

Hennepin County

Department of Community Corrections and Rehabilitation

Community Corrections Act 2018 - 2019 Comprehensive Plan

October 2017



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Glossary of Common Acronyms

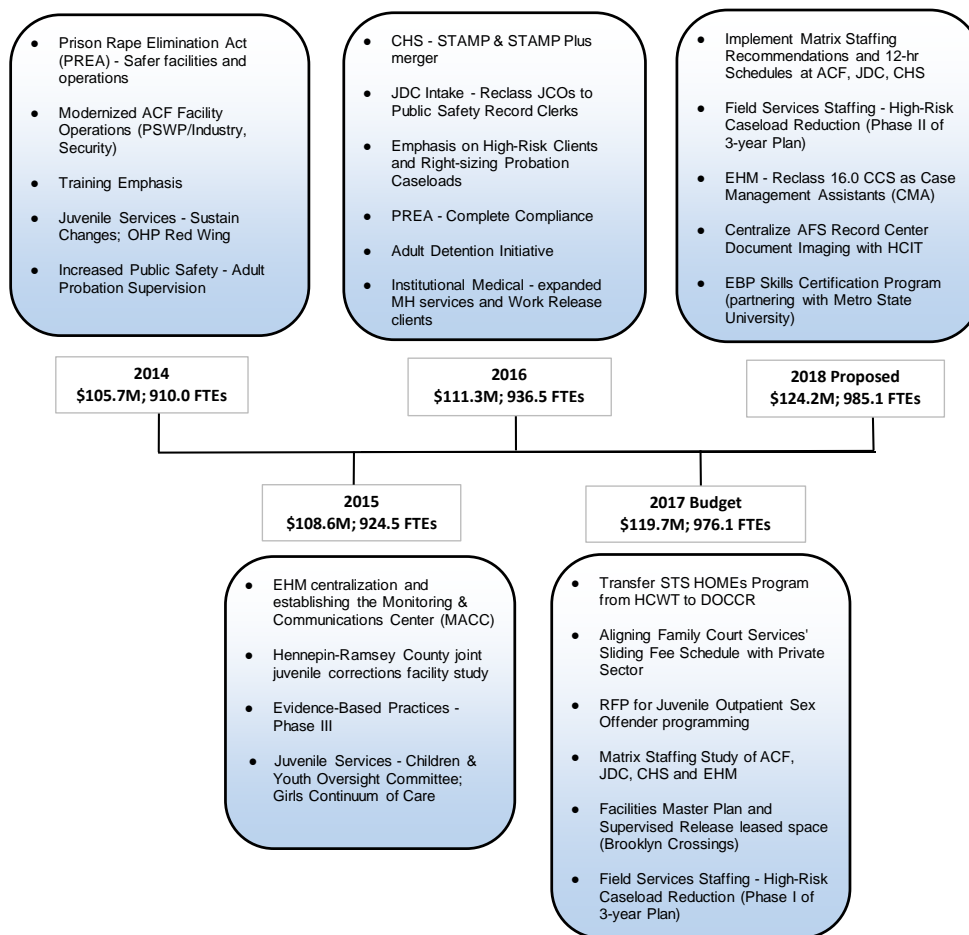
ACF – Adult Corrections Facility
 AFS – Adult Field Services
 CHS – County Home School
 COM – Community Offender Management
 CJIS – Criminal Justice Information System
 DOC – Department of Corrections (Minnesota)
 DOCCR – Department of Community Corrections and Rehabilitation
 EBP – Evidence-Based Practices
 EHM – Electronic Home Monitoring
 FCS – Family Court Services
 JDC – Juvenile Detention Center
 JP – Juvenile Probation
 LS/CMI – Level of Service/Case Management Inventory
 MACC – Monitoring and Communications Center
 OCM – Organizational Change Management
 PPE – Policy, Planning and Evaluation
 STS – Sentencing to Service
 TCP – Train, Coach, Practice
 TJC – Transition from Jail to Community
 YLS/CMI – Youth Level of Service/Case Management Inventory

Hennepin County has participated in the Minnesota Community Corrections Act (CCA) since 1978. The act is found in Minnesota Statute Chapter 401. In return for providing all correctional services in the county, except for long-term prison incarceration, the state provides the county with a subsidy to assist with the provision of services outlined in the act.

No CCA county is eligible for the subsidy until its comprehensive plan is approved by the commissioner of the Minnesota Department of Corrections (DOC). The plan must detail county compliance with operating standards permitted by law and established by the commissioner. It includes the following areas required in order: highlighted changes from previous plans and major accomplishments, introduction to the community framework of the county, administration and organization of correctional services, program area descriptions, strategic plan and outcome measures, approved budget and positions by program area, salary roster and signature page.

Changes & Major Accomplishments

DOCCR - Changes Over Time



This section of the plan highlights changes and major accomplishments since we submitted the last CCA plan. Initiatives expanded, started, or completed in 2017 include:

- Transferred the STS HOMES program from Hennepin County Works and Transit back to DOCCR's Community Offender Management (COM) Division, with planning for that program to include probation client and female work crews.
- Created a long-range probation facilities master plan to decrease our facility footprint by nearly half. Planning was inclusive of safety audit recommendations that have been ongoing in DOCCR for several years. We began implementation of the plan with a new lease for our supervised release units in Brooklyn Center. Probation operates out of 22 separate facilities across Hennepin County today.
- Aligned Family Court Services' sliding fee schedule with private sector fees for similar services. The change increased fees for parents above the median income for a family of four in Hennepin County, and continued the discounted fee for parents earning less than \$60,000 annually.
- Partnered with the City of Minneapolis on the Group Violence Initiative, which brings together criminal justice and community partners to directly and deeply engage those likely to shoot or be shot in our community. The model is executed in partnership with the John Jay College of Criminal Justice, The City University of New York. Two groups of young men involved in gun violence have been through the initiative's call-in process to date.
- Shifted county-delivered juvenile outpatient sex offender services to a community vendor, Steps for Change. The contract is managed by Juvenile Probation (JP). Probation officers coordinate treatment plans, relapse prevention/safety plans, and aftercare plans with licensed Social Workers and Steps for Change sex offender therapists.
- Completed an institution staffing study with the Matrix Consulting Group. Phased implementation of the Matrix Consulting Group's recommendations began in 2017. The recommendations included modifying work schedules at our institutions to address staffing levels, run safer and more efficient institutions, maximize work-life balance and attract new employees as our workforce turns over. The rollout of these changes began at the Juvenile Detention Center (JDC) and County Home School (CHS), with the Adult Corrections Facility (ACF) modifications to follow in 2018.
- Began phased implementation of a high-risk caseload reduction model in Adult Field Services (AFS) with the target of a 40 clients-to-one probation officer. Two of every three clients on these caseloads are being supervised for a person offense. The new caseload target was set following review of research and agency practices across the nation. The reduction allows us to continue our investment in evidence-based practices while deploying a high level of supervision towards the goal of promoting public safety.
- Collaborated with Metro State University on a pilot Evidence-Based Practice (EBP) Corrections Professional Certificate Program. The pilot launched with 20 students in September 2017. The goal of the certificate program is to give students practical skills that will enhance their effectiveness as behavior change agents and build pathways to corrections employment.

- Utilized new career pathways and retention strategies developed by Human Resources to address an ever-increasing vacancy rate as retirements start to peak. We have adjusted minimum qualifications for entry-level positions so that experience can be supplemented for education and to bring consistency to the minimum qualifications across this group.
- Developed an application for probation officers to assist in approving housing for Level 3 sex offenders. This technology provides concentration information at the census tract level to ensure that sex offender clients are housed according to policy. Quarterly reports on Level 3 sex offender concentration continue to be completed. In addition, a report looking at the effects of mitigating concentration was also completed.
- Began work to centralize AFS records center document imaging with Hennepin County Information Technology, reallocating employees to support probation units.
- Began the process of converting from our current MAIn juvenile case management system to CSTS to be aligned with corrections agencies across Minnesota. Our conversion will include use of the JAIMS module for our JDC and CHS divisions. CSTS is expected to be implemented in early 2020 with planning over the next two years.
- Started new work to address staff trauma exposure inherent in the corrections field. The Train, Coach, Practice (TCP) Unit has implemented a Peer Support De-briefing Team. The team will educate their colleagues on normal trauma responses, as well as how they can take care of themselves in the immediate and long-term future. Also, Kirsten Lewis, a national expert on traumatic stress training, presented to over 200 criminal justice professionals on how to cope effectively with secondary trauma in the corrections field.
- Expanded the Adult Detention Initiative (ADI) beyond the original focus of ensuring a fair, equitable and effective criminal justice system that provides alternatives for low-risk individuals who do not need to be detained, to additionally addressing the impact detention has on economically disadvantaged communities and communities of color. ADI continues to examine issues related to procedural justice and system efficiencies, while protecting public safety.
- Sponsored national expert, Dr. Kenneth Hardy, who spoke on Historical Racial Trauma in June 2017. This all-day event drew more than 120 DOCCR employees and 40 other Hennepin County criminal justice and community partners.
- Through partnership with other Hennepin County departments and community workforce development groups, we started developing a Community Productive Day program that focuses on work opportunities and career pathways for adult clients. The pilot of that program will include the opportunity to develop construction skills during the build of the Estes Funeral Chapel in north Minneapolis.
- Voices for Racial Justice examined the experiences of youth of color in our juvenile justice system. The final report provided the perspective of our clients and gives the DOCCR and criminal justice partners the opportunity to learn from youth's experiences to improve our practice.
- Started the Diversity and Equal Justice Unit with the goal of becoming an inclusive organization, able to maintain a diverse and invested staff. This unit is also responsible for creating pathways for community input to the department. To this end, we have

contracted with the University of Minnesota Urban Research and Outreach-Engagement Center (UROC) to develop a community engagement strategy and build an advisory board.

- Developed a training on how to effectively and respectfully work with LGBTQ clients. To date, 11 training sessions and approximately 150 staff have been trained, with a target of training all direct-service staff.
- Contracted with Summit Academy OIC to provide DOCCR clients with a contextualized GED program. Participants have the opportunity to receive a GED credential and construction certification from an accredited vocational and education and training institute.
- Juvenile Services continued to examine new evidence-based residential solutions for youth in need of out-of-home placement. This work uses a racial equity and inclusion framework to develop new ways of providing residential treatment to youth with the most need. We are partnered with Georgetown University on a capstone project for residential solutions.
- The Juvenile Detention Alternative Initiative (JDAI) continued to monitor the use of juvenile detention and eliminate inappropriate or unnecessary use of secure detention. We submitted our Deep End dataset to the Annie E. Casey Foundation as a part of our collaboration for juvenile justice reform. The data will be analyzed to inform a review of decision points, policies and procedures as they relate to racial disparities within our juvenile justice system.
- Division managers and the executive team took part in a multi-day retreat with J-SAT, a justice consulting company. The retreat set a foundation for building an organizational context and culture in which deep implementation, change and innovation in correctional practices can occur. The consultants focused on building skills to become more adaptive in our leadership and to use implementation science as we enhance the department's capacity to work with clients.

Introduction

The Department of Community Corrections and Rehabilitation's mission is to promote community safety, community restoration, and reduce the risk of re-offense. The department runs institutions, a treatment center, adult and juvenile probation, supervised release, provides mediation in parenting custody disputes and administers alternative sentencing programs. It is the largest community corrections organization in Minnesota.

Hennepin County Demographics

Hennepin County is the most populous county in Minnesota. According to the 2015 American Community Survey, Hennepin County's population of 1,197,776 represents 22 percent of the state's population. Hennepin County's population grew 3.2 percent since 2000. By age, 29 percent of its population is under 18 with 12 percent over age 65. In terms of race and ethnicity, the county's non-white and Hispanic/Latino population is approximately 25.7 percent.

Government

The County Board, comprised of seven commissioners elected from seven separate districts of the county, provides leadership to the department and approves its budget. DOCCR is subject to the county's personnel and operating policies. The department's director works closely with the assistant county administrator for Public Safety and the leaders of other county departments. The Hennepin County Criminal Justice Coordinating Committee (CJCC) serves as an advisory and planning committee among criminal justice partners across the Fourth Judicial District. The CJCC fulfills the role of Hennepin County's Corrections Advisory Board.

Crime in Hennepin County

As the state's largest urban county, Hennepin reflects a disproportionate "at risk for crime" population when issues such as population density and poverty are considered. Consequently, Hennepin County crimes represent a disproportionate share of the state's overall crime rate. Hennepin County crime in 2016, as reported in Bureau of Criminal Apprehension Uniform Crime Reports, included:

- 59% of the state's robberies
- 40% of the state's aggravated assaults
- 35% of the state's murders
- 32% of the state's motor vehicle thefts
- 29% of the state's burglaries
- 29% of the state's larcenies
- 29% of the state's rapes
- 29% of the state's arsons

Client Populations

On any given day, staff and volunteers of the DOCCR provide:

- Services to about **45** pre-adjudicated adolescents at the Juvenile Detention Center
- Educational and treatment programs for about **33** juveniles at the County Home School
- Custody and services for about **400** offenders under the jurisdiction of the Adult Corrections Facility
- Supervision for about **1,000** juveniles in the community
- Supervision for about **22,000** adults in the community

The total number of individuals on probation in Hennepin County as reported in the annual state probation survey has declined over the last 10 years. The number of juveniles on probation dropped below 1,000 in 2014 and remains close to that number today (983 as of 6/1/2017).

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Juveniles	3,917	3,800	3,427	2,396	1,706	1,592	1,512	1,285	995	1,121	1,173
Adults	26,792	26,246	28,429	27,309	22,642	22,863	24,306	21,838	18,485	18,884	18,176
TOTAL	30,709	30,046	31,856	29,705	24,348	24,445	25,818	23,123	19,480*	20,005	19,349

*excludes supervision for Sentencing to Service only, which was reported in prior figures

Department Budget and CCA Funding

The 2018 proposed operating budget for DOCCR is \$124,150,237. Eighty-five percent of this budget comes from local property taxes and program-generated revenues. The 2018 proposed budget represents an increase of \$4.4 million from the 2017 budget and an increase of 9.0 positions to a total of 985.1 FTEs.

Calendar Year	DOCCR Approved Budget	Combined CCA Subsidy	ISR Grant	REAM Grant	Total CCA Funding	CCA Funding as % of DOCCR Budget
2014	105,693,305	16,066,998	1,662,700	105,000	17,794,698	16.84%
2015	108,607,846	16,066,998	1,662,700	105,000	17,794,698	16.38%
2016	112,171,653	16,511,423	1,889,200	80,000	18,480,623	16.48%
2017	119,742,104	16,511,423	1,889,200	80,000	18,480,623	15.43%
2018 Proposed	124,150,237	16,882,572	1,889,200	80,000	18,851,772	15.18%

The combined CCA subsidy shown in the table above includes the subsidy allocation, probation officer caseload/workload reduction grant, enhanced sex offender supervision grant, and adult

felony domestic abuse grant. These separate funding streams were consolidated into the subsidy allocation during the 2016 legislative session. The 2018 CCA subsidy for Hennepin County is \$16,882,572.

DOCCR does receive grants from the Minnesota Department of Corrections separate from the CCA subsidy, including \$80,000 for Remote Electronic Alcohol Monitoring (REAM) of indigent DWI clients, and \$1,889,200 for Intensive Supervised Release (ISR) supervision. The ISR revenue supports 73.4 percent of the ISR grant budget. There are 17.0 probation/parole officers assigned to ISR units in DOCCR.

Total Minnesota Community Corrections Act funding supports approximately 15.18 percent of the budget, and the remaining non-property tax revenues include federal, state and local grants (nine percent).

Department Administration

Chester Cooper, Department Director
C-2353 Government Center
Minneapolis, MN 55487
612-348-6180

2018 Proposed Budget: \$1,036,920

2018 Proposed FTEs: 6

Organization of Correctional Services

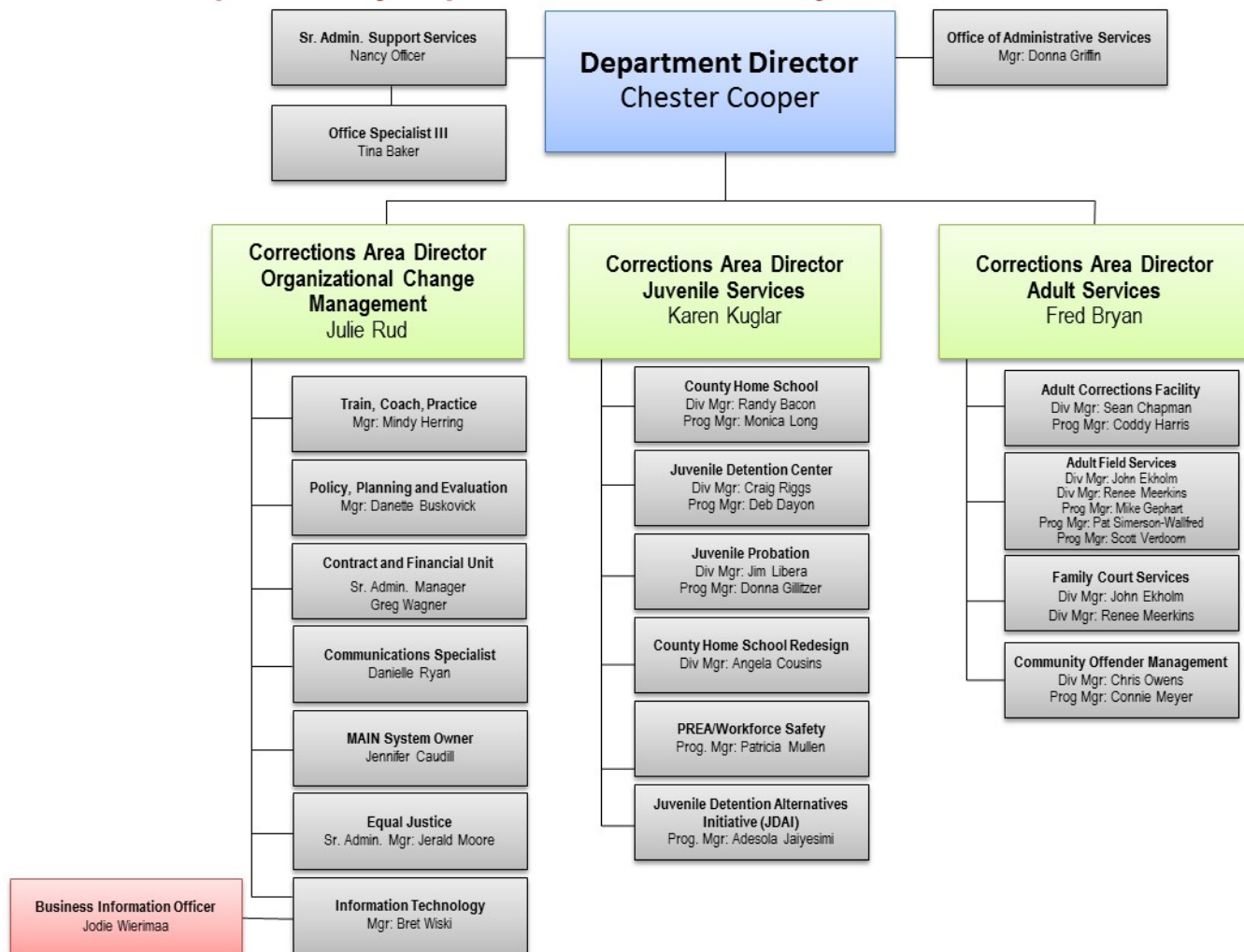
The Department of Community Corrections and Rehabilitation (DOCCR) provides all corrections services, except long-term incarceration, for Hennepin County. Through our services, we seek to enhance the health, safety, and quality of life for Hennepin's residents and communities in a respectful, efficient, and fiscally responsible way.

DOCCR operates three facilities: the Adult Corrections Facility (ACF) in Plymouth, the Juvenile Detention Center (JDC) in downtown Minneapolis and the County Home School (CHS) in Minnetonka. Adult and juvenile probation areas provide courts of the Fourth Judicial District with information and recommendations needed for making informed dispositions; provide for custody, supervision and treatment; and broker appropriate services to court-referred clients. Adult Field Services (AFS) also provides supervised release services for clients exiting prison.

Child custody, visitation mediation and custody studies are provided by the Family Court Services (FCS) Division. Community Offender Management (COM) is responsible for alternative sentencing programs including Sentencing to Service, STS HOMES program, Community Work Service and Electronic Home Monitoring (EHM) and operates the Monitoring and Communications Center (MACC).

Services budgeted in the Organizational Change Management (OCM) area include: DOCCR Information Technology; Contracts and Financial Unit; the Office of Policy, Planning and Evaluation; Train, Coach, Practice Unit; Communications; Diversity and Equal Justice; the Office of Administrative Services; and the PREA and Workplace Safety Unit.

Hennepin County Department of Community Corrections and Rehabilitation



Vision and Mission

The role of community corrections is multifaceted; staff assess both past and present behavior, respond to indicators of continued criminal involvement, monitor compliance with court orders, provide interventions, and broker to specialized treatment services. To do this effectively requires making decisions on a continuum, with corrections control on one end and rehabilitative services on the other. Staff continuously strike a balance between accountability and treatment while working with each person under corrections' jurisdiction, victims and residents. They do this using the most innovative, research-informed correctional practices of our field.

Hennepin County has set forth a vision to serve residents by creating opportunities so that everyone thrives. To do this, DOCCR's multifaceted work is given focus through the county's core values of employee engagement, workforce development, diversity and inclusion, customer service, and continuous improvement.

Still, to position Hennepin County for the future, a more refined focus is necessary. That focus is disparity reduction.

Disparities mark the lives of those we serve as a county. These disparities are not confined to the criminal justice system but extend to education, employment, income, housing, health and transportation. These domains are interconnected and reducing disparities in one area will impact all others. The county-wide focus on reducing disparity will exponentially impact our corrections population who present with needs in each domain.

DOCCR is elevating a focus on racial disparity in our work. For correctional control, this means evaluating our decisions to ensure they are fair and just. For treatment services, this means being more responsive to the populations most disproportionately represented in the criminal justice system, African Americans and Native Americans.

If we wish to have a positive impact on the residents we serve, we have to use the foundational practices of our field, including actuarial assessment, enhancing intrinsic motivation to change, targeting treatment services to our clients' needs, and cognitive-behavioral restructuring. We must continue to strike a balance between accountability and treatment intervention. We need to strive for continuous improvement by evaluating our own decisions through a racial disparity lens.

Throughout this plan you will see a focus on partnerships as the key strategy for moving us forward. To be effective in our disparity reduction work, DOCCR will seek new partnerships with our clients and community. We will continue partnering with foundations who have helped us realize success with disparity reduction, and we will form new partnerships with associations and agencies across Hennepin, the state and nation. This work will lead us to our mission of community safety, community restoration, and reduce the risk of re-offense.

Administration

Hennepin County has created a Public Safety line of business, under the direction of Assistant County Administrator Mark Thompson. Included in the coordinated line of business are DOCCR, the Public Defender, County Attorney, Sheriff's Office and Emergency Management, along with the district court functions for which the county is responsible.

As Department Director, Chester Cooper, oversees the work of three corrections area directors responsible for the operating and support functions of the department.

The Adult Services Area Director is responsible for the Adult Corrections Facility, Adult Field Services, Community Offender Management and Family Court Services.

The Juvenile Services Area Director oversees the Juvenile Detention Center, County Home School, Juvenile Probation, and the Juvenile Detention Alternatives Initiative.

The Organizational Change Management Area Director is responsible for the Office of Policy, Planning and Evaluation; Information Technology; Contract and Financial Services; the Train, Coach, Practice Unit; Communications; and Diversity and Equal Justice.

In addition to the overall administration of the department's operating divisions, several other functions are supervised by department administration. These include:

Office of Administrative Services

In 2017, the Professional Standards and Conduct Unit (PS&C) was renamed the Office of Administrative Services (OAS). This office was formed to support DOCCR's mission of applying fair practices in all aspects of department personnel management. OAS still includes PS&C, which performs pre-employment background checks and internal, administrative investigations. The senior administrative manager of OAS reports to the Department Director.

In addition to PREA and other investigations, OAS provides departmental oversight of our Corizon Medical contracts, data governance, and houses DOCCR's human resources and labor relations liaison. The budget for OAS resides in Organizational Change Management.

Volunteer Program

Volunteer Services connects corrections staff with volunteers and interns to enhance and promote programs, as well as services offered to offenders and their families. Volunteers and interns come from every community in Hennepin County and the state, and represent the region's diversity in age, ethnic background and gender.

Volunteers give back to the community in a variety of ways including:

- Helping clients with school work or preparing for the GED.
- Mentoring adolescents entering the system.
- Serving as case managers and case monitors for specific probation periods.
- Assisting as coaches and officials for athletic activities within the institutions.
- Contacting offenders to remind them of their upcoming court dates.
- Providing spiritual and religious services to clients that request them.
- Working on behalf of victims.

In 2017, 400 volunteers and interns provided **25,320** service hours to the department.

2017 Volunteers

Division	# of Volunteers & Interns	Hours Served
Adult Corrections Facility	196	6,092
Juvenile Detention Center	48	2,049
Adult Field Services	57	8,732
Family Court Services	6	1,028
Juvenile Probation	51	6,077
County Home School	31	733
Organizational Change Mgmt.	5	609
TOTAL	394	25,320

Workplace Safety/PREA Unit

This unit is responsible for a variety of operations, primarily the development and implementation of a comprehensive workplace safety strategy needed to prevent work-related injuries/illnesses. In addition, they also promote personal safety practices while working with clients and enforce the Prison Rape Elimination Act (PREA) standards. The program manager of this unit reports to the Area Director of Juvenile Services. Additional services to support the department's divisions include:

- Managing an electronic incident reporting system that allows reporting of safety patterns/trends.
- Oversight of an electronic Division Incident Review process to support divisions with record prevention strategies.
- Consulting with operations in designing training to address safety incidents in the office, courtroom and home visits, as well as effective interaction with clients.
- Consulting on PREA and OSHA policies, plans and practices for the department and its divisions to ensure compliance.
- Managing the completion of an institution staffing analysis, implementing new staffing schedules and consulting on the change management process.
- Project manage the department's facilities master plan, as well as short-term facilities redesign.
- Consulting with the department and operating divisions on a safety measurement scorecard.

Minneapolis Anti-Violence Initiative (MAVI)

Specially trained adult and juvenile probation officers in the MAVI program collaborate with local and federal law enforcement officers to target specific crime patterns and provide proactive supervision. MAVI officers work to prevent violent behavior and reduce recidivism by

conducting warrant sweeps, visiting probationers in their homes, and participating in community safety events.

The majority of the MAVI details are in the City of Minneapolis and in areas hardest hit by violent crime. However, over the years, MAVI details were expanded to suburban communities with increased crime problems. Some law enforcement agencies MAVI has partnered with include Minneapolis Police, Hennepin County Sheriff, Brooklyn Park Police, Brooklyn Center Police, Minneapolis Park Police, Metro Transit Police and Richfield Police.

Staff and other expenses for the MAVI program are included in both the Adult Field Services and Juvenile Probation budgets, and are supported by a federal grant.

Adult Services

Fred Bryan, Area Director
C-2353 Government Center
Minneapolis, MN 55487
612-348-6180

Adult Field Services

A-302 Government Center
300 South Sixth Street
Minneapolis, MN 55487
612-348-3645

2018 Proposed Budget: \$37,817,356
2018 Proposed FTEs: 328.8

Overview

Adult Field Services (AFS) employees provide an array of services for Hennepin County District Court, the community, victims and offenders. They assess defendants booked into the jail and supervise them on conditional release; conduct pre-sentence investigations and prepare criminal history summaries; employ traditional and alternative strategies to effectively supervise offenders in the community; and provide transitional services for offenders leaving state prisons.

AFS Client Populations at a Glance

Pretrial Services Completed in 2016	
Pretrial Evaluation Assessments	7,660
Felony Pre-Sentence, Post-Sentence, or Pre-Plea Investigations	1,869

Post Disposition Caseloads* as of 12/31/2016	
Total	24,421
By Gender:	
Male	18,848 (77%)
Female	5,567 (23%)
By Race:	
White	11,817 (48%)
Black/African American	9,284 (38%)
American Indian	817 (4%)
Asian	756 (3%)
Other/Unknown	1,747 (7%)

*includes probation, supervised release, admin, STS active clients

Post Disposition Caseloads by Unit as of 12/31/2016*			
<i>Supervising Unit</i>	<i>Total Clients</i>	<i>Total Agents</i>	<i>Average Caseload</i>
Intensive Supervised Release	178	17	11
Domestic Low-Risk Monitoring	211	1	211
PCN Reporting Center Low-Risk Monitoring	1,109	6	185
PSS – I/I Low-Risk Monitoring	175	1	175
Sex Offender Special Services	118	1	118
Supervised Release Low-Risk Monitoring	160	1	160
PCN Reporting Center Medium-Risk Supervision	615	5	123
PSS – Inter/Intra State Medium-Risk Supervision	257	2	129
Brookdale Inter/Intra State Medium-Risk Supv.	433	9	49
Domestic	1,061	17	63
Neighborhood	509	12	43
Problem Solving Courts	614	16	39
Sex Offender Unit	505	11	46
Supervised Release	1,284	26	50
Traditional High-Risk Supervision	2,122	35	61

Investigation and Pre-adjudication Programs

Pretrial Screening

The Pretrial Services Unit screens and assesses individuals booked into the Adult Detention Center (ADC). Officers in the unit screen a portion of the ADC inmate population and provide the court an actuarial assessment determining risk level for pretrial crime and failure to appear for future court dates. In addition to the Hennepin Pretrial Evaluation, they also determine public defender eligibility and conduct criminal record checks. The Pretrial Services Unit also provides alcohol monitoring, conducts victim interviews and staffs an 18-hour probation hotline for clients, law enforcement, and the general public. The Pretrial Services Unit operates Monday through Friday from 6 a.m. to midnight, and Saturday/Sunday from 2 p.m. to midnight. Approximately 9,050 bail evaluations were completed in 2016, an increase of 12 percent over 2015. The increase is partially due to policy changes that increased the assessment population and decreased release disparities with the domestic and gross misdemeanor DWI populations. The increase is also due to an overall rise in the jail population, particularly for felony and other high-risk offenses.

This unit supervises defendants on conditional release before their case is disposed of, in lieu of or in addition to, bail. Specially trained officers supervise sex offenders put on conditional release by the court.

Misdemeanor Investigation

AFS staff provide misdemeanor investigation services at four separate court locations (one downtown and three suburban sites) in Hennepin County. Officers in these units provide pre-plea, pre-sentence, and post-sentence reports to assist the court in sentencing, and to determine the appropriate disposition and interventions for individual offenders. Also, officers in suburban court locations conduct pretrial bail screenings for the courts.

Officers also complete specialized screenings using the Domestic Violence Screening Instrument for all offenders charged under the Domestic Violence Statute. Assessments for those convicted of driving under the influence include chemical health history, in conjunction with their criminal history, specifically focused on alcohol-related driving behavior. These assessments have reduced the number of pre-sentence investigations completed on DWI offenders. First time DWI offenders are referred directly to DWIP (One-Day DWI program). This program is managed and administered by AFS but is provided by community treatment providers.

Felony Investigations

The Felony Investigations Unit provides pre-adjudication investigative services on felony person cases. Property/drug cases are referred to the Central Intake and Assessment Unit. The various types of investigations include:

- Traditional pre-sentence and pre-plea investigations that provide in-depth information on defendants, their risks and presented needs, along with recommended sentences and interventions. The LSI/CMI is used to determine risk and need, as well as the appropriate assignment level for supervision.

- Criminal Record Summaries give us a comprehensive picture of a defendant's prior engagement with the criminal justice system.
- Sentencing Guidelines Worksheets show how a defendant's criminal history and the severity of the offense combine to calculate the sentence imposed under the Minnesota Sentencing Guidelines.

In 2016, the unit completed 3,700 felony investigations (i.e., pre-plea, pre-sentence, post-sentence, criminal record summaries and sentencing guidelines worksheets). They have worked with system partners to streamline and tailor the PSI process to the needs of District Court. Implementation of the efficiencies will occur through 2018.

Central Intake and Assessment

Central Intake and Assessment was established in 2009. All referrals from the Fourth Judicial District Court and the Department of Corrections flow through Central Intake and Assessment. This unit provides both actuarial assessment and determination of appropriate placement for supervision or investigation, based on risk level. Assessment tools used include the Level of Service Case Management Inventory (LS-CMI), Domestic Violence Screening Instrument (DVSI), Risk and Needs Triage Tool (RANT), along with utilization of the Hennepin County Pre-screener (a validated pre-screening tool based off the Wisconsin Pre-screener). This unit is also responsible for the assessment and placement of all DWI offenders outside of suburban court locations. Preliminary screening is completed on all Intensive Supervised Release, Discretionary Intensive Supervised Release, Supervised Release and Inter/Intra-State cases. In 2016 there were 6,548 incoming cases processed through the Central Intake and Assessment Unit.

Supervision Programs

Over the last couple of years, Hennepin County has been aligning services delivered with Evidence-Based Practices (EBP) tools. There has been an ongoing effort to provide Motivational Interviewing training and refreshers, actuarial assessment training, quality assurance and fidelity monitoring. This includes participation in the state-wide proficiency efforts around the LS-CMI. In addition, Hennepin County provides a cognitive behavioral intervention; Thinking for a Change and gender-specific psycho-educational programs with cognitive behavioral elements including Beyond Violence, Beyond Trauma and Connections.

Hennepin County continues to address the unique needs of female clients through assignment to gender-specific caseloads. These officers have received specific and specialized training to address responsivity and the needs of the female population. Additionally, field services is a key partner in the Transition from Jail to Community program (TJC), primarily located and operated within the Adult Correctional Facility in Plymouth, Minnesota. Prior to release from the ACF, the staff engages the probation officer if the offender is under community supervision, making the transition from facility to community seamless.

AFS has adopted a tiered, optimal caseload structure aligned with results of risk assessment. Most of the supervision programs serve clients at high risk to re-offend and optimal caseloads are set at 40:1 per research findings from Illinois, Oklahoma, Washington State and Colorado. Medium-risk caseloads are set at 150:1 and low risk at 250:1.

High-Risk Supervision

Clients assigned to high-risk supervision have a high LS-CMI score with a high risk of re-offense. Probation officers meet regularly one-on-one with clients ensuring that they are following court-ordered conditions of probation and helping clients address issues that will reduce the likelihood of new crimes.

High-risk supervision also includes the Forensic Assertive Community Treatment team (FACT), a community-based intervention for adult clients with serious mental disorders. This team is a collaboration of DOCCR, Department of Corrections, and Human Services and Public Health professionals.

State law requires that felony DWI offenders who don't go to prison receive intensive probation services. These include at least three contacts per month with a probation officer, random urinalysis and breathalyzer testing, utilization of the appropriate level of cognitive Driving with Care programming, 30 days of alco-sensor monitoring each year and other services. At the end of 2016, there were 6,477 clients under high-risk supervision.

Supervised Release

Offenders released from state prisons usually remain under the jurisdiction of the Commissioner of Corrections and are considered to be on "supervised release" from state correctional facilities. Most prison sentences include a period of supervised release equal to one-third of the pronounced sentence. Those who violate the conditions of their supervised release can be returned to prison to serve all or part of their remaining time.

This unit supervises most of the offenders released from state prisons, as well as parolees from other states transferred to Hennepin County under the Interstate Compact. A variety of supervision strategies are employed that are similar to those incorporated in high-risk supervision. Case plans are developed in conjunction with state prison staff who work with the client while in the facility. Efforts are underway to continue to allocate additional probation officers to this unit in the effort to reach the 40:1 best practices ratio for supervision. This client population is segmented by discretionary ISR, high-risk SR, short-term SR, and low-risk SR. The agents are participating in our peer coaching pilot program to enhance the EBP skills. At the end of 2016, there were 1,770 offenders under SR supervision.

Intensive Supervised Release (ISR)

The ISR Unit supervises the highest risk releasees with intensive supervision and surveillance services. The releasees identified by the Minnesota Department of Corrections present the highest risk of re-offending. Primary elements of the four-phase, year-long program include frequent face-to-face contacts at the offender's residence and place of employment. Specially trained probation officers staff the unit, and the Minnesota Statute sets a maximum caseload of 15 releasees per officer.

The program utilizes house arrest, GPS, electronic home monitoring, strict curfews, mandatory employment or education, random drug testing, and programming to address offender risk factors. Less than one percent of these offenders commit a new offense while on ISR. At the end of 2016, there were 265 offenders under ISR supervision.

Inter/Intrastate Probation

Inter/intrastate staff coordinate transfer referrals for offenders who are convicted in other jurisdictions who either currently live in Hennepin County or would like to reside in this jurisdiction. Interstate officers investigate these referrals to determine the appropriateness of the transfer. If the transfer is accepted, agents provide supervision for the jurisdiction where the conviction occurred. Inter/intrastate staff also manage a caseload of individuals who committed crimes and were sentenced in Hennepin County, but are accepted for supervision in other counties or states.

Specialized Individual Supervision

Domestic Abuse

The Domestic Violence Units at Probation Services North and South provide targeted interventions to domestic violence offenders in the Fourth Judicial District. Different levels of supervision are provided to these clients:

- *Intensive Domestic Abuse Supervision Program*: Involves intensive supervision of repeat domestic abuse offenders. Specialized caseloads have been developed to enhance supervision of high-risk, domestic assault offenders. Clients placed in this category have been convicted of multiple domestic assaults.
- *Regular*: Officers supervise clients convicted of their first misdemeanor statutory level of domestic assault or lesser included offense. The Domestic Violence Screening Inventory (DVSI) is used to target those with a higher risk score to this program. Regular supervision provides a higher level of intervention and 1:1 supervision.
- *Domestic Special Services*: This program includes lower-risk cases that can be moved to administrative caseloads when court ordered conditions are complete and risk is assessed as low by the DVSI.

At the end of 2016, there were 981 clients under supervision in the Domestic Abuse Unit.

Sex Offender Unit

The Sex Offender Unit utilizes the Stable/Static assessment tool in order to determine level of risk for sexual re-offense. From this assessment tool, a case plan is developed to meet the specific and individual needs of the client. This case plan provides supervision of clients in the community and pairs accountability with rehabilitation. There is an ongoing research project regarding child pornography offenders to develop a profile, and strategies specific to that profile for intervention and supervision. The unit has a designated agent who is responsible for using software and hardware for the monitoring of clients computers and cellphones.

Problem-Solving Court Supervision Programs

Drug Court

The Hennepin County Model Drug Court provides intensive interventions and supervision for high-risk drug offenders. Probation officers administer the Risk and Needs Triage (RANT) in order to determine risk level and identify needs regarding chemical dependency. Only

offenders who are deemed to be high in both areas are eligible to be screened for acceptance into the court. Post acceptance, probation officers administer a full LS-CMI to further identify needs of the client and develop a case plan. Drug court serves clients who are Hennepin County residents, chemically dependent, have been found guilty of a drug or property felony or those who volunteer for the program. These offenders receive intense probation and judicial supervision, chemical dependency treatment, random urinalysis and other services. At the end of 2016, there were 136 drug court clients under supervision.

DWI Court

The DWI Court Program is a voluntary, research-based approach to decrease recidivism among chronic DWI offenders. Probation officers enforce program requirements that include weekly court reviews, random home visits, and active participation in a 12-step program and chemical dependency treatment. The DWI Court uses the Impaired Driving Assessment, developed by the National Highway Traffic Safety Administration, to assess for eligibility into the court. At the end of 2016, there were 81 DWI court clients under supervision.

Mental Health Court

Mental Health Court targets all offenders who are struggling with serious mental illness including a history of psychiatric hospitalizations, competency evaluations or civil commitment. Offenders are admitted into the court after meeting eligibility criteria and upon acceptance by the Mental Health Court team. At the end of 2016, there were 133 clients being supervised.

Veteran's Court

Veteran's Court was established in July 2010. It is designed to meet the unique needs of veterans who have been adversely affected by their service in the armed forces specific to active duty and those experiences. Probation officers obtain services through Veteran's Affairs and create a comprehensive model of services and judicial supervision. The veteran is able to gain relief from the effects of their active-duty experiences. At the end of 2016, there were 98 clients under supervision.

Neighborhood Probation

Probation services are delivered from neighborhood offices in various Minneapolis neighborhoods including N.E. Central, Southside Garage, the Outpost, Midtown Safety Center, and the Probation Center North. Probation officers maintain a highly visible community presence that enables corrections employees to deter crime and provide targeted interventions. They create and sustain partnerships with community organizations, law enforcement agencies, and local leaders to reduce offender risk. In addition, probation officers collaborate and share resources to ensure the availability of programs and services that contribute to the community restoration process.

Community partnerships include, but are not limited to, the following:

- The Little Earth Housing Development
- National Night Out events
- Native American Safety Council

- Court Watch
- C.L.E.A.N. (for chronic offenders)
- Midtown Safety Collaborative
- The Lake Street Corridor P4 Partnership
- Abbott Northwestern Hospitals
- Crime and Safety meetings in four different neighborhoods
- Neighborhood Clean Sweeps
- Youth Summits
- Bus Patrols

Alternative Probation Programs

Probation Reporting Center

The Probation Reporting Center (PRC) provides supervision for low and medium-risk offenders as determined by a variety of risk/need assessment tools. This unit utilizes the use of the OffenderLink, the Automated Telephone Reporting (ATR) for a majority of these clients. ATR receives toll-free calls from offenders either in lieu of, or as a supplement to, traditional face-to-face reporting in order to ensure regular, periodic contact. The system verifies address, phone and employment details as standard items and then collects any law enforcement contact details. The system can also deliver information to the client as custom-recorded messages from a supervising officer or as standard, directive prompts associated with open conditions. At the end of 2016, there were 912 clients under medium-risk supervision.

In 2016, AFS adopted a true EBP supervision model and developed medium supervision caseloads.

Felony Administrative Probation

The Court Unit provides monitoring for persons who are no longer on active supervision, yet remain under the jurisdiction of the DOCCR and the court. Probationers who complete the requirements of other supervision programs are placed on administrative status until their term of probation expires. The officers in this unit appear in court to handle revocation of probation hearings for probationers on alternative forms of supervision.

Housing Resources for Offenders

Hennepin County contracts with several agencies to provide housing services including 180 Degrees and RS Eden. We also have several contracted treatment providers that have in-patient services with long-term housing while the offender is in treatment, such as Alpha Human Services for Sex Offenders.

Supervisors and agents work closely with many private landlords who are willing to rent to convicted felons, specifically to sex offenders including Level 3. Over the past year, conversations have been ongoing within Hennepin County about the difficulty of placing Level 3 sex offenders leaving prison. Concentration has been defined in Hennepin County to provide consistent mitigation practices. Finally, probation staff have been collaborating across departments to identify the most vulnerable groups likely to be homeless, comparing them to available housing, and determining how to address the gap through community collaboration or more county resources. A tool was developed to help prioritize the homeless and difficult-to-house clients for placement in county-owned housing.

Employment Services

AFS has one staff person dedicated to providing assistance to offenders who are either unemployed or under employed. This person maintains contact with community resources and assists with client applications, resumes and job-interviewing skills. They are the liaison between employers and probation officers to help ensure the success of an offender in obtaining and maintaining employment.

Probation Officer Training Academy

AFS, when hiring new probation officers, places them in an extensive training academy covering a variety of topics associated with the job duties of a probation officer. These trainings are facilitated by probation officers and corrections unit supervisors. The purpose of the academy is to ensure that all probation officers have the necessary skills to perform their job duties.

Support Services

Records Center

The Records Center provides centralized record keeping and information for the division. Staff, clients, the courts, law enforcement personnel, other corrections agencies and the public use this resource. This work will shift to a centralized Hennepin County imaging center in 2018.

Urinalysis Lab

Employees in the Urinalysis Lab collect and test more than 50,000 urine samples and administer over 37,000 breathalyzers each year. There has been a targeted focus on appropriate use and frequency of drug testing in order to align with best practices. Offender fingerprints and DNA samples also are collected for the Minnesota Bureau of Criminal Apprehension as required by Minnesota State Statute.

CSTS Team

A team of AFS staff ensure full integration of technology into daily operations. The team is responsible for system releases, maintaining operational integrations, training, communication, uniform practices and ensuring data quality of information stored in CSTS.

Adult Corrections Facility

Men's Section: 1145 Shenandoah Lane
Plymouth, MN 55447
612-596-0001

Women's Section: 1355 Shenandoah Lane
Plymouth, MN 55447
612-596-0150

2018 Proposed Budget: \$22,450,471
2018 Proposed FTEs: 176.0

Overview

The Adult Correctional Facility (ACF) provides short-term custody and programming for adult offenders convicted for felony, gross misdemeanor, and misdemeanor offenses. Commitments are received primarily from the Hennepin County District Court, which may use the ACF as an alternative to long-term commitments to the Minnesota Department of Corrections. The maximum stay is 365 days. In 2016, the facility's average daily in-house population was 435 (370 men, 65 women) with an average stay of 30 days (32 days for men, 21 days for women).

The facility has two housing units – the men's section with 399 beds and women's section with 78 beds. Men and women who are sentenced to, and who qualify for the Work/Study Release Program and meet ACF criteria, are placed on Electronic Home Monitoring in the Community Offender Management Division. Residents who do not meet the criteria are housed in their respective straight-time sections.

Men's Section

Built in 1930, the men's section is a traditional, linear-style correctional facility with a maximum bed capacity of 399, which includes special management housing units. The men's section provides space for dining, visiting, programming, education, recreation, and medical and dental services.

Women's Section

The women's section has a maximum bed capacity of 78, which includes a special management housing unit. The unit provides space for visiting, programming, education, recreation and a medical office.

Work Release/Electronic Home Monitoring

Offenders sentenced to the Work/Study Release Program are housed in the straight-time men's section or women's section, or placed on the Electronic Home Monitoring (EHM) Program. Several factors determine where offenders are housed. Those factors include their:

- Conditions of sentence;
- Current offense;
- Employment status;
- Enrollment in an accredited educational program and;
- Detainment status (No active HOLDS)

Offenders are routinely assessed within 48 hours of being booked into the facility. ACF employees verify that offenders are legitimately employed or enrolled in school. Those unemployed or not attending school are not eligible for the Work/Study Release Program. In most cases, these individuals complete their sentence on straight-time status.

Offenders who are sentenced to Work/Study Release may be placed on the Electronic Home Monitoring Program, provided they meet eligibility criteria. Offenders on EHM are monitored through a collaborative effort of ACF and Community Offender Management (COM) employees. Offenders who are convicted of certain personal or violent crimes are prohibited by state law from being placed on EHM by the ACF.

The ACF mission is to provide a safe, secure and efficient facility, and reduce the risk of re-offense. In addition to providing opportunities to build work habits on the job, in and outside of the facility, correctional programs and activities are offered to target stability factors that have been proven to assist offenders in decreasing the probability of re-offending.

The Productive Day Philosophy is a core component of the ACF's operation. Residents are provided employment opportunities in order to develop positive work habits. Obtaining new job skills improves the potential for self-sufficiency. In addition, resident labor helps create revenue streams that assist the facility in reducing operating costs.

The Programs and Services Unit provides and coordinates educational, employment, vocational, chemical health and personal growth programs. The Administrative and Fiscal Services Unit provides administrative and budget support services. The ACF is located about 12 miles west of downtown Minneapolis in Plymouth.

Initiatives

Transition from Jail to Community (TJC)

In 2015, the DOCCR completed the technical assistance portion of the Transition from Jail to Community (TJC) model. The TJC model is informed by evidence-based practices and makes the necessary adaptations to meet the unique challenges of an institution setting. The model

strengthened our relationships with the Hennepin County Human Services Department and community agencies. Through the end of the technical assistance phase, TJC:

- Increased utilization of valid risk-need assessments to screen for risk, need and mental health.
- Identified and targeted effective interventions to high-risk offenders that improve public safety and client outcomes.
- Implemented case plans in partnership with human services and community providers.
- Formed stakeholder teams, including the TJC Core Team and Community Group.

Currently TJC is focused on:

- Maintaining the TJC partnerships through the Core Team, Community Meetings and the Metro Jail Re-entry Network
- Maintaining the use of actuarial assessments for classification, mental health, risk, need and responsiveness.
- Strengthened staff skills by offering courses in Motivational Interviewing, LS/CMI, Thinking for a Change, Re-entry Specialist and Group Facilitation.
- Strengthening program fidelity and outcome measurement, workflows and reports built into the Offender Management System (OMS), tracking recidivism and program evaluation.

Offender Management System

OMS is a web-based information system that greatly enhances the facility's ability to capture and share information with the criminal justice system, both locally and statewide. OMS significantly expands the facility's ability to analyze data essential for the successful implementation of evidence-based practices.

Web-Cam Conferencing

The ACF has successfully used video technology to eliminate the need to transport residents for traffic court hearings and meetings with probation officers.

Programs and Services

Educational Services

There are two different programs providing educational services at the ACF. Residents under the age of 21 who do not have a GED or high school diploma receive literacy and math instruction from District 287, which is a sub-contractor through Wayzata Public Schools.

Adult Basic Education (ABE) Services are provided to students who are over age 21 and do not have a GED or high school diploma; who do not have English as a home language; and students with less than 12th-grade proficiency in reading or math who need those skills for work or college. It is provided in partnership with the Robbinsdale ABE consortium.

The ACF offers instruction in mathematics, science, social studies, reading, language arts, English as a Learned Language, evidence-based writing and basic computer literacy. The primary mode of instruction is individualized, meaning each student has their own education plan based on their skills and goals. In addition, ABE students meet with a school counselor who provides information about colleges and careers. Before residents leave the ACF, they are encouraged to continue their education at an ABE program in the community. GED Testing is provided on a regular basis at the men's and women's facilities in the ACF.

Vocational Services

Vocational services create opportunities for ACF residents to make constructive changes in their lives. The program provides communication, critical thinking, job seeking, and work readiness skills and development training to help individuals become more employable.

Chemical Health Unit

The Chemical Health Unit provides Rule 25 Assessments while residents are within the ACF. The Rule 25 Assessment is a tool to determine a chemical dependency diagnosis, solidify insurance/funding sources and provide placement within treatment programs. The Rule 25 Assessment is utilized for placement in the Telesis Treatment Program within the ACF, as well as referrals to community treatment programs to support recovery upon release. Due to the Rule 25 Assessment expiration period of 30-45 days, the process takes place prior to start of a treatment program.

Telesis

Telesis is a 12-week individual and group intervention designed around themes consistent with the philosophy of personal empowerment and decision making.

Cognitive Skill Development

The "Thinking for a Change" course is a 10-week class for male residents facilitated by ACF staff. The program integrates three approaches – cognitive self-change, social skills development, and problem solving skills development – to help offenders learn to change their behavior. Beyond Trauma courses are offered at the women's section.

Probation Officer Work Unit

Probation staff offers service to targeted groups of offenders regarding evaluation/assessment, offender employment and sentencing conditions. This unit interprets and processes court directives, sentencing amendments and discharge plans for community agents and ACF staff.

Case Management Assistants

Case Management Assistants meet with residents who are not assigned to probation officers (those who are sentenced to less than 90 days) to ensure access to services, and help identify/reduce barriers before released back into the community. They also coordinate and schedule various resident programs, and assist probation officers by setting up and verifying job-seeking furloughs for probation-assigned residents.

Chaplaincy Services

New in 2016, the nonprofit Good News Jail and Prison Ministry placed a full-time chaplain at the ACF free of charge. Access to religious support and materials, as well as professional clergy visits are available for all faiths. In addition, approximately 90 community volunteers provide bible studies, worship services, Catholic communion, Jumma (Friday) prayers, Native American spirituality, faith-based, life-skills courses, and assistant chaplains for one-on-ones, crisis and death notifications. The team provides podcast prayers on Fridays and created a volunteer team to provide in-person, Friday prayer services for those of the Muslim faith.

Volunteer and Community Resource Provider Services

An additional 90 volunteers and 125 community partners provide a variety of programs, services and activities for residents. These include: 12-Step program facilitations, education tutors, fitness classes, a donated-clothing program, visiting greeters, Read-to-Me gift program, resume writing, job and housing search, memorial garden maintenance, and customer service help for the Parkers Lake Golf Center. In addition, we offer health insurance sign-ups, State IDs and drivers licenses, library services, work readiness, outside providers of chemical health treatment programs, job-skills training programs, community housing options, specialty contracted programming, doula support for pregnant residents, parenting classes, sexual violence center classes and response, child support case assistance, public health program and sexual health education, as well as testing, tax filing assistance, absentee voting, veteran's services, and young adult community-based assistance. Finally, our intern program offers job shadowing experiences to college students and recent graduates as part of our talent pipeline.

Productive Day Programs

ACF Food Service

Residents assist in meal preparation for the ACF's population, as well as meals delivered to the Juvenile Detention Center and County Home School. Residents can also participate in the Hennepin Technical College "Kitchen Worker Training Program," which is designed to teach residents the basics of sanitation and food safety.

ACF Laundry Services

Correctional staff supervise residents washing, sorting and folding laundry for the ACF, the Juvenile Detention Center and the County Home School.

Private Sector Work Program (PSWP)

The PSWP provides temporary laborers at off-site work locations within the community. Upon release from the ACF, many of the residents have been offered jobs by these employers.

Reparations

Various staff work with residents to address the issue of financial obligations such as child support, restitution, fines and other court-ordered judgments. The resident negotiates a payment plan with staff to reflect a meaningful effort toward his/her responsibility. Sentencing to Service crews are an additional method for making reparations.

Nursery/Greenhouse

Correctional staff supervise residents in cultivating gardens, plants and flowers for use at the Parkers Lake Golf Center, ACF campus and other governmental agency buildings. Produce from the gardens are used in the ACF kitchen to reduce costs.

Support Services

Medical Services Unit

Medical and psychiatric services are provided via a contract with Corizon Medical services. Nursing services and on-call providers for physical and mental health needs are available 24 hours a day/7 days a week. Dental services, as well as ophthalmology services, are also available on site. During the intake process, screening for chronic care, substance abuse withdrawal, dental health, mental health, acute physical health and medication verification, are assessed for immediate needs. Medical and psychiatric services are provided via a contract with Corizon Medical services.

Prison Rape Elimination Act (PREA)

The ACF has implemented the standards required by the Prison Rape Elimination Act to prevent, detect and respond to sexual abuse.

Communication

Residents can communicate with family and friends through the resident phone system, video visitation and the US Mail. Video visitation was introduced in 2015, expanding the ability of family and friends to schedule visits 24 hours a day. Face-to-face visits are permitted for qualifying professionals. Residents communicate with staff through an electronic kite system. Free phone calls are available for indigent residents and to lawyers and court personnel. Special accommodations and interpreters are available as needed.

Canteen

There is a full-service canteen available to on-site residents with money. Indigent residents are provided with hygiene kits, as well as a paper/pencil and envelopes.

Funds

Residents have real-time access to their individual financial account information. Friends and family can deposit money into a resident's account via on-site cashiers (reverse ATM's) and several online sources 24/7.

Community Gardens

In partnership with the City of Plymouth, ACF provides land and water to community-garden participants at no charge.

Community Offender Management

3000 North Second Street
Minneapolis, MN 55487
612-348-7556

2018 Proposed Budget: \$10,691,409
2018 Proposed FTEs: 82.0

Overview

The Community Offender Management (COM) Division is located at 3000 North Second Street in North Minneapolis. COM also has staff located at the Government Center, Brookdale Service Center and at the Juvenile Detention Center. Community Offender Management (COM) incorporates multiple programs for low-risk offenders.

Electronic Home Monitoring

The monitoring and administrative functions of Electronic Home Monitoring (EHM) transferred from the Adult Corrections Facility to COM in two phases. First, in October 2014 the 24/7 monitoring center began operations. Second, in June 2015 intake of adult offenders moved to COM.

EHM staff is responsible for and manages all juvenile and adult field operations associated with electronic home monitoring. They conduct regular home visits; conduct the first 48-hour visits on adults to determine safety and appropriateness of the home environment; and visit work sites to confirm employment for work release clients. About 200 men and women per day are supervised on EHM. In 2016, EHM field staff conducted an average of 24 home/work/school site visits per week. Staff responds to violations of the program as well.

Sentencing to Service

The Sentencing to Service Program (STS) is perhaps the most widely recognized community service program in the county. STS crew leaders annually supervise thousands of adult and juvenile offenders as they work to restore the community. STS crews maintain more than 300 vacant lots in Minneapolis and perform seasonal work — primarily lawn care and snow removal — for dozens of citizens unable to perform the work. Other community-service tasks include eliminating graffiti on public surfaces, landscaping/maintaining parks and trails, and removing litter from roadside ditches.

Measures of STS hours show an average of about 50,000 hours per quarter. This number includes juvenile probationers, juveniles that have a sole sanction of STS and youth adjudicated for a gun offense.

STS Homes

The STS Homes program was transferred from Public Works to DOCCR in 2016. This program primarily focuses on providing carpentry skills to clients exiting prison, however COM developed a new STS Homes probation crew in 2017 and they are currently building a home in Minneapolis.

Monitoring Center

As part of the transfer of EHM responsibilities, a monitoring center has been created at COM offices. In addition to monitoring offenders, staff can track weather, traffic, and news events and assist staff with updates in the field.

STS Scheduler

A new computerized scheduler is being implemented that will increase attendance and make it easier for clients to schedule their STS hours through internet/web access.

Family Court Services

Family Justice Center
Minneapolis, MN 55487
612-348-7556

2018 Proposed Budget: \$2,910,013

2018 Proposed FTEs: 25.1

Overview

Family Court Services (FCS) employees help parents who are disputing custody and parenting time (visitation) issues reach amicable and peaceful solutions.

Research shows that children are most adversely affected when chronic conflict becomes a dominant aspect of a dissolving relationship. Therefore, FCS employees empower parents to make good decisions on behalf of their children and to enhance relationships between parents and children.

FCS offers a range of interventions and programs designed to minimize the harmful effects that broken relationships have on families. These programs include:

- Custody and/or parenting time evaluations;
- Brief Focused Assessments;
- Custody and/or parenting time mediation;
- Early Neutral Evaluations;
- Ready Response (same-day, limited assessments for the court); and
- Chemical Health Assessments.

Interventions

Custody and Parenting Time Evaluations

These are court-ordered evaluations involving married or never-married parents, grandparents, or other interested third parties to resolve legal custody, physical custody and parenting time disputes. The evaluator conducts several interviews, including with the child(ren), gathers pertinent collateral information, and typically observes parents and children in their homes. A comprehensive report with recommendations is provided to the court and counsel, or pro se parties.

Alternative Dispute Resolution (ADR) Methods

ADR methods aim to avoid litigation by encouraging parents to cooperate with each other and settle their differences amicably. ADR reduces conflict within families, helps children adjust to changes in the family structure, and significantly decreases the number of cases that return to court.

Early Neutral Evaluations (ENE)

ENE is a voluntary, court-ordered ADR process. FCS provides a male/female team of experienced custody evaluators. Appointments are scheduled within three weeks of the court referral. Parties, with their attorneys (alone if not represented), present family history, primary concerns about each other and the child(ren) and rationale for proposed custody and parenting time arrangements. The ENE team asks questions and clarify issues, and then provide recommendations and feedback to the parties based on their opinion of the likely results of a full-custody evaluation. The parties discuss recommendations with their attorneys and the team facilitates settlement discussion or, if deemed appropriate, another session is scheduled to allow the team to gather critical, but limited, information to inform recommendations and increase the likelihood of agreement. A confidential process, the parties consent to agreements being submitted to the court. When not successful, the ENE team can recommend if a custody evaluation is required and can identify critical issues without disclosing substantive information from the process.

Custody and Parenting Time Mediation

Court-ordered Alternative Dispute Resolution (ADR) is a service that enables parties to resolve child custody and parenting time disputes without the need for court intervention. The mediator will not disclose information unless there is mutual written consent. The mediator reports the status of the mediation to the court. The mediator drafts detailed agreements and provides them to the court, or informs the court when mediation is not successful. Parties are encouraged to participate without direct involvement of attorneys.

Without a court order, mediation services are provided upon request of both parties, if one of the parties is a Hennepin County resident. FCS will not contact a party on behalf of another. If services are mutually requested within a 14-day time frame, a mediator is assigned to assist with custody, parenting time and co-parenting issues. The same confidentiality as court-ordered mediation applies, but no information is shared with the court. Agreements are provided to the parties only.

Facilitated Settlement Conference

In a pending custody/parenting time evaluation, the evaluator may recommend a Facilitated Settlement Conference. If the parties agree, a signed stipulation is submitted and the service is court ordered. The settlement conference is facilitated by a second neutral evaluator to help the parties reach agreement or narrow the issues being addressed, before the evaluation is written. The custody evaluator presents information and interim impressions to the parties, attorneys, and the second neutral evaluator. Participants may ask clarifying questions. The evaluator leaves the room and the second, neutral evaluator leads the settlement discussions. Full agreements may be placed on the record that day or submitted in writing. Partial agreements are submitted and the court may order completion, modification, or termination of the evaluation. Both the custody evaluator's and settlement facilitator's statements and observation are confidential and not discoverable or admissible as evidence in court. The custody evaluator's involvement in the process does not disqualify the evaluator from completing the evaluation.

Settlement Conference

Prior to writing the evaluation, the custody/parenting time evaluator convenes a settlement conference with the parties, which may include the attorneys. The evaluator presents information, impressions, and recommendations that would be included in the evaluation should it need to be completed and submitted to court. The process differs from a Facilitated Settlement Conference in that a second neutral evaluator is not included and no stipulation is required. The evaluator is careful to explain that the purpose of the meeting is not to argue with the evaluator's impressions recommendations or for the evaluator to negotiate his/her conclusions. Instead the parties have an opportunity to accept the recommendations, understand the rationale for them, and to propose and possibly arrive at alternative agreements on their own. If no agreements are reached, the evaluator completes the evaluation. If a full agreement is reached, the results are summarized and, with consent of the parties, submitted to the court. Partial agreements may be submitted to the court and, depending on the scope of the issues, with the court's permission, may result in the submission of a less comprehensive written evaluation with narrow recommendations. Or, partial agreements may be incorporated into a final comprehensive evaluation with the full range of recommendations provided.

Ready Response (RR)

RR is a daily on-call service provided by the officer of the day. The court can refer a RR to FCS by consulting with the officer of the day to determine if we can help resolve an immediate issue, usually by means of providing abbreviated mediation; an evaluative opinion on a narrow topic; information gathering or verification. The salient feature of a RR is that it can be completed that day. If not, the issue is too comprehensive and more appropriate for a different service.

Brief Focused Assessment

Brief Focused Assessment (BFA) provides an alternative to comprehensive, costly custody/parenting time evaluations. BFA can illuminate solutions to narrowly defined issues in various phases of custody and parenting time disputes. BFAs are narrow in scope. They address well-defined questions that require clinical judgment. They provide descriptive reporting of data and, consequently allows limited inference making and does not offer custody recommendations. Examples of appropriate BFA questions include: Seeking information on the impact of chemical health and/or mental health issues on parenting ability; how to re-establish an interrupted parent/child relationship; assessment of parent-child interaction for relationship/parenting skills. This pilot is in the initial phase of development. A committee of FCS staff and judicial officers are defining referral procedures, timelines for services and format of completed assessments.

Chemical Dependency Assessments

Chemical Dependency Assessments are provided by a contracted certified treatment center. Referrals are based upon an order of the court or information that emerges during the course of the overall evaluation process.

Case Management and Data Collection

FCS uses the Domestic Relations System, a case management database, designed and managed by Strategic Technologies, Inc. and overseen by the Minnesota Counties Computer Cooperative. The new DRS enables the department to document and manage all services in the database.

Juvenile Services

Karen Kuglar, Area Director
C-2353 Government Center
Minneapolis, MN 55487
612-596-0594

Juvenile Detention Alternatives Initiative

Deep End Initiative

The Juvenile Detention Alternatives Initiative (JDAI) involves collaborative work between the Juvenile Court, Juvenile Probation, the Juvenile Detention Center, DOCCR Administration, the County Attorney and Public Defender offices, community members and other key stakeholders. The initiative deploys evidence-based practices and provides community-based interventions to reduce the inappropriate use of detention. In addition, one of the core strategies is eliminating racial disparities in the Juvenile Detention Center (JDC) and juvenile justice system.

Since its implementation in 2005, JDAI has contributed to a 63 percent decrease in the JDC's average daily population. This initiative has also saved Hennepin County taxpayer money by reducing the operating costs of the JDC and reducing the number of personnel needed to run the facility. In 2015, Hennepin County was selected via the Annie E. Casey Foundation as a "Deep End" site which will focus on sustainability of the detention focus, and expand core principles and strategies through decision points from disposition to re-entry, with the focus on the use of out-of-home placements. In 2017, Hennepin County submitted data for the assessment phase of the "Deep End" Initiative.

Juvenile Detention Center

510 Park Avenue
Minneapolis, MN 55415
612-348-8122

2018 Proposed Budget: \$10,856,364

2018 Proposed FTEs: 91.9

Overview

The Hennepin County Juvenile Detention Center (JDC) is an 87-bed, Department of Corrections-licensed, secure detention facility for juvenile male and female offenders ages 10 to 21 under juvenile court jurisdiction and/or who are awaiting court disposition.

The detention center received 1,655 youth in 2016. Police departments within the county and Hennepin County Juvenile Courts are the primary sources of admission referrals. Most referrals are for person offenses and warrants.

The detention center has nine 12-bed living units and one 15-bed living unit. The average daily population in 2016 was 47 youth with an average length of stay of 9.7 days. The average daily population has decreased by 51 percent since 2015. The facility is currently staffed to service 60 youth.

Security measures within the center are implemented to provide controls for the care, protection and treatment of each youth, and the protection of the community. This is done through a physically restrictive, secure custodial environment, and a varied and active daily program schedule.

In 2014, JDC became the first juvenile institution in Minnesota to be certified as compliant with the requirements of the Prison Rape Elimination Act.

2016 JDC Client Population at a Glance	
Average Daily Population	47
Total Number of Admissions	1,655
By Gender:	
Male	1,355
Female	300
By Race:	
White	136
Non-white/Non-Hispanic and Hispanic	1,519
Average Length of stay	9.7 days
By Gender:	
Male	10.4 days
Female	6.4 days

Juvenile Detention Center Services and Programs

Admissions

The Admissions Unit is the intake point for the Juvenile Detention Center (JDC) and accepts custody of juveniles on new offenses and warrants 24 hours a day. This unit is responsible for processing all juveniles referred to detention based on the current detention criteria. The process includes admission, scheduling detention hearings, parental notification, the notification of new charges/hearing to outside departments, releases, etc. The admissions juvenile correctional officer will also conduct a Risk Assessment Instrument (RAI) to reduce the number of juveniles in detention who are at a low risk to re-offend and appearing for their scheduled court hearing and are, additionally, a low risk to public safety. The Juvenile Detention Alternatives Initiative (JDAI) supports the implementation of potential release for first-time misdemeanor domestic assault charges to a non-secure shelter. There has also been a collaborative effort with the juvenile courts to reduce the number of bench warrants initially issued to low-level offenders.

Security and Control

Juvenile Correctional Officers operate the Center's Master Control Room, controlling all entrances and exits to and from the facility, monitoring cameras to ensure safety and security, as well as monitoring all fire, smoke, sprinkler alarms, potential security breaches, and weather alerts. They are the center of the facility's communication network, dispatching calls to various areas for various reasons, such as crisis situations, general assistance calls, and evacuations. The Juvenile Correctional Officers assist in the intake process for all juveniles entering the facility. Intake staff conduct searches of the juveniles as outlined in policy, inventory property, use the IBIS machine for every juvenile in an attempt to verify their identity, and take photographs and fingerprints, when needed, to be in compliance with Minnesota State Statute. The Juvenile

Correctional Officers assigned to intake may additionally conduct transports of juveniles to various facilities (i.e. The Bridge, St. Joe's Shelter and Hennepin County Medical Center).

Incentives Program

The Incentives Program is based on the level program residents follow, which rewards good behavior with extra programming. Once a resident is on Level 3, the highest behavior level, they may partake in a Level 3 activity that day. The Level 3 incentives program includes sport activities and recreational programming. The residents and staff are involved in these activities.

Support Activities

Medical Unit

The JDC uses an accredited, contracted health care provider, Corizon Medical, to deliver health care services to youth in the Juvenile Detention Center 24 hours a day, 7 days a week. These services include: intake screenings and assessments, medical clinics for routine physicals or to treat medical conditions, mental health care to assist with court-ordered psychiatric evaluations, crisis intervention, and medication management.

Detention Expediter

The Detention Expediter coordinates all detention-related elements of the Hennepin County Juvenile Justice System by tracking all cases to include alternatives programs, to identify and expedite those cases eligible for early release or step down to alternative programs.

School Program

All residents, after their initial detention hearing, are eligible to attend school at the JDC receiving six hours of classroom instruction per day. Classes are taught by teachers provided by the Minneapolis Public Schools. Residents receive credit hours in science, math, social studies, language arts and physical education. The school offers a transition program to connect youth and their families with social-service agencies. Several community organizations partner with community corrections to provide services and mentor young offenders.

Freedom School

Freedom School is a summer program whose purpose is to increase the literacy of inner city youth. It is a six-week program where students are required to read one book a week. These are award-winning books that were written by people of color about everyday situations that are relatable to the students. Best practices are used to ensure students comprehend the lessons in the books. Students also work on math, art and music during this program.

After-School Program

Stadium View School offers a wide range of extended after-school programs, including GED preparation, credit makeup, tutoring, mentoring, life skills, art, music, inter-scholastic athletics, computer welding, poetry, summer-school programming, parent and teacher council meetings, and a transition program to connect youth and their families with social-service agencies.

Student Internship Program

The mission of the intern program is to train and offer a practical experience to college students and to assist in the integration of their course work as they prepare for a professional career in corrections.

Volunteer and Community Programs

Groups or organizations from the community provide volunteer services to the Juvenile Detention Center. Currently, the programs and services provided to JDC youth include:

- Chaplaincy and worship services
- *Save the Kids*: A transformative justice and social justice based organization working to keep youth out of incarceration and promoting alternatives to incarceration for youth. They provide weekly community and team building activities for our youth.
- *Child and Teen Check Up*: Presentations on how youth can access health services through Hennepin County.
- *Meditation Program*: This practice mirrors cognitive development skills utilized in evidence-based practices with youth who have experienced trauma. Youth develop skills to become non-judgmental about their thoughts and feelings. They develop empathy towards self and others.
- *Sexual Health and Adolescent Risk Prevention Program*: A group-based intervention program designed to reduce risky sexual behavior and alcohol consumption in teens, and set long-term goals for a safe, healthy sex life.
- *Opportunity Fair*: An annual event providing JDC youth with information on a variety of services available to them upon release.

New Think

The New Think Program is a cognitive skills tool which helps to assist residents in recognizing and understanding how their thinking relates to their behavior. Cognitive-skills training is an evidence-based strategy that is effective in assisting juveniles in reducing their risk of recidivism. In the program, residents are provided with New Think worksheets, which are used to analyze personal experiences and to help identify new thinking and avoiding harmful behavior. New Think can be delivered in small and large group settings, as well as in one-to-one interactions.

Gender-Specific Programming

Gender-specific programming was implemented in 2010. The gender responsive program mission and vision is to provide a structured and therapeutic environment for female youth while being safe, secure, and culturally responsive as they await court disposition and/or placement.

County Home School

14300 County Road 62
Minnetonka, MN 55345
612-949-4500

2018 Proposed Budget: \$11,611,901
2018 Proposed FTEs: 93.3

Overview

The County Home School (CHS) is a state-licensed, residential treatment center for juveniles committed by the court. Educational and vocational training augment treatment interventions aimed at targeting high risk and needs identified for each youth. The goal is to improve each youth's ability to live productive, responsible lives when they return to their families and communities. The CHS operates three treatment programs described below.

The mission of the CHS is to provide intervention that leads to offender change in an environment that keeps residents and staff healthy and safe, while improving the ability of youth to live productively and responsibly in their community. We accomplish this by implementing research-based interventions that reduce criminogenic risks and needs, and by making program changes based on outcome measurement and evaluation.

In 2016, CHS had 100 new admits, representing a total of 99 youth ranging from ages 12 to 19. Seventy-seven percent of the admissions were boys, 71 percent were African American/African, eight percent were White, and five percent were American Indian. Half of youth (51 percent) were from the City of Minneapolis. The average daily population in 2014 was 43.

Focus Program

Overview:

The Focus Program is a residential, gender-responsive treatment program that provides a safe, structured and therapeutic environment to promote growth, and rehabilitation of adolescent females who are at risk to themselves and/or the community. The Focus Program has two duration-of-stay options based on the YLSI risk-needs assessment: 90 - 120 day or a 6 - 9 month program. Focus has an 18-bed capacity.

Focus Admission Criteria

- Age 13 - 19 years old (18 and over needs the approval of the program director)
- IQ of 75 and above
- 5th-grade reading level
- A court order

- An identified guardian
- A current psychological assessment (within one year)
- Pregnancy is not an exclusionary factor

Evidence-based interventions implemented in the Focus Programs include:

Dialectical Behavior Therapy

Dialectical Behavior Therapy (DBT) is a type of Cognitive Behavioral Therapy that is effective with girls who have borderline personality tendencies, self-injurious and self-harming behaviors or difficulty regulating their emotions. DBT addresses symptoms of trauma/PTSD. The four key skills that are taught in DBT are: Mindfulness, Interpersonal Effectiveness, Emotion Regulation and Distress Tolerance.

Family DBT Skills Instruction and Individual Family Therapy

DBT skills will be taught to parents and families so that they will be able to learn and support the skills that the girl is learning, and continue to reinforce DBT concepts in the home environment.

Girls Circle Group and Mother/Daughter Circle Group

Girls Circle Group model for mothers and daughters is an eight-week program. Mothers or female caregivers and their daughters join together to strengthen their bonds through shared listening, creative expression, and skill building. "Heart of the Matter" curriculum promotes empathy, communication skills and stress reduction.

My Life, My Choice

This is a sexual exploitation prevention curriculum provided by TeenPRIDE, which provides education to girls on healthy relationships, sexuality and prevention of prostitution. Prostitution intervention services are also available for girls who have been engaged in prostitution.

Transition Programming

Staff assist youth to establish community support structures, educational planning, health and mental health planning, employment search, and a continuation of particular program components such as Chemical Dependency support. Residents have the opportunity to gradually transition with both home and overnight visits, depending on their continual progress and decision making.

Adolescent and Family Sexual Health Services

Assessment Services

Program services include psychosexual evaluations, risk assessments and re-assessments for adolescents, including psychiatric evaluations and more extensive psychological testing when needed.

Adolescent Family Sexual Health Residential Services (AFSHS)

AFSHS addresses the needs of adolescent males who have sexually offended and/or acted out in a sexually inappropriate manner. AFSHS has two duration-of-stay options: a short-term and long-term intervention program. AFSHS has a 16-bed capacity.

The short-term program admission criteria include:

- Youth between the ages of 14 and 18 (if EJJ, will need to be low to moderate risk and appropriate for short term)
- Low to moderate-risk adolescents males identified by the Juvenile Sex Offender Assessment Protocol-II (JSOAP) tool
- Youth who are adjudicated of a sexual offense, have a stay of adjudication or are demonstrating sexual behavior problems
- First-time offenders
- Youth who are failing outpatient services and may be appropriate for a short-term program rather than being referred to long-term residential.
- Youth who have completed treatment, but are violating probation expectations and failing to follow through with after-care plans
- Youth who do not have a stable living environment, and probation and social services need time to establish less restrictive community placement (foster homes, group homes, alternative family settings)
- Youth who are at risk if remaining in the community due to safety concerns and/or are behaving in a manner in which out-of-placement is needed
- Youth with identified CD issues which can be addressed in short-term program
- Youth who has an IQ of at least 80 or is identified as low average

The long-term program admission criteria include:

- Youth between the ages of 14 and 17.5 years of age, with the exception of EJJ youth who must enter program by age 18.5
- Youth who are adjudicated delinquent for a sexual offense (Felony/Gross Misdemeanor/Misdemeanor)
- Youth with an intelligence quotient of 80 or above
- Youth who are at risk of remaining in the community due to safety concerns and/or are behaving in a manner in which out-of-placement is needed
- Youth who have failed outpatient and/or other sex offender residential programs
- Youth who are identified as high risk on the JSOAP-II
- Youth demonstrating significant sexual deviancy, sexual aggression and/or patterned offending behaviors
- Youth who have identified CD concerns and are in need of treatment

Dialectical Behavior Therapy

Dialectical Behavior Therapy (DBT) is a type of Cognitive Behavioral Therapy that is effective with boys who have borderline personality tendencies, self-injurious and self-harming

behaviors or difficulty regulating their emotions. DBT addresses symptoms of trauma/PTSD. The four key skills that are taught in DBT are: Mindfulness, Interpersonal Effectiveness, Emotion Regulation and Distress Tolerance.

Family DBT Skills Instruction and Individual Family Therapy

DBT skills will be taught to parents and families so that they will be able to learn and support the skills that the boy is learning, and continue to reinforce DBT concepts in the home environment.

Transition Programming

Hennepin County works with community programs to provide a variety of out-patient treatment services, including, psycho-educational programming, group and family therapy skills building (both office-based and in-home), individual therapy for clients not appropriate for group, victim and family reconciliation, and other transitional services.

Short-Term Adolescent Male Program (S.T.A.M.P)/ S.T.A.M.P Plus

Program Overview

The S.T.A.M.P. Program uses DBT as the core component of its treatment program. The S.T.A.M.P. programs have two duration-of-stay options based on the YLSI risk-needs assessment – 90 to 120 day and 4 to 6 month. S.T.A.M.P Plus Program has a 20-bed capacity and the S.T.A.M.P. Program has a 10-bed capacity.

S.T.A.M.P Admission Criteria

- Age 13-19 years old (18 and over needs the approval of program director)
- IQ of 80 and above (IQ under 80 requires program director approval) or testing indicating cognitive functioning
- A court order
- A current psychological or diagnostic assessment
- A offense level of Gross Misdemeanor or Felony (Misdemeanor level appropriate with failed community based alternatives and non-responsive to probation supervision)
- A score of (9-22) on the Youth Level of Service Inventory (YLSI)

S.T.A.M.P. Plus Admission Criteria

- Age 13-19 years old (18 and over needs the approval of program director)
- IQ of 80 and above (IQ under 80 requires program director approval) or Testing indicating cognitive functioning
- A court order
- A current psychological or diagnostic assessment
- A offense level of Gross Misdemeanor or Felony
- A score of (23-34) High or Very High risk on the Youth Level of Service Inventory (YLSI)

Evidence-based interventions implemented in the STAMP Programs include:

Dialectical Behavior Therapy

Dialectical Behavior Therapy (DBT) is a type of Cognitive Behavioral Therapy that is effective with boys who have borderline personality tendencies, self-injurious and self-harming behaviors or difficulty regulating their emotions. DBT addresses symptoms of trauma/PTSD. The four key skills that are taught in DBT are: Mindfulness, Interpersonal Effectiveness, Emotion Regulation and Distress Tolerance.

Family DBT Skills Instruction and Individual Family Therapy

DBT skills will be taught to parents and families so that they will be able to learn and support the skills that the boy is learning and continue to reinforce DBT concepts in the home environment.

Strengthening Families Program (Parent/Child Education)

Parenting and family skills training program that consists of 14 consecutive weekly, skill-building sessions. Parents and children work separately in training sessions and then participate together in sessions practicing skills.

Anger Management Programming

The Anger Management group offered at STAMP and STAMP-Plus is the Domestic Abuse Project (DAP) curriculum. This is a nine-week course using various weekly skills from the curriculum. Topics presented during the group include understanding what violence, abuse and anger is about; conflict resolution; taking responsibility; styles of communication; creating a time-out plan, identifying cues and triggers of anger and identifying a progression of violence. The curriculum is also a way for the young men in our program to identify where their anger comes from and how to manage their emotions in healthy productive way.

Gang Reduction Intervention Program (GRIP)

GRIP is an adaptation of the evidence-based Phoenix Program. It is facilitated by HCHS staff and the Men Against Destruction Defending Against Drugs and Social-Disorder (MAD DADS) from the community. GRIP guides students to develop self-efficacy in identifying and addressing the needs and risk factors underlying joining a gang, gang involvement, leaving a gang, and using a gang "mind set." Participants meet once a week for an hour and a half for a period of 10 weeks. Upon completion of the 10 weeks, they are able to participate in an ongoing aftercare program facilitated by the MAD DADS in the community.

Transition Programming

Staff assist youth in establishing community support structures, educational planning, health and mental health planning, employment search, and a continuation of particular program components such as Gang Intervention (GRIP) and Chemical Dependency support. Residents have the opportunity to earn day-away home visits and overnight visits depending on their continual progress and decision making.

Victim impact programming is offered on an individual basis to program participants.

Program Functions

Education and Vocational Training

The CHS provides full educational programming for youth placed at the facility. These services are provided through a contract with Intermediate District 287. The mission of Intermediate District 287 is to be the premier provider of innovative, specialized services to ensure that each member district can meet the unique learning needs of its students.

Partnerships with East Side Neighborhood Services enable eligible students to develop vocational skills such as culinary arts, forklift training and ServSafe certification.

HealthEast Chemical Dependency Program

This Rule 31 licensed, outpatient chemical dependency treatment program provides intensive services for all HCHS youth who are experiencing social, emotional, behavioral or spiritual difficulties as a result of their substance abuse. It is our goal to help clients examine the extent of their chemical use, develop the skills and desire to cope with the stresses of adolescence in a responsible, chemically free manner, and identify a positive support network within their family and community.

Work Program

Residents owing restitution or having certain financial obligations (i.e. child support, college tuition) are given priority for work within the facility. Money earned from washing dishes, mowing lawns or landscaping is applied directly to the individual's debt. In 2014, 63 residents worked 4,600 hours and earned \$12,389.46 and 43 residents paid \$7,521.87 in restitution to their victims.

Medical and Psychiatric Services

Corizon Correctional Medical Services provide both medical and psychiatric services for youth placed at the facility.

Juvenile Probation

590 Park Avenue
Minneapolis, MN 55415
612-348-3700

2018 Proposed Budget: \$12,807,046
2018 Proposed FTEs: 107.0

Overview

The Juvenile Probation Division provides investigation, supervision, and other services to the court and juveniles involved in the juvenile justice system in Hennepin County. The division is responsible for conducting pre-sentence, Extended Jurisdiction Juvenile and Adult Certification investigations for the Juvenile Court. These investigations include a review of the child's social history, criminal history, current offense circumstances, intervention history, assets and a dispositional recommendation. If a child is placed on probation, the division provides several levels of supervision. These include early intervention efforts, individualized supervision and aftercare supervision for youngsters returning to the community from group home, residential treatment and correctional facility placement.

Some direct services are provided by the division including the Gun Offender Program, Extended Jurisdiction Juvenile supervision, Sex Offender supervision, gender-specific female caseloads, restitution caseloads, and individual generalized supervision caseloads are some of the ways adjudicated juvenile offenders are supervised. The division also provides services to crime victims through the Restorative Justice/Victim Services Unit.

Juvenile Probation Client Populations at a Glance

Pretrial Services Completed in 2016	
Investigations	307
EJJ Certification Investigations	84
Pre-Sentence/Pre-Plea Investigation	121

Post Disposition Caseloads* as of 12/31/2016	
Total	1,173
By Gender:	
Male	927 (79%)
Female	246 (21%)
By Race:	
White	184 (16%)
Black/African American	692 (59%)
American Indian	52 (4%)
Asian	18 (2%)
Other/Unknown	227 (19%)

Post Disposition Caseloads by Unit as of 12/31/2016*			
<i>Supervising Unit</i>	<i>Total Clients</i>	<i>Total Agents</i>	<i>Average Caseload</i>
Extended Jurisdiction Juvenile	115	7	17
Sex Offender Supervision	79	4	20
General Individual Supervision	316	20	16
Neighborhood Probation	48	3	16
Return to Success	64	4	16
Restitution	220	2	110
Petty Drug and Alcohol	39	1	39
Gender Specific	98	5	20
CrossOver Youth	43	2	22
Parole/Probation	47	3	16
Restorative Justice – SAFE	12	1	12
Extended Jurisdiction Juvenile	115	7	17

Juvenile Probation Services and Programs

Court-Related Activities

Intake/Court Unit

Probation officers in the Court Unit screen all cases for the arraignment, petty offender, pretrial and detention calendars, appear on behalf of the division at these hearings, and make recommendations to the court regarding immediate disposition options or referral for a full investigation. Probation officers are also available, particularly at the trial and pretrial calendars, to complete a pre-screener, the YLS/CMI-screening version. This provides the court and other parties with information in order to better address areas of concern by targeting court-ordered conditions of probation to these specific areas.

Court Calling Project

The Court Calling Project is staffed by volunteers. These volunteers contact youth and their families to remind them of the dates for court hearings. Court calendars are provided by Court Administration a business day in advance of the hearing date, and the volunteers access the Juvenile Probation information system, MAIn, in order to obtain phone numbers if otherwise unavailable. Outcome data is kept, and shows this project has resulted in a 20 percent increase in attendance at court hearings

Administrative Services Unit (ASU)

The unit consists of case management assistants whose job duties include: processing out-of-home placement paperwork; processing paperwork for other court-ordered resources that require payment; complete Predatory Offender Registration, fingerprinting, photographs when appropriate and complete, and submit documentation to the BCA; data entry for out-of-home placement and other resources; meet with parents to prepare packets for out-of-home placements and provide information about the facility; assist parents in obtaining birth certificates and other documents for placement; prepare and submit documents for judicial signature including Authorization-to-Sign document when necessary, process Interstate Compact referrals and submit documentation to the Minnesota Interstate Compact Office; process and submit courtesy supervision documents to the proper authorities; submit Sheriff's Transport requests when necessary; perform DNA biological specimen gathering, complete chain of custody documentation and submit specimen to the BCA; gather urine samples and complete chain of command paperwork, and assist probation officers with transportation as needed and available.

Intake/Records Center

Probation support staff interview youth and families following court hearings to gather demographic information relating to the youth and their families, and enter it into the Juvenile Probation information system (MAIn). They provide information about resources the court has ordered and register youth for STS or community service. Intake staff also copy court orders and ensure that the case files are properly assigned to the Investigation Unit, STS or a probation region based on the youth or family's residence.

Intake staff assembles files for court calendars including arraignment, detention, trial and pretrial hearings. They enter data into MAIn relating to court orders, petitions and citations. They are available to respond to calls about court history, probation history, case assignments and other general inquiries. Staff also respond to general incoming calls and greet all clients and visitors to Juvenile Probation. This staff is also responsible for the maintenance, filing, storage, and processing of all files opened, closed, stored, and destroyed.

Investigations

Probation staff conduct pre-plea, pre-disposition, Extended Jurisdiction Juvenile, and Adult Certification investigations. These reports provide the court with offense and case history information, diagnostic/assessment data and case-plan recommendations to assist the court in making disposition orders. When making disposition recommendations, investigating probation officers complete a Youth Level of Service Inventory (YLS/CMI), a risk assessment instrument, which is used to evaluate the risk to public safety, identify the criminogenic needs to be addressed and determine the appropriateness and eligibility for community and out-of-home placement resources. Following disposition, investigators prepare a disposition summary and transfer the case to the appropriate region for supervision.

Restorative Services

Legal Service Specialists who staff this unit provide supportive intervention to victims by assisting them in preparing their victim impact statements, accompanying victims to court hearings, assisting them in documenting their claims for restitution, and providing referrals to community agencies for additional help in the healing process. This unit obtains loss information and documentation and completes a restitution investigation for the court. This unit also plays a role in Monitors MN for SAFE DRIVING Panels.

The restitution accounts manager sets up, monitors and closes restitution accounts, and assists probation officers in the docketing process. In 2018, restitution collection will shift to District Court.

Supervision Services

Individualized Supervision

Juveniles ordered to probation supervision are placed on individual supervision caseloads. The level of supervision is determined by the YLS/CMI score which is reassessed at six-month intervals or as the youth's circumstances change. A Contact Standard Policy details the number and type of contacts based on risk level. Following the completion of the YLS/CMI, the probation officer completes a case plan including goals, action steps and timelines for each moderate and/or high-risk domain. This case plan, developed with the participation of the youth and family, is reviewed at least once every six months or as goals are completed or modified. Supervising probation officers provide face-to-face contact in the office, home, school and the community; individual counseling; referral to community resources and are responsible for monitoring and holding youth accountable for compliance with court orders.

The Juvenile Response Grid has been in use since 2009. The grid takes into account all potential probation violations (including new offenses) and all potential responses up to and including a return to court and out-of-home placement. The Response Grid is also aligned with the risk levels based on the YLS/CMI scores. This will ensure timely, consistent and equitable treatment of all juvenile probation clients throughout the division.

The goal of probation officers is to respond as quickly as possible to violations; provide accountability and services to youth in the community and only use out-of-home placement when there is a risk to public safety or other resources have been exhausted.

Although youth are generally assigned to caseloads in the regions where they reside, (North/South Minneapolis and the suburbs) some may be assigned to specialized caseloads based upon their individual needs or the nature of their offenses.

Sex Offender Program

There is one sex offender probation officer in each of the North and South regions and two sex offender probation officers in the suburban region. There is also one probation officer with a caseload of Extended Jurisdiction Juveniles (EJJ). These officers provide intensive aftercare supervision and services through the use of support groups and wraparound activities to juvenile and young adult sex offenders who have been released from residential treatment placements.

Most sex offenders are referred to the Adolescent and Family Sexual Health Services Program at the County Home School (CHS). Three options now exist – 120-day, short-term residential, 12 to 14 months long-term residential – and finally, contracted outpatient/aftercare programming managed by Juvenile Probation; Steps for Change has been selected to provide these outpatient services. Probation officers coordinate treatment plans, relapse prevention/safety plans, and aftercare plans with licensed Social Workers and contracted sex offender therapists. Evidence-based practices prescribe that probation officers utilize validated risk assessment instruments including: YLS/CMI, JSOAP II, and ERASOR, at various phases of treatment and refer to contracted polygraph examiners to assist caseload planning.

Gender Specific Unit

In order to address the specific needs of females placed on probation supervision in Juvenile Probation, a Gender-Specific Unit was developed in 2014. Currently there are two gender-specific female caseloads in the North region, one in the South Region and two in the suburban region. Many of the girls on these caseloads are referred to a variety of gender-specific programming. Because juvenile female offenders have a unique set of issues including unresolved trauma, abuse, mental health concerns, frequent absenting, etc. it was felt that a concentrated effort was required in order to attempt to address these problems in a more holistic manner. Utilization of a trauma assessment tool continues to help guide appropriate interventions.

Juvenile Probation/Parole

Youth who are placed under jurisdiction of the Minnesota Commissioner of Corrections and committed, or placed as a condition of probation to the state facility at Red Wing (males) or

Dakota County (females are supervised by specific juvenile probation officers who work closely with Red Wing and/or Dakota County Treatment Program staff during placement and supervise the youth upon discharge).

EJJ: Extended Jurisdiction Juvenile

Extended Jurisdiction Juvenile (EJJ) is a special designation for the most serious/violent/chronic offenders in the juvenile system. These youth receive a dual sentence in Juvenile and Adult Court. They may remain under Juvenile Probation supervision until age 21 (two years beyond normal court jurisdiction) unless the adult sentence is imposed for violating court orders. The EJJ probation officers supervise these youth while they are in placement and work with several contracted community specialists from the YMCA to provide intensive supervision (individual and group), aftercare, employment, educational and other services for these youth after discharge from residential programs. The EJJ Unit has integrated cognitive-based principles into their community-based interventions through a group process.

Petty Alcohol and Drug Offender Caseload

This caseload was developed in order to respond to the large numbers of youth appearing in court for petty alcohol and drug offenses. The probation officers monitor the orders of the court which may include random urinalyses, chemical health assessments and/or participation in drug or alcohol programs. One of the probation officers has also received Rule 25 certification and is able to complete these assessments with the supervision of another probation officer who is a certified assessor. Both of these officers may prepare these cases for court and attend the petty calendar in order to provide information and recommendations to the court for these types of cases. In addition, three other probation officers have been trained and certified to perform Rule 25 chemical health assessments.

Sole Sanction - Restitution

Probation officers monitor cases in which the only sanction ordered by the court is the payment of restitution. The program also accepts cases transferred from supervising probation officers when the juvenile has completed all court orders but full payment of restitution. Restitution orders for youth on supervision caseloads are monitored by their assigned probation officers and may include other sanctions such as scheduling Sentencing to Service, Paid Work, Community Service or Letter of Apology. Restitution monitoring will phase out over the next three years as collection shifts to District Court in 2018.

Supervision Support Services

Mental Health Screening

Youth eligible for mental health screening have been adjudicated delinquent on a misdemeanor, or more serious level offense, or have been adjudicated on a third petty offense. To limit over-assessment, youth who have been screened in the prior six months, are in counseling or who are receiving mental health services in the community are exempt from this process. A probation officer meets with and interviews these youth and administers the MAYSI-2, a mental health screening tool. If the youth receives a positive result, s/he is referred to their

family medical clinic or a community resource for a diagnostic assessment. The youth is also referred to the FASD (Fetal Alcohol Spectrum Disorder) program staff for an FASD screen.

Mentors for Success

This is an initiative of Juvenile Probation's volunteer program that uses volunteers as project assistants and as mentors. Volunteers assist with project management including the recruitment, interviewing, screening, training and supervision of mentors. These volunteer mentors serve as positive role models who are matched one-to-one and meet weekly with probationers, most often in the youth's educational setting or a neighborhood library in order to promote academic achievement as part of the supportive relationship, also including pro-social group activities. Coordination of this program expanded to full-time in 2017.

Out-of-Home Placement Screening

All recommendations by staff to place a child out of the home are screened by a team comprised of representatives from probation, mental health, social services, the County Home School and a community-based services coordinator. The screening team's purpose is to ensure that the placement recommended is appropriate and meets the needs of the youth. Staff is required to complete the YLS/CMI, an evidence-based tool to identify the needs of the child; a screening form; diagnostic information when available, educational information and any other supporting documentation relevant to a possible placement for screening team review. All placement recommendations must meet criteria, or receive approval from the division director, and must be authorized by the screening committee before they are presented to the court.

Direct Service Programs

The Crossover Youth Project

The Crossover Youth Project is an initiative that was introduced to Hennepin County in July 2011. This initiative is aimed at identifying and implementing strategies for coordinating case management services for youth through a multi-system approach involving the Bench, DOCCR, the Human Services and Public Health Department (HSPHD), the educational system, and other juvenile service partners.

The target population for this initiative is youth age 12 to 16 who are currently active in HSPHD, and are also under DOCCR jurisdiction for a gross misdemeanor or felony delinquency finding.

The goal of this large-scale collaboration is to improve family engagement and targeted interventions that promote safe, stable and supportive environments for youth to prevent them from multiple placements and penetrating deeper into the juvenile justice system. This initiative broadens the county's focus from simply reducing recidivism or establishing safety to ensuring:

- The safe and appropriate return or maintenance of youth in their families and homes.
- Academic attainment.
- Behavioral and physical health.
- Preparation of youth for a successful future.

A Crossover Practice Guide is used to outline criteria, procedures and case management practices for those involved with this project. Crossover youth being considered for being placed out of the home, are jointly screened with DOCCR and HSPHD.

The Gun Offender Program

The Gun Offender Program (GOP) is a court-ordered program for youth adjudicated or offered a stay of adjudication on gun-related charges. In 2016, the program was re-configured to better reflect the risk levels of clients, but still meet the statutory requirement to complete 100 hours of Community Work Service and/or equivalent programming. Under its new configuration, low-risk youth will complete 100 hours of Community Work Service (CWS); medium-risk youth will complete 90 hours of CWS or STS and 10 hours of Carey Guide cognitive intervention based on criminogenic need. The high-risk youth will be required to attend 25 hours of the ARISE cognitive behavioral program and 75 hours of CWS or STS.

Residential Treatment Center - Probation Officers

Youth returning from long-term residential treatment centers are assigned to a regional RTC probation officer shortly after they enter residential treatment so that the RTC probation officers can promptly engage with the youth and their families. This allows all parties to work together to develop a supervision plan for the youth while s/he is still in placement. After the youth returns to the community, they, their family, probation officer, community specialist, and other identified community members/providers will meet regularly to collaboratively support and meet the needs of the youth and family during the transition.

RTC probation officers utilize supervision plans to address the transition needs of a youth returning to the community from an out-of-home placement.

The Supervision Plan will be the formal process of assisting youth in transitioning from an out-of-home placement back to the community. The Supervision Plan will include the probation officer evaluating the assessment; targeting interventions; planning, working with and organizing roles of community partners; and utilizing Carey Guides and BITS based on the clients risk, need and responsivity. As additional supportive services become available, this will enhance the focused and structured Supervision Plan already in place.

There are now four RTC probation officers, one with the South region, one with the North region and two with the suburban region.

Community Array of Services

Evening Reporting Centers (ERC)

ERC's offer programs and services designed to hold youth accountable while supporting the development of pro-social skills and providing them with structured and positive activities during the hours that are highest for youth crime. ERC's utilize a strength-based approach to intervene, address and prevent delinquent behavior. ERC's are staffed by community agencies and a dedicated probation officer. There are two Juvenile Evening Reporting Centers in Hennepin County.

Functional Family Therapy (FFT)

Functional Family Therapy (FFT) is a strength-based, short-term highly structured in-home intervention that was developed to work with families of youth who are involved in the juvenile justice system. FFT targets youth with very serious problems including conduct disorder, oppositional defiant disorder, alcohol and drug abuse, and delinquent and violent youth. It can also be utilized by siblings, as well as extended family members, with the emphasis being placed on family relationships.

Multi Systemic Therapy (MST)

Multi Systemic Therapy (MST) is an intensive, in-home treatment program designed to make positive changes in the various social systems (home, school, peer relations) that contribute to the serious anti-social behaviors of youth. MST has demonstrated positive outcomes for high-risk youth who are at risk for out-of-home placement. MST is a strength-based program that focuses on teaching parents/caregivers effective techniques for dealing with the issues that contribute to the youth's offending behavior. This includes parenting skills, supervision and monitoring, family communication, emotion regulation and anger management strategies, parent-teacher communication, and pro-social activities.

High Fidelity Wraparound

The High Fidelity Wraparound process is a family-based intervention in which youth and their family identify goals and determine what is important to their family's success. A trained facilitator coordinates a team of family members, natural supports, service providers, agency representatives, community representatives, school supports, etc. to develop a plan of care to be implemented and evaluated over time. Wraparound is child centered, but family focused, allowing for a family's "voice and choice" in the process that focuses on strengths. The process allows for less reliance on system supports and more reliance on natural and community supports.

Hold Your Horses

Hold Your Horses is an equine-assisted group therapy for female youth who have been sexually exploited, have experienced sexual trauma or abuse. The equine therapy treatment model focuses on assisting youth in developing skills to improve their adaptive functioning. The horses assist in the development of these skills by focusing on mindfulness, self-regulation, self-soothing and self-awareness. Expressive arts, informed therapy movement, bilateral stimulation of the brain and yoga-calm are incorporated into each session, allowing youth a way to express their emotions and feelings through their body movement, rather than traditional talk therapy. Horses provide immediate feedback and demonstrate fight, flight, freeze, and fidget responses which youth can identify with as they struggle with their own body responses. When youth learn to calm the horses, they can gain skills that promote their own self-soothing.

Girls Circle H.E.A.R.T.

Girls Circle H.E.A.R.T. is a 12-week curriculum designed to create a safe environment for girls from diverse backgrounds to understand what sexual trauma is and what the impact of sexual trauma may be, manage the effects of abuse in a safe and healthy way, experience support

from others, develop new coping skills, recognize the individual's strengths, and learn how to access and use those strengths and resources to begin the healing process. The program provides girls with the education, skills, support and resource information that they may utilize whether or not they have experienced or been exposed to abuse. If girls have experienced trauma or abuse, Girls Circle H.E.A.R.T will provide girls a safe place to talk about these issues if the youth is ready.

The Runaway Intervention Program

The Runaway Intervention Program (RIP) is a strengths-based home visiting, care management program for high-risk youth. The program provides health care and health education, as well as group support, for runaway youth with a history of sexual abuse. The goals of the program are to re-establish positive developmental trajectories, reduce traumatic distress, improve health and coping behaviors, increase supportive relationships and protective factors, and prevent or diminish common risk behaviors associated with sexual abuse by helping to return youth home, support school attendance and improve family interactions. An Advanced Practice nurse will work with the youth in the community for a one-year period of time to address the health care needs of the youth, while collaborating with other stakeholders and parents/caregivers. Services include: contraception, health education, STI and pregnancy testing, mental health screening, girls empowerment groups (when enough referrals are in a geographical location) and access to a mobile therapist.

YMCA Community Specialists

Community specialists are case managers highly skilled at working with juvenile justice youth. Community specialists assist with prevention, intervention, integration, and follow-up services to probation youth. Community specialists collaborate with probation officers regarding general supervision of youth, assist in development and implementation of case plans, and act as the driving force in the community to ensure that youth achieve their goals and develop healthy, pro-social, alternatives to behaviors that led to trouble in the past. Community specialists also help youth connect to community resources and link youth to other providers that can help with specific needs.

Steps for Change

Steps for Change is a community-based program specializing in the assessment and treatment of youth who have engaged in sexually harmful behaviors. This program offers a comprehensive choice of clinical services and treatment options for youth under the supervision of Hennepin County Juvenile Probation. The youth completing therapy have committed a sexual offense or have acted out in a sexually inappropriate manner. Treatment utilizes an adaptation of the Good Lives Model, which identifies sexually harming behaviors as a maladaptive attempt to meet one or more basic human need, as well as conceptualizing clients through attachment theory.

Organizational Change Management

Julie Rud, Area Director
C-2353 Government Center
Minneapolis, MN 55487
612-348-7498

2018 Proposed Budget: \$10,116,009

2018 Proposed FTEs: 75.0

Information Technology

The DOCCR Information Technology Unit is committed to applying technological innovations and information systems to enhance the delivery of correctional services. They work closely with other Public Safety and Criminal Justice partners, ensuring the sharing and exchange of accurate client data. DOCCR IT reports to the Public Safety Business Information Officer and sets technology plans jointly with DOCCR administration and divisions. DOCCR IT has two guiding principles of being business driven and customer centric. They strive to be business driven with IT solutions developed to directly meet the requirements of the business, which begins with DOCCR strategy, demands and objectives. They focus on being customer centric by understanding the customer's point of view and respecting the customer's interest.

DOCCR Information Technology also works closely with the business systems teams and Policy, Planning and Evaluation to deliver services, develop data reporting standards, and ensure accuracy of the data.

System Teams

- The Management of Adolescent Information System (MAIn) links the Juvenile Detention Center, County Home School and Juvenile Probation. The MAIn team supporting the business needs of juvenile services is part of Organizational Change Management. The MAIn team have initiated conversion planning with a target of May 2020 for going live with CSTS.
- The Offender Management System is used at the Adult Corrections Facility, with a system owner dedicated to system management.
- Adult Field Services has transitioned from a proprietary case management system to the statewide Court Services Tracking System (CSTS) and has a CSTS team dedicated to system management.
- Family Court Services utilizes the Domestic Relations System (DRS).

Policy, Planning and Evaluation

The Office of Policy, Planning and Evaluation (PPE) enables the department to be completely immersed in evidence-based practices by delivering the empirical data that is at the core of data-driven management. PPE supports the DOCCR mission by providing evaluation, planning, research, data reporting and specific technical services.

PPE staff are responsible for developing, coordinating, monitoring and distributing operational and performance measures for internal and external DOCCR stakeholders; recidivism reporting; mapping services; maintaining survey software and providing technical assistance for internal survey distribution; and Correctional Program Checklist coordination. The office provides numerous individual services to support Organizational Change Management in the operating divisions.

PPE staff produce an average of 100 publications a year. In 2017, two staff were re-allocated to provide change management support to the divisions. These staff work directly with business project managers to ensure that strategic projects launched within the department are not just technically implemented, but the reason behind the change is communicated clearly for staff. These change managers will help deepen staff understanding of our EBP practices. Currently, PPE has six analysts (with 20 different projects on any given day) and two change managers.

Contract and Financial Services Unit

The Contract and Financial Services Unit is responsible for the department's overall budgeting, financial management, contract services, internal controls and position management. This includes lead roles in the following activities:

- *Annual operating and capital budget development* – Coordinate the annual budget process, providing guidance to the DOCCR finance contacts to develop their division budget, reviewing and publishing the overall DOCCR budget and formally presenting the proposed budget to the county budget office and administration for review.
- *Periodic financial reporting on revenue and expenditure performance* – Provide monthly and quarterly financial reports comparing current spending against budget, ad-hoc financial reporting, identify factors that have impacted spending to date or will impact future spending, and project year-end spending against the budget.
- *Grant financial management and reporting* – Work with program project teams to develop grant budgets, monitor grant expenses and ensure only eligible expenses are reported on the grant. The unit also ensures that financial status reports are submitted by the established deadlines, the appropriate accounting procedures are followed, and the appropriate documentation is on file for auditing purposes. This unit currently provides assistance on approximately 17 grants with an annual budget of \$3.5 million.
- *Accounting services for client fee and juvenile restitution collections* - Provide for the overall management and accounting of adult client fees and juvenile restitution with an annual collection rate of more than \$2 million. One of the more significant changes from the last CCA plan is that our department is now accepting credit card payments for a number of adult correction client fees.

- *Human Resources and payroll services* – Human Resource services include submitting performance review increases, processing new/promoted employees, answering human resources and benefit questions for supervisors and line staff, monitoring Family Medical Leave Act, submitting and tracking workplace injury reports and job classification studies. Four payroll contacts coordinate 1,000 employees in the DOCCR. Payroll includes running and approving payable time reports, monitoring employee's timecards and ensuring correct coding for paid time off, sick leave, etc., and processing W-4's, direct deposit and pay increases.
- *Position management tracking and reporting* – Prepare and publish reports that compare actual to authorized positions on a quarterly basis (as well as periodic, ad-hoc reporting), to manage and monitor staffing levels, and make hiring and budget decisions that utilize personnel resources in a manner consistent with the DOCCR's mission and vision.
- *Accounts Payable and receivable activities* - Manage Accounts Payable and receivable functions for divisions within the DOCCR that do not have their own finance staff, and for activities that have department-wide application. The unit also monitors activities for compliance with applicable policies and procedures, and provides assistance to division finance staff and managers to help resolve more complex issues.
- *Contract and grant services* – In collaboration with operating divisions, develop and manage all contracts for services and grants within the DOCCR, including: institutional medical services; residential and non-residential community-based contract services providers for adult and juvenile field services; institutional and probation educational and GED testing services; specialized DWI and EHM services; IT case management systems; short and long-term training activities and various consultants. The contracts team manages approximately 130 contracts totaling \$20 million in services from various providers and \$6 million in grants and receivables.

Train, Coach, Practice

The Train, Coach, Practice Unit works in collaboration with department employees, trainers, and justice partners from the public and private sector in order to offer staff training programs designed to promote effective correctional practices. TCP taps into the great amount of knowledge and experience within the department and the Hennepin County workforce to help staff share and gain skills needed for their work. The TCP Unit works closely with the Hennepin County Human Resource Learning and Development Unit to connect staff to leadership and professional development training. The unit designs and delivers programs consistent with evidence-based correctional, safety practices, as well as state and federal mandates.

The TCP Unit designs and delivers programs consistent with research-based correctional practices. The goal is to present the knowledge and skills to inspire employees to work more effectively and efficiently with offenders, criminal justice partners, and stakeholders.

The mission of the TCP Unit is to:

- Provide training that meets the needs of the staff and management of the operating divisions
- Provide training that meets the needs of state and federal mandates
- Provide trainers that are highly knowledgeable in their topics and correctional practice
- Ensure that those being trained can demonstrate competence

TCP staff provides employee orientation for new DOCCR staff. This comprehensive on-boarding training process has been established to help promote preparedness and safety for new hires when starting their job duties. TCP also provide training and support for a variety of topics, including yet not limited to, risk assessment instruments, cognitive development support and motivational interviewing.

Diversity and Equal Justice (DEJ)

The Diversity and Equal Justice Unit was developed in 2017 to help the DOCCR build an inclusive, multicultural department that effectively drives criminal justice reform. The goals of DEJ are threefold: collaborate with criminal justice partners to build an equitable criminal justice system; engage clients in their home communities for stronger collaboration; and hire, empower, and retain a workforce that is responsive and reflective of clients. The DEJ team is working toward these goals by leading the Adult Detention Initiative (ADI) and examining disparities at key decision points within the community corrections system; leading initiatives that address racial disparities, increasing staff knowledge of racial trauma; working with the Employee Engagement Committee to guide managers, supervisors and staff to make improvements based upon the employee engagement survey and identify efforts to build diversity at all levels of the DOCCR.

Communications

The department's communications specialist is responsible for publication of the department newsletter, management of intranet SharePoint sites and managing web content. Strategic communication efforts are created in collaboration with a department-wide Communication Committee. This committee breaks down communication barriers within the DOCCR through both traditional and innovative communication tactics, and develops strategies to keep DOCCR employees that do not regularly rely on electronic communications as part of their job duties informed about opportunities and happenings.

Evidence-Based Practices

Evidence-Based Practices (EBP) and data continues to drive DOCCR decisions. We work extensively to both broaden and deepen the implementation of practices with proven results. It is our goal to move those in our community who commit a crime from offender, to client, to good neighbor. While a client, it is our responsibility to provide supervision and intervention that match the risk level of clients, addresses criminogenic need, and suits the learning style and ability of the client.

The following initiatives demonstrate our continued growth in becoming a leader in evidence-based correctional practices:

- Completed validation and cut-point analysis studies on the Youth Level of Service/ Case Management Inventory (YLS/CMI) to ensure that we were accurately assessing the criminogenic risk of the youth we serve. The results of these studies showed the tool is a valid predictor of re-offense for boys, girls, white and minority youth, but will include a change to risk cut-points employed by Juvenile Services.
- Re-validated the Hennepin County Service Priority Indicator (HCSPI). This study showed that the HCSPI is a valid tool for measuring the risk of pretrial violation and that the tool is effective for all gender and racial subgroups. The Adult Detention Initiative is planning for implementation of this computerized tool to release low-level offenders not currently assessed by pretrial services. Full implementation will result in two risk assessment instruments used in Hennepin: the HCSPI-revised and the Hennepin Pretrial Evaluation risk assessment.
- Launched new case planning training in Juvenile Probation to enhance their case planning practices with clients and align with the curriculum used statewide. AFS plans to begin case planning in 2018.
- Partnered with a local expert on EBP implementation, Jane Hurley Johncox, to develop a staff peer-coaching model that will drive skill development and quality assurance of staff at the unit level. This model focuses on coaching staff using real-time evaluation of appointments with clients. The peer coaches will assist in helping their colleagues blend the elements of EBP into their daily work, with a goal of promoting positive change in client behavior.
- Sent a few staff to the Barbara Schneider Foundation, for a 40-hour Crisis Intervention Training (CIT). This extensive training helps staff recognize and appropriately respond to clients in a mental health crisis. In 2018 the TCP Unit will develop a shorter version of this training to help get this critical skill out to more institution and field staff.
- Continues to partner with the Correctional Program Checklist Collaborative, comprised of corrections agencies from across Minnesota with technical assistance from the University of Cincinnati. In addition to checklist assessments of community providers, DOCCR will be conducting the first CPC – Community Supervision Agency (CPC-CSA) on our Juvenile Probation Division in 2018.

- Completed reports in 2016 and 2017 that examined performance and fidelity measures, a key mechanism for oversighting core correctional practices. These include staff proficiency with Motivational Interviewing, LS/CMI and YLS/CMI assessments.
- Continue to publish annual recidivism reports to show the impact of our practices.
- Monthly operational measures guide the DOCCR and county leadership in ensuring appropriate stewardship of county resources. In 2017, an initiative began to create a data dashboard that will provide deeper information on our operational information, our initiatives and provide ease of understanding and data access to our divisional leaders. This dashboard is scheduled to be completed in 2018.
- Collect and analyze program-level data regularly to understand our service delivery and its impact on clients. A variety of independent quality checks including financial and operational auditing, the Prison Rape Elimination Act (PREA) audit process, and accreditation from national agencies like the National Commission on Correctional Health Care are conducted on a regular basis.

Strategic Plan & Outcome Measures

For the past several years, DOCCR has used an internal Strategy Map to guide strategic planning, allowing each division to create their strategic goals in alignment with the map, mission, core values and top priorities. In 2018, strategic planning will move away from the Strategy Map as the guiding document and instead focus on two distinct frameworks: Correctional Evidence-Based Practices and Hennepin County's Disparity Reduction Domains.

DOCCR is elevating a focus on racial disparity in our work. To set a course for success, we have established a theory of change including the following principles:

- Rely on the corrections framework of Evidence-Based Principles and Practices
- Use data to drive decisions
- Evaluate our decisions, practices and outcomes by race, particularly for African American and Native American populations
- Engage clients and community in the change process as respected partners
- Take measured risks, innovate and think outside the box

This future focus will be integrated with our strong foundation of accountability and treatment service provision. We believe that this will promote safety for Hennepin County and improve lives so that our clients, in turn, make decisions that exit them permanently from the criminal justice system.

The future work of DOCCR will be executed under a new administration, as upon submission of this plan, hiring for the Department Director position was mid-stream. The 2018 Strategic Plan includes the following:

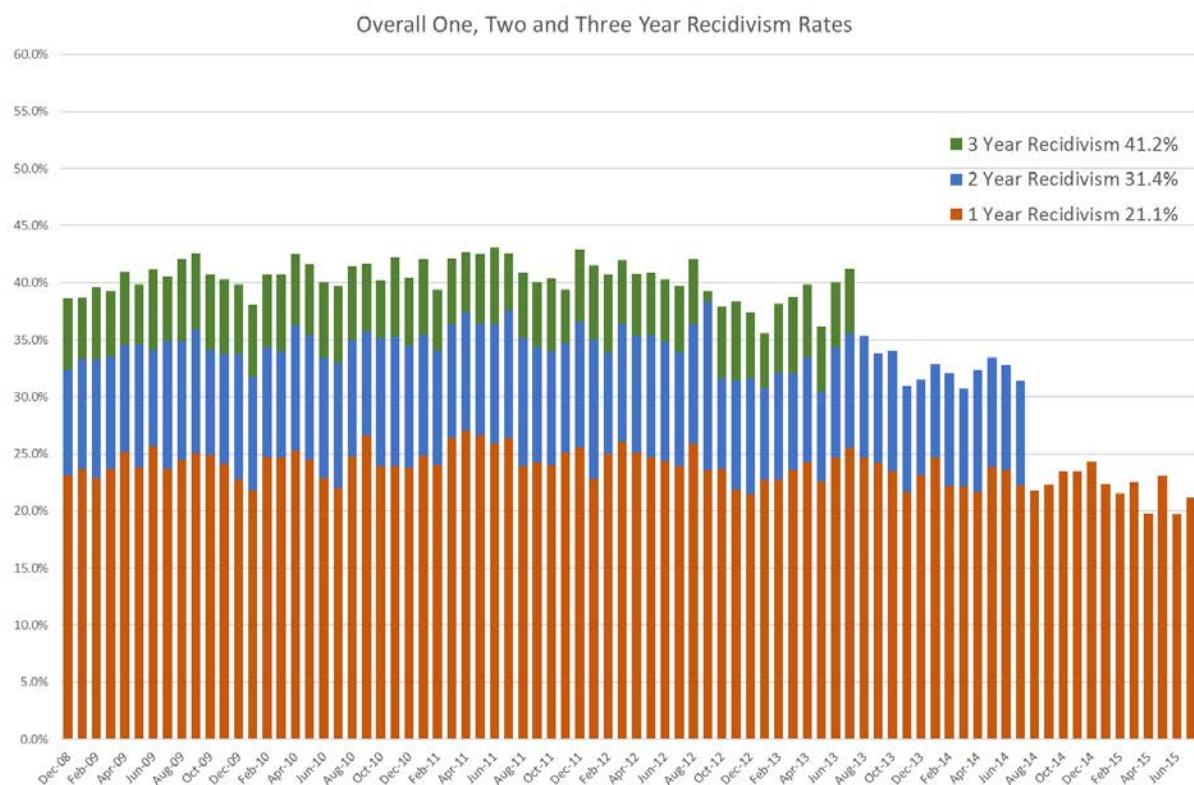
- Increase the capacity of academics to provide students with the most prevalent skills taught in our field. We will evaluate the pilot Certificate Program with Metro State University, make adjustments and expand to build a competent and diverse future DOCCR workforce.
- Continue partnership with the Group Violence Initiative and City of Minneapolis to address those most likely to be harmed by and perpetrate gun violence.
- Launch our Peer Support Program, designed to help probation staff support each other when facing the trauma inherent in the work of corrections.
- Pilot a construction program with a team of eight probationers as part of the new Community Productive Day initiative and expand construction crew opportunities to female participants. In partnership with county departments and community agencies such as HIRED, Hennepin Technical College, and Summit Academy OIC, we will further develop the initiative to support DOCCR clients by providing a variety of paid work and career pathway development.
- Collaborate with the University of Minnesota Urban Outreach and Engagement Center to develop a community advisory board with our most impacted communities. The

community advisory board will allow us to engage communities to inform the decisions that impact them and foster trust and collaboration.

- Continue partnerships with the Annie E. Casey Foundation and Georgetown University to re-imagine the use of out-of-home placement for juvenile clients and ensure the most effective treatment based on client need.
- Full scale launch of case planning practices in field divisions using the Minnesota corrections curriculum.
- As recommended by the Matrix Consulting Group, implement 12-hour shift patterns at our three institutions for more efficient and effective staff deployment to post duties. This is a key strategy for establishing work-life balance, decreasing forced over-time and increasing retention of our front-line institution employees.

It is hoped that the strategic plan outlined here will be a dynamic, living document that will drive deep reform and the success of DOCCR over the next biennium.

CCA Outcome Measure #1: Recidivism



The general success of DOCCR's approach to continuous improvement can be seen in the department's main outcome measure: the rate of recidivism for DOCCR clients.

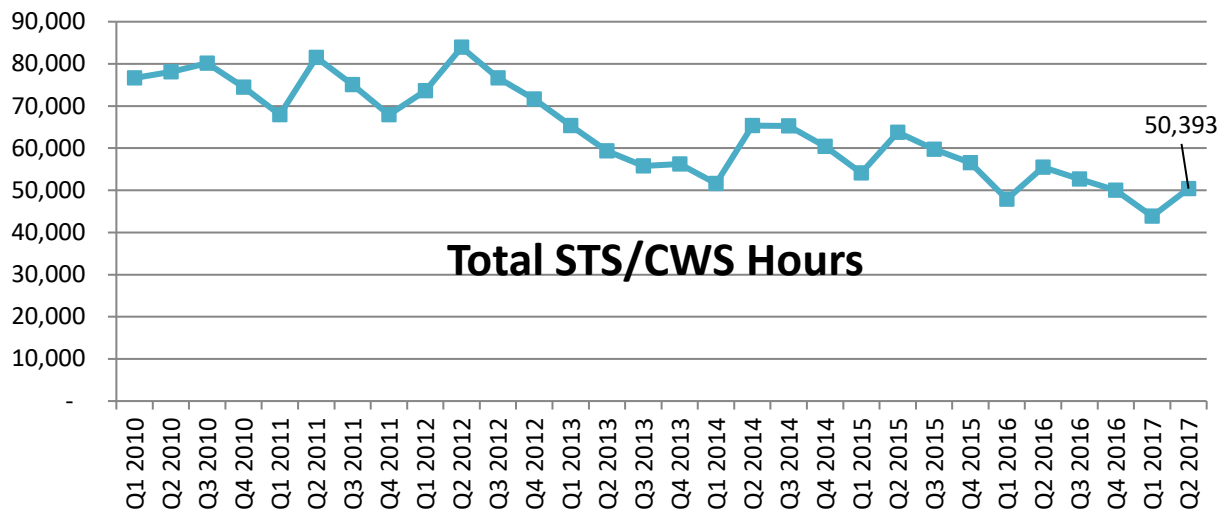
Through use of automated reporting technology, DOCCR is able to report overall recidivism for all clients at one, two and three years after they enter our system. DOCCR defines recidivism as a conviction (adult) or adjudication (juvenile) within Minnesota for a new misdemeanor, gross misdemeanor or felony offense that occurs after a selected client is sentenced (or disposition date) on an initial offense.

CCA Outcome Measure #2: Restitution

Restitution collection is one strategy for restoring crime victims. In January 2012, DOCCR transferred management of restitution payment collection to the Hennepin County Attorney's Office in order to streamline operations. Since the change, DOCCR no longer produces the restitution outcome measure.

CCA Outcome Measure #3: STS and CWS Completed

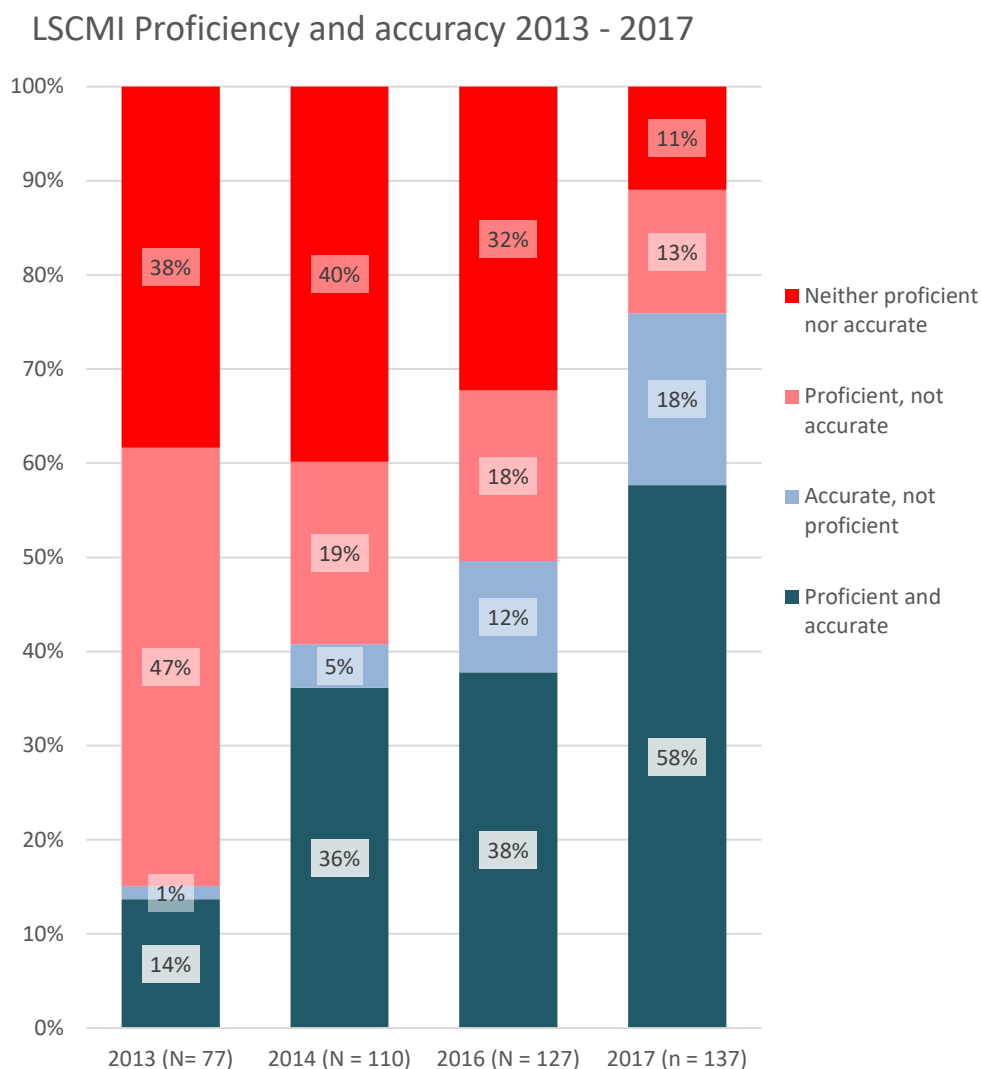
STS and CWS are two methods for restoring the community. There were 50,393 total hours completed in Quarter 2 (2017). The chart below shows actual hours completed each quarter over time.



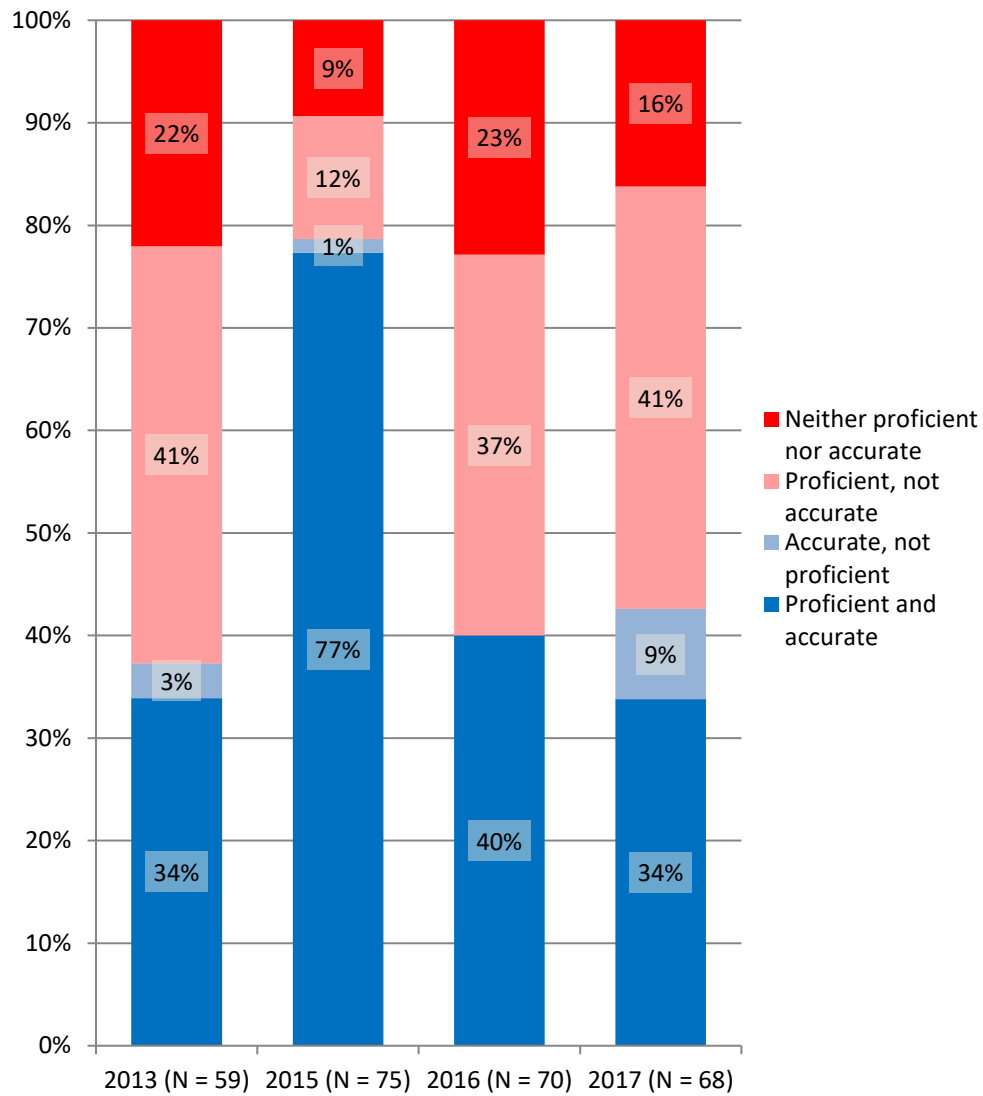
CCA Outcome Measure #4: Assessments

Performance measure reports outlining fidelity of our work with the YLS/CMI and LS/CMI have occurred since 2011 and are included in the appendix.

DOCCR participated in Statewide Quality Assurance efforts for the LS/CMI and YLS/CMI. Results show improvement in both proficiency and accuracy of tool administration when compared to previous years.



YLS/CMI Accuracy and proficiency compared, 2013, 2015, 2016 and 2017



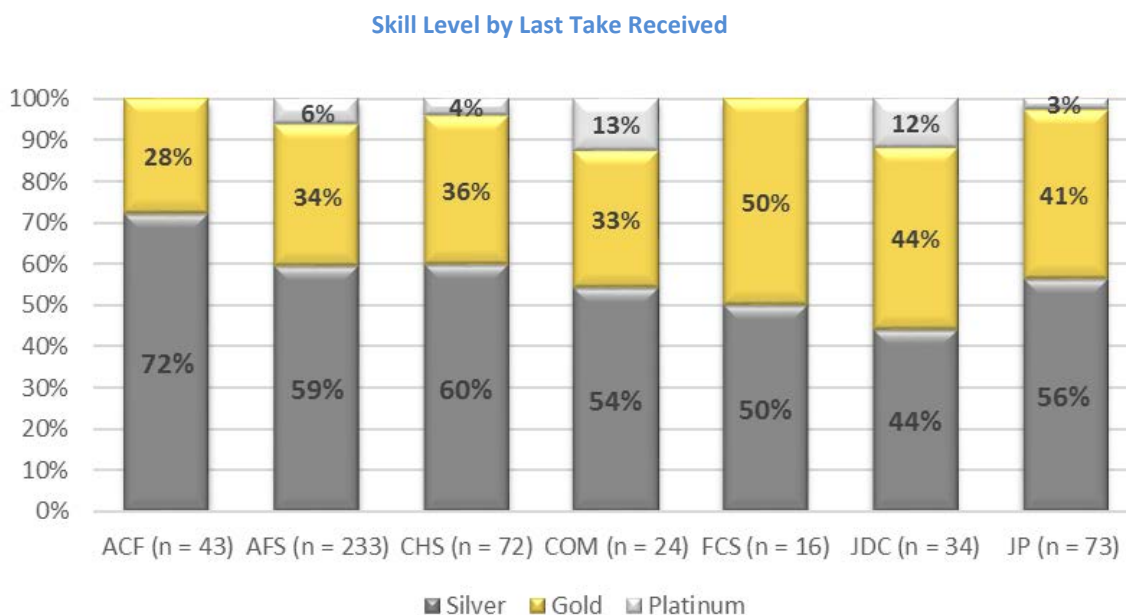
CCA Outcome Measure #5: Cognitive Behavioral

DOCCR continues to embed cognitive behavioral interventions into our change work with clients. Adult Services currently offers Thinking for a Change, Beyond Trauma, Beyond Violence, and Driving with Care classes. Juvenile Services offers the ARISE Program to youth with a gun offense and is also using Carey Guides for individual cognitive-behavioral interventions. In addition, the County Homes School has switched to Dialectical Behavioral Therapy as a campus-wide intervention.

Group facilitators continue to be assessed for ongoing facilitation skill growth and program fidelity. Facilitators are scored in six domains and are provided feedback directly after the assessment observation. Quarterly reports are completed with the scores for facilitators observed and assessed in that time frame. Facilitators consistently score satisfactory or very satisfactory on all six domains.

CCA Outcome Measure #6: Motivational Interviewing

The DOCCR's Motivational Interviewing initial training effort included a department-wide roll-out of the MI Level 1 and 2 curriculum. This rollout resulted in the majority of staff being trained in one of the two levels. In 2017, two additional levels of training were developed that require different training and refresher requirements. In addition, DOCCR has updated to the new coding form – the MITI 4.2. DOCCR continues to focus on submission of and skill level achieved.



Proposed Budget and FTEs by Program Area

	2018 Proposed Budget	2018 Proposed FTEs
Administration & Support		
Administration	1,036,920	6.0
IT Systems	1,850,747	-
Org Change Mgmt	<u>10,116,009</u>	<u>75.0</u>
Subtotal	13,003,676	81.0
Adult Corrections		
Adult Corrections Facility	22,450,471	176.0
Community Offender Mgmt	10,691,409	82.0
Family Court Services	2,910,013	25.1
Adult Field Services	<u>37,807,356</u>	<u>328.8</u>
Subtotal	73,859,249	611.9
Juvenile Corrections		
County Home School	11,611,901	93.3
Juvenile Detention Center	10,856,364	91.9
Juvenile Probation	12,807,046	107.0
State Juvenile Place	<u>2,012,000</u>	<u>-</u>
Subtotal	37,287,311	292.2
DOCCR Totals	124,150,237	985.1

2018 Approved Budget and Salary Roster

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(The 2018 DOCCR budget and salary roster will be appended to this report following the County Board's budget approval in December 2017).