much in acquiring new facilities and improving older facilities.

I would strongly recommend an employe's handbook made up in looseleaf manner in order to keep all employes adequately informed of the changes in institution policies, Home Office policies, Civil Service rules and regulations, etc. I understand that the Home Office has been working on such a handbook for some time and I believe that they should be encouraged to complete this at a very early date.

/pc

Att: